



## ORDINARY COUNCIL MEETING

### NOTICE OF MEETING

To: Deputy Mayor Jan-Claire Wisdom

Councillors	Ward
Councillor Ron Nelson	Manoah
Councillor Ian Bailey Councillor Jan Loveday	Marble Hill
Councillor Kirrilee Boyd Councillor Nathan Daniell Councillor John Kemp	Mt Lofty
Councillor Lynton Vonow Councillor Andrew Stratford	Onkaparinga Valley
Councillor Linda Green Councillor Malcolm Herrmann	Torrens Valley

Notice is hereby given pursuant to the provisions under Section 83 of the *Local Government Act 1999* that the next meeting of the Council will be held on:

**Tuesday 22 May 2018**  
**6.30pm**  
**63 Mt Barker Road Stirling**

A copy of the Agenda for this meeting is supplied under Section 83 of the Act.

Meetings of the Council are open to the public and members of the community are welcome to attend. Public notice of the Agenda for this meeting is supplied under Section 84 of the Act.

**Andrew Aitken**  
**Chief Executive Officer**



## ORDINARY COUNCIL MEETING

**AGENDA FOR MEETING**  
**Tuesday 22 May 2018**  
**6.30pm**  
**63 Mt Barker Road Stirling**

### ORDER OF BUSINESS

*Council Vision*

*Nurturing our unique place and people*

*Council Mission*

*Delivering activities and services which build a resilient community, sustain our built and natural environment and promote a vibrant economy*

**1. COMMENCEMENT**

**2. OPENING STATEMENT**

“Council acknowledges that we meet on the traditional lands of the Peramangk and Kurna people and we recognise their connection with the land.

We understand that we do not inherit the land from our ancestors but borrow it from our children and in this context the decisions we make should be guided by the principle that nothing we do should decrease our children’s ability to live on this land.”

**3. APOLOGIES/LEAVE OF ABSENCE**

3.1. Apology  
Apologies were received from .....

3.2. Leave of Absence

Cr Jan Loveday 30 May to 25 June 2018

- Mayor Bill Spragg 13 May to 28 May 2018 (approved 24 April 2018)
- Cr Malcolm Herrmann 18 May to 15 June 2018 (approved 24 April 2018)

3.3. Absent

**4. MINUTES OF PREVIOUS MEETINGS**

Council Meeting – 24 April 2018

*That the minutes of the ordinary meeting held on 24 April 2018 as supplied, be confirmed as an accurate record of the proceedings of that meeting.*

**5. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF COUNCIL**

**6. PRESIDING MEMBER'S OPENING REMARKS**

**7. QUESTIONS ADJOURNED/LYING ON THE TABLE**

- 7.1. Questions Adjourned
- 7.2. Questions Lying on the Table
  - 7.2.1. Road Widening Edward Avenue Crafers

**8. PETITIONS / DEPUTATIONS / PUBLIC FORUM**

- 8.1. Petitions
- 8.2. Deputations
  - 8.2.1. Houghton, Inglewood & Hermitage Memorial Park Inc - Matt Tomas & Han Robat
  - 8.2.2. Chelsea Lewis & Joel Taggart, Gumeracha Main Street Project
- 8.3. Public Forum, including Annual Business Plan public forum

**9. PRESENTATIONS (by exception)**

- 9.1. Eastern Waste Management Authority – Rob Gregory
- 9.2. Gawler River Floodplain Management Authority – David Hitchcock
- 9.3. Adelaide Hills Region Waste Management Authority – Leah Maxwell

**10. QUESTIONS ON NOTICE**

- 10.1. Rural Property Address Markers
- 10.2. Employment Costs

**11. MOTIONS ON NOTICE**

- 11.1. Intersection North East & South Para Roads

*I move that the Chief Executive Officer seeks advice from the Minister of Transport as to whether the Marshall Government will match or better the pledge given by the former Minister of Transport and Infrastructure to improve the safety for motorists using the intersection of North East Road and South Para Road Chain of Ponds and reports the outcome to Council. A copy of the correspondence also to be sent to the Member for Newland, Mr Richard Harvey MP.*

**12. OFFICER REPORTS – DECISION ITEMS**

- 12.1. Supporting Volunteering in Community Groups and Organisations
- 1. That the report be received and noted.*
  - 2. That Council resolves to redirect resourcing to support external volunteering from the Hills Volunteering model to a model of support being provided directly through the Adelaide Hills Council Administration, as set out in Option3.*
- 12.2. Budget Review 3
- 1. Receive and note the report.*
  - 2. Adopt the Operating Budget variations presented in Budget Review 3 resulting in no change to the Operating Surplus for the 2017-18 financial year of \$1.986m.*
  - 3. Adopt the proposed Capital Works variations provided for in Budget Review 3 representing:*
  - 4. An increase in Capital Income of \$170k*
  - 5. An increase in Capital Expenditure of \$170k.*
  - 6. Adopt the unchanged Net Borrowing result of \$4.030m for 2017-18 as a result of operating budget and capital program amendments.*
- 12.3. Safe Environments Policy
- 1. That the report be received and noted*
  - 2. With an effective date of 5 June 2018, to revoke the 9 May 2017 Safe Environments Policy and to approve the Safe Environments Policy as contained in Appendix 1.*
- 12.4. Audit Committee Recommendations to Council
- 1. That the report be received and noted*
  - 2. To adopt the scope of work and timing of the 2017/18 External Audit by Galpins Accountants, Auditors and Business Consultants as contained in Appendix 1.*
  - 3. To note the Risk Management Plan Update as contained in Appendix 2*
  - 4. To adopt the draft Strategic Internal Audit Plan 2018/19 – 2021/22 as contained in Appendix 3.*
- 12.5. SHLGA 2018/19 Business Plan & Draft Budget
- 1. That the report be received and noted.*
  - 2. That the Southern and Hills Local Government Association's proposed 2018-19 budget be received and noted.*
- 12.6. Caretaker Policy
- 1. That the report be received and noted*
  - 2. With an effective date of 5 June 2018, to revoke the 10 June 2014 Caretaker Policy and to approve the May 2018 Caretaker Policy as contained in App 1.*
- 12.7. East Waste 2018/19 Business Plan & Draft Budget
- 1. That the report be received and noted*



- 12.8. Location of Council's Principal Office
  - 1. *That the report be received and noted*
  - 2. *To determine the location of the Principal Office to be 63 Mount Barker Road, Stirling with the hours of business to be 8.30am – 5.00pm, Monday to Friday, except public holidays.*
  
- 12.9. Fee Waiver Request Bridgewater Uniting Church
  - 1. *That the report be received and noted.*
  - 2. *That a maximum of \$515.00 in development fees be authorised to be waived for the Bridgewater Uniting Church for Development Application 473/291/18 in accordance with Council's Development Application Fee Waiver Policy.*
  
- 12.10. GRFMA 2018/19 Business Plan & Draft Budget
  - 1. *That the report be received and noted.*
  - 2. *To advise that it has reviewed the Gawler River Floodplain Management Authority's 2018/21 Business Plan and approves the Adelaide Hills Council's contribution of \$25,231 as set out in the draft 2018/19 Budget.*
  
- 12.11. Attendance at National General Assembly, Canberra
  - 1. *That the report be received and noted*
  - 2. *To note the attendance of Deputy Mayor Cr Jan-Claire Wisdom in a representative capacity.*
  - 3. *To approve Cr.....as a developmental opportunity at the National General Assembly of Local Government in Canberra in June 2018 and coverage of related costs estimated at \$3,700, in accordance with the Council Member Training and Development Policy.*
  
- 12.12. AHRWMA 2018/19 Business Plan & Draft Budget
  - 1. *That the report be received and noted.*
  - 2. *That Council notes the draft Annual Business Plan and Budget for the 2018/19 Financial Year.*
  
- 12.13. Status Report – Council Resolutions Update

*See Agenda for details*

**13. OFFICER REPORTS – INFORMATION ITEMS**

- 13.1. Customer Service Standards Report – Quarter 3, 2017-18
- 13.2. Communications & Marketing Plan Progress Report
- 13.3. Council Member Conduct Complaint

**14. MISCELLANEOUS ITEMS**

Nil

**15. QUESTIONS WITHOUT NOTICE**

**16. MOTIONS WITHOUT NOTICE**

**17. REPORTS**

17.1. Council Member Reports

17.2. Reports of Members as Council/Committee Representatives on External Organisations

17.3. CEO Report

**18. REPORTS OF COMMITTEES**

18.1. Council Assessment Panel – 9 May 2018

*That the minutes of the CAP meeting held on 9 May 2018 as supplied, be received and noted.*

18.2. Strategic Planning & Development Policy Committee

Nil

18.3. Audit Committee - 30 April 2018

*That the minutes of the Audit Committee meeting held on 30 April 2018 as supplied, be received and noted*

18.4. CEO Performance Review Panel

Nil

**19. CONFIDENTIAL ITEMS**

Nil

**20. NEXT MEETING**

Tuesday 26 June 2018, 6.30pm, 63 Mt Barker Road, Stirling

**21. CLOSE MEETING**



## Council Meeting/Workshop Venues 2018

DATE	TYPE	LOCATION	MINUTE TAKER
<b>MAY 2018</b>			
Tues 29 May	CEO PRP	Stirling	TBA
<b>JUNE 2018</b>			
Tues 12 June	Workshop	Woodside	N/A
Wed 13 June	Council Assessment Panel	TBA	Karen Savage
Tues 19 June	Professional Development	Stirling	N/A
Tues 26 June	Council	Stirling	Pam Williams
<b>JULY 2018</b>			
Tues 10 July	Workshop	Woodside	N/A
Wed 11 July	Council Assessment Panel	TBA	Karen Savage
Tues 17 July	Professional Development	Stirling	N/A
Tues 24 July	Council	Stirling	Pam Williams
<b>AUGUST 2018</b>			
Wed 8 August	Council Assessment Panel	TBA	Karen Savage
Thurs 9 August	CEO PRP	Stirling	TBA
Mon 13 August	Audit Committee	Stirling	TBA
Tues 14 August	Workshop	Woodside	N/A
Tues 21 August	Professional Development	Stirling	N/A
Tues 28 August	Council	Stirling	Pam Williams

*Meetings are subject to change, please check agendas for times and venues. All meetings (except Elected Member Professional Development) are open to the public.*

## Community Forums 2018

**6.00 for 6.30pm**

*(dates and venues to be confirmed)*

DATE	LOCATION
Tuesday 13 March 2018	Kersbrook
Tuesday 1 May 2018	Bradbury/Longwood
Tuesday 7 August 2018	Montacute

## 8. DEPUTATIONS

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*For full details, see Code of Practice for Meeting Procedures on [www.ahc.sa.gov.au](http://www.ahc.sa.gov.au)*

1. A request to make a deputation should be made by submitting a Deputation Request Form, (available on Council's website and at Service and Community Centres) to the CEO seven clear days prior to the Council meeting for inclusion in the agenda.
2. Each deputation is to be no longer than ten (10) minutes in duration, excluding questions from Members.
3. Deputations will be limited to a maximum of two per meeting.
4. In determining whether a deputation is allowed the following considerations will be taken into account:
  - the subject matter of the proposed deputation;
  - whether it is within the powers of the Council;
  - relevance to the Council agenda nominated – and if not, relevance to the Council's powers or purpose;
  - the integrity of the request; and
  - the size and extent of the agenda for the particular meeting.

### 8.3 PUBLIC FORUM

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*For full details, see Code of Practice for Meeting Procedures on [www.ahc.sa.gov.au](http://www.ahc.sa.gov.au)*

1. The public may be permitted to address or ask questions of the Council on a relevant and/or timely topic.
2. The Presiding Member will determine if an answer is to be provided.
3. People wishing to speak in the public forum must advise the Presiding Member of their intention at the beginning of this section of the meeting.
4. Each presentation in the Public Forum is to be no longer than five (5) minutes (including questions), except with leave from the Council.
5. The total time allocation for the Public Forum will be ten (10) minutes, except with leave from the Council.
6. If a large number of presentations have been requested, with leave from the Council, the time allocation of five (5) minutes may be reduced.
7. Any comments that may amount to a criticism of individual Council Members or staff must not be made. As identified in the Deputation Conduct section above, the normal laws of defamation will apply to statements made during the Public Forum.
8. Members may ask questions of all persons appearing relating to the subject of their presentation.

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## **Item 4 Minutes of Council**

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**ADELAIDE HILLS COUNCIL  
MINUTES OF ORDINARY COUNCIL MEETING  
TUESDAY 24 APRIL 2018  
63 MT BARKER ROAD STIRLING**

In Attendance:

**Presiding Member:** Mayor Bill Spragg

**Members:**

Councillor	Ward
Councillor Ron Nelson Councillor Jan-Claire Wisdom	Manoah
Councillor Ian Bailey Councillor Jan Loveday	Marble Hill
Councillor Kirrilee Boyd Councillor Nathan Daniell Councillor John Kemp	Mt Lofty
Councillor Lynton Vonow Councillor Andrew Stratford	Onkaparinga Valley
Councillor Linda Green Councillor Malcolm Herrmann (8.22pm)	Torrens Valley

In Attendance:

David Waters	Acting Chief Executive Officer
Terry Crackett	Director Corporate Services
Marc Salver	Director Strategy & Development
Lachlan Miller	Executive Manager Governance & Performance
John McArthur	Manager Waste Health & Regulatory Services
Mike Carey	Manager Financial Services
David Collins	Manager Sustainable Assets
Natalie Westover	Manager Property Services
Dennis Rainsford	Team Leader Regulatory Services
Melissa Bright	Economic Development Officer
Lynne Griffiths	Community & Cultural Development Officer
Renee O'Connor	Sport & Recreation Planner
Pam Williams	Minute Secretary

**1. COMMENCEMENT**

The meeting commenced at 6.31pm.

**2. OPENING STATEMENT**

“Council acknowledges that we meet on the traditional lands of the Peramangk and Kaurna people and we recognise their connection with the land.

We understand that we do not inherit the land from our ancestors but borrow it from our children and in this context the decisions we make should be guided by the principle that nothing we do should decrease our children’s ability to live on this land.”

**ADELAIDE HILLS COUNCIL  
MINUTES OF ORDINARY COUNCIL MEETING  
TUESDAY 24 APRIL 2018  
63 MT BARKER ROAD STIRLING**

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**3. APOLOGIES/LEAVE OF ABSENCE**

**3.1. Apology**  
Nil

**3.2. Leave of Absence**

Moved Cr Ian Bailey  
S/- Cr Kirrilee Boyd

**85/18**

That Council grants Leave of Absence for:

- Mayor Bill Spragg from 13 May to 28 May 2018
- Cr Malcolm Herrmann from 18 May to 15 June 2018

<b>Carried Unanimously</b>
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**3.3. Absent**  
Nil

**4. MINUTES OF PREVIOUS MEETINGS**

**4.1. Council Meeting – 27 March 2018**

Moved Cr Linda Green  
S/- Cr Lynton Vonow

**86/18**

That the minutes of the ordinary meeting held on 27 March 2018 as supplied, be confirmed as an accurate record of the proceedings of that meeting.

<b>Carried Unanimously</b>
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**5. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF COUNCIL**

**5.1. Perceived Conflict of Interest, Cr Ron Nelson Item 12.9, Sport & Recreational Facility Grants**

Under Section 75a of the *Local Government Act 1999* Cr Ron Nelson declared a Perceived Conflict of Interest in Item 12.9 the nature of which is as follows:

- Cr Nelson is a member of the Scott Creek Progress Association Hall Committee

Cr Ron Nelson intends to participate in debate and vote when this item is discussed.

**ADELAIDE HILLS COUNCIL  
MINUTES OF ORDINARY COUNCIL MEETING  
TUESDAY 24 APRIL 2018  
63 MT BARKER ROAD STIRLING**

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**5.2. Perceived Conflict of Interest, Cr Jan Loveday Item 12.1, By-Law Making**

Under Section 75A of the *Local Government Act 1999* Cr Jan Loveday declared a Perceived Conflict of Interest in Item 12.1 the nature of which is as follows:

- Cr Jan Loveday is a Member of the Dog & Cat Management Board

Cr Jan Loveday intends to participate in debate and vote when this item is discussed.

**5.3. Material Conflict of Interest, Cr Jan Loveday Item 12.7, Draft 2018/19 Fees & Charges**

Under Section 74 of the *Local Government Act 1999* Cr Jan Loveday disclosed a Material Conflict of Interest in Item 12.7, the nature of which is as follows:

- Cr Jan Loveday is a Member of the Dog & Cat Management Board

**5.4. Perceived Conflict of Interest, Cr Ian Bailey Item 19.1, Sale of Land for Non Payment of Rates**

Under Section 75A of the *Local Government Act 1999* Cr Ian Bailey disclosed a Perceived Conflict of Interest in Item 19.1 the nature of which is as follows:

- Cr Ian Bailey knows some of the people involved in this matter

Cr Ian Bailey intends to participate in discussions and vote when this item is discussed.

**6. PRESIDING MEMBER'S OPENING REMARKS**

- ANZAC Day wreaths for Dawn Services
- Recycling

**7. QUESTIONS ADJOURNED/LYING ON THE TABLE**

**7.1. Questions Adjourned**

Nil

**7.2. Questions Lying on the Table**

Nil

**8. PETITIONS / DEPUTATIONS / PUBLIC FORUM**

**8.1. Petitions**

Nil

**8.2. Deputations**

Nil

**8.3. Public Forum**

Charles Hart re Cat By-Laws & Confinement



**ADELAIDE HILLS COUNCIL  
MINUTES OF ORDINARY COUNCIL MEETING  
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David Mussared re Cat By-Laws & Confinement

**9. PRESENTATIONS**

Nil

**10. QUESTIONS ON NOTICE**

Nil

**11. MOTIONS ON NOTICE**

Nil

**12. OFFICER REPORTS – DECISION ITEMS**

**12.1. By-Law Making**

Cr Jan Loveday declared a Perceived Conflict of Interest at Agenda Item 5 'Declaration of Interest by Members of the Council' in relation to Item 12.1. Cr Jan Loveday remained in the chamber and voted.

Cimon Burke, Kelledy Jones Lawyers, answered Council Members' queries regarding the legislative impact of various By-law scenarios.

**Moved Cr Lynton Vonow**

**87/18**

**S/- Cr Kirrilee Boyd**

1. That the report be received and noted.
2. The draft By-laws contained within Appendix 1 through to Appendix 6 (inclusive) of this report be released for community consultation for a period of at least twenty one clear days.
3. The draft Dogs By-law No. 5 and draft Cats By-law No. 6 be referred to the Dog and Cat Management Board at least 21 days before being released for community consultation.
4. To authorise the Chief Executive Officer to make any minor changes to the draft By-laws that the Chief Executive Officer deems fit prior to the agency referral and commencement of community consultation.
5. That the Administration undertakes an analysis of introducing a cat registration scheme including options and potential fees and a further report in this regard be provided to Council in July 2018.
6. That Clause 9.1 of the draft Cats By-law be amended to read 'As of 1 January 2022 the owner or person responsible for the control of a cat must take steps to ensure that the cat is confined to the premises occupied by that person at all times', and that Clause 9.2 be removed.

**ADELAIDE HILLS COUNCIL  
MINUTES OF ORDINARY COUNCIL MEETING  
TUESDAY 24 APRIL 2018  
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**AMENDMENT**

Moved Cr Linda Green  
S/- Cr John Kemp

6. That Clause 9.1 of the draft Cats By-law be amended to read 'As of 1 January 2022 the owner or person responsible for the control of a cat must take steps to ensure that the cat is confined to the premises occupied by that person at all times, unless the cat is under effective control by physical restraint', and that Clause 9.2 be removed.

<b>Carried Unanimously</b>
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Leave of the meeting was granted for Cr John Kemp to speak again to the motion.

**Motion as Amended:**

1. That the report be received and noted.
2. The draft By-laws contained within Appendix 1 through to Appendix 6 (inclusive) of this report be released for community consultation for a period of at least twenty one clear days.
3. The draft Dogs By-law No. 5 and draft Cats By-law No. 6 be referred to the Dog and Cat Management Board at least 21 days before being released for community consultation.
4. To authorise the Chief Executive Officer to make any minor changes to the draft By-laws that the Chief Executive Officer deems fit prior to the agency referral and commencement of community consultation.
5. That the Administration undertakes an analysis of introducing a cat registration scheme including options and potential fees and a further report in this regard be provided to Council in July 2018.
6. That Clause 9.1 of the draft Cats By-law be amended to read 'As of 1 January 2022 the owner or person responsible for the control of a cat must take steps to ensure that the cat is confined to the premises occupied by that person at all times, unless the cat is under effective control by physical restraint', and that Clause 9.2 be removed.

<b>Carried Unanimously</b>
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Cr Jan Loveday voted in the affirmative.

The majority of persons who were entitled to vote at the meeting voted in the affirmative.

**ADELAIDE HILLS COUNCIL  
MINUTES OF ORDINARY COUNCIL MEETING  
TUESDAY 24 APRIL 2018  
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**12.2. Arts Action Plan**

Moved Cr John Kemp  
S/- Cr Nathan Daniell

**88/18**

Council resolves:

1. That the report be received and noted.
2. That the Arts Action Plan, as contained in Appendix 1, be adopted.
3. That the Chief Executive Officer be authorised to make any non-significant grammatical, formatting and/or content changes to the Arts Action Plan for publication purposes.

<b>Carried Unanimously</b>
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**12.3. Adelaide Hills Tourism 2 year Funding Agreement**

Moved Cr Jan-Claire Wisdom  
S/- Cr Kirrilee Boyd

**89/18**

1. That the report be received and noted
2. That the two year funding agreement with the Adelaide Hills Tourism be approved
3. That the Mayor and CEO be authorised to sign and seal the Agreement on behalf of Council.

<b>Carried Unanimously</b>
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**12.4. Road Widening - Edward Avenue Crafers – Formal Motion**

Moved Cr Jan Loveday  
S/- Cr Ian Bailey

**90/18**

That the item lie on the table.

<b>Carried Unanimously</b>
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ADELAIDE HILLS COUNCIL  
MINUTES OF ORDINARY COUNCIL MEETING  
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**12.5. Policy Reviews – Road Rents, Outdoor Dining and Roadside Trading**

Moved Cr Jan Loveday  
S/- Cr Linda Green

91/18

Council resolves:

1. That the report be received and noted
2. With an effective date of 14 May 2018, to revoke the 4 December 2007 *Road Rents Policy* and to adopt the *Road Rents Policy* as contained in Appendix 1
3. With an effective date of 14 May 2018, to revoke the 8 November 2011 *Outdoor Dining Policy* and to adopt the *Outdoor Dining Policy* as contained in Appendix 2
4. With an effective date of 14 May 2018, to revoke the 25 March 2015 *Roadside Trading (Use of Public Road Verges for Business Purposes) Policy* and to adopt the *Roadside Trading (Use of Public Road Verges for Business Purposes) Policy* as contained in Appendix 3.

Carried Unanimously
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**12.6. Long Term Financial Plan Update**

Moved Cr Linda Green  
S/- Cr Ron Nelson

92/18

Council resolves:

1. That the report be received and noted.
2. To adopt the Long Term Financial Plan, as contained in Appendix 1 to this report, in accordance with *Section 122 of the Local Government Act 1999*.

Carried Unanimously
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**ADELAIDE HILLS COUNCIL  
MINUTES OF ORDINARY COUNCIL MEETING  
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**12.7. Draft 2018/19 Fees and Charges**

Cr Jan Loveday declared an Material Conflict of Interest at Agenda Item 5 'Declaration of Interest by Members of the Council' in relation to Item 12.7.

7.57pm Cr Jan Loveday left the Chamber.

**Moved Cr Ian Bailey  
S/- Cr Nathan Daniell**

**93/18**

**Council resolves:**

1. That the report be received and noted.
2. To adopt the 2018/19 Fees and Charges Schedule included at Appendix 1 to apply on and from 1 July 2018.
3. Council notes that the statutory fees will be included on the schedule of fees and charges available for public inspection subsequent to being gazetted.

<b>Carried Unanimously</b>
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8.01pm Cr Loveday returned to the Chamber

**12.8. Draft Annual Business Plan & Budget**

**Moved Cr John Kemp  
S/- Cr Kirrilee Boyd**

**94/18**

**Council resolves:**

1. That the report be received and noted.
2. The draft 2018/19 Annual Business Plan included as Appendix 1 to this report be endorsed for community consultation.
3. The period of consultation for the draft 2018-19 Annual Business Plan be from 30 April 2018 to 25 May 2018.
4. That the 22 May 2018 Ordinary Council meeting will, in accordance with s123(4)(i)(B) of the *Local Government Act 1999*, be the meeting at which members of the public may ask questions and make submissions.
5. That the Chief Executive Officer, or delegate, be authorised to make any formatting or other minor content changes to the draft 2018-19 Annual Business Plan prior to its release for community consultation.

<b>Carried Unanimously</b>
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8.15pm Cr John Kemp left the Chamber

8.17pm Cr John Kemp returned to the Chamber

**ADELAIDE HILLS COUNCIL  
MINUTES OF ORDINARY COUNCIL MEETING  
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**12.9. Sport & Recreational Facility Grants**

8.22pm Cr Malcolm Herrmann entered the Chamber  
8.23pm Cr Lynton Vonow left the Chamber

Cr Ron Nelson declared a Perceived Conflict of Interest at Agenda Item 5 'Declaration of Interest by Members of the Council' in relation to Item 12.9. Cr Ron Nelson remained in the Chamber and voted.

**Moved Cr Linda Green**  
**S/- Cr Ian Bailey**

**95/18**

**Council resolves:**

- 1. That the report be received and noted**
- 2. To adopt the Community and Recreation Facility Grant Guidelines as contained in Appendix 1 with the amendment to the Who Can Apply section to read "whose role is to manage community facilities, active recreation or sport facilities"**
- 3. To authorise the Chief Executive Officer to make any formatting, nomenclature or other minor changes to the Guidelines during the period of its currency.**

<b>Carried Unanimously</b>
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Cr Ron Nelson voted in the affirmative.

The majority of persons who were entitled to vote at the meeting voted in the affirmative.

**Moved Cr Ian Bailey**  
**S/- Cr Ron Nelson**

**96/18**

**That the meeting adjourn for a short break.**

<b>Carried Unanimously</b>
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8.24pm The meeting adjourned for a short break

8.33pm The Council meeting resumed with all Members present

ADELAIDE HILLS COUNCIL  
MINUTES OF ORDINARY COUNCIL MEETING  
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**12.10. Community Loans Policy**

Moved Cr Ron Nelson  
S/- Cr Ian Bailey

96/18

Council resolves:

1. That the report be received and noted.
2. With an effective date of 8 May 2018, to adopt the *Community Loans Policy* as provided in Appendix 1, with an amendment to item 4.2 for the requirement for registration with the ACNC to be removed.
3. That a definition of "Not for Profit" organisations be included in the Policy.

Carried
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**12.11. Delegations**

Moved Cr John kemp  
S/- Cr Linda Green

97/18

1. That the report be received and noted
2. To hereby revoke its previous delegations to the Chief Executive Officer of those powers and functions under the *Expiation of Offences Act 1996* to take effect from 30 April 2018
3. In exercise of the power contained in Section 44 of the *Local Government Act 1999* the powers and functions under the following Acts and specified in the proposed Instruments of Delegation contained in Appendices 2 & 3 (each of which is individually identified as indicated below) are hereby delegated this 24th day of April 2018 to the person occupying the office of Chief Executive Officer to take effect from 30 April 2018 subject to the conditions and or limitations specified herein or in the Schedule of Conditions in each such proposed Instrument of Delegation.
4. *Expiation of Offences Act 1996 (appendix 2)*
5. *Fines Enforcement and Debt Recovery Act 2017 (appendix 3)*
6. The powers and functions may be further delegated by the Chief Executive Officer in accordance with Sections 44 and 101 of the *Local Government Act 1999* as the Chief Executive Officer sees fit, unless otherwise indicated herein or in the Schedule of Conditions contained in each such proposed Instrument of Delegation.

Carried Unanimously
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**ADELAIDE HILLS COUNCIL  
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**12.12. Status Report – Council Resolutions Update**

**Moved Cr John Kemp  
S/- Cr Malcolm Herrmann**

**98/18**

**That Council resolves:**

- 1. The Council Action List be received and noted**
- 2. The following completed items be removed from the Action List:**

<b>Date</b>	<b>Meeting</b>	<b>No</b>	<b>Heading</b>
27/06/2017	Ordinary Council	138/17	Review of Rating Policy re Differential Rate for Commercial Property
26/09/2017	Ordinary Council	205/17	Rural Property Addressing
28/11/2017	Ordinary Council	284/17	Revocation of Community Land - Dunnfield Development Mt Torrens
12/12/2017	Ordinary Council	298/17	Road Closures and Mergers with Adelaide Hills Business and Tourism Centre Land at Lobethal
12/12/2017	Ordinary Council	299/17	Draft Waste & Resource Recovery Service Policy
12/12/2017	Ordinary Council	302/17	Code of Conduct Complaint
23/01/2018	Ordinary Council	15/18	MWN - Pedestrian Crossing Milan Tce Stirling
23/01/2018	Ordinary Council	16/18	Balhannah Railway Station - Results of Assessment
20/02/2018	Audit Committee	AC18/3	Community Loans Policy
20/02/2018	Audit Committee	AC18/4	Long Term Financial Plan Review
20/02/2018	Audit Committee	AC18/4(2)	Appointment of External Auditor
20/02/2018	Audit Committee	AC18/4(3)	Appointment of External Auditor



**ADELAIDE HILLS COUNCIL  
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20/02/2018	Audit Committee	AC18/4(4)	Appointment of External Auditor
27/02/2018	Ordinary Council	29/18	MON Traffic Safety Measures Checker Hill Road Kersbrook
27/02/2018	Ordinary Council	38/18	Sale of Closed Road, Kenton Valley
27/02/2018	Ordinary Council	39/18a	Community Loans Policy
27/02/2018	Ordinary Council	60/18	Confidential Item - Appointment of External Auditor
13/03/2018	Special Council	62/18	Kaurna Native Title Claim Settlement
27/03/2018	Ordinary Council	66/18	Dog Registration Fees & DACO Introduction
27/03/2018	Ordinary Council	70/18	Waste & Resource Recovery Service Policy
27/03/2018	Ordinary Council	73/18	Complaint Handling Policy Amendment
27/03/2018	Ordinary Council	73/18	Complaint Handling Policy Amendment
27/03/2018	Ordinary Council	74/18	Delegations Review March 2018
27/03/2018	Ordinary Council	77/18	Old Balhannah Railway Station
27/03/2018	Ordinary Council	83/18	AHRWMA - Purchase of Hooklift Truck Confidential Item
27/03/2018	Ordinary Council	84/18	AHRWMA - Purchase of Hooklift Truck Period of Confidentiality
27/03/2018	Ordinary Council	70/18	Waste & Resource Recovery Service Policy

**Carried Unanimously**

**ADELAIDE HILLS COUNCIL  
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**13. OFFICER REPORTS – INFORMATION ITEMS**

Nil

**14. MISCELLANEOUS ITEMS**

**15. QUESTIONS WITHOUT NOTICE**

Cr Bailey – Code of Conduct update

Cr Green – Frick Street Lobethal 40kph signs

Cr Kemp – Sturt Valley Road signs re line marking

Cr Green – Frick Street Lobethal footpath funding from SA Government

Cr Bailey – Council report on AHBTC Museum

**16. MOTIONS WITHOUT NOTICE**

Nil

**17. REPORTS**

**17.1. Council Member Activities**

**Mayor Bill Spragg**

- Playford Trust Award to Isaac Teney

**Cr Ron Nelson**

- 12 April, Scott Creek Progress Association
- 14 April, Longwood Bradbury Scott Creek History Group
- 22 April, ANZAC Service Upper Sturt Church

**Cr John Kemp**

- 29 March, Hut Easter Breakfast Thank You to Volunteers
- 5 April, Stirling Market Committee meeting

**Cr Kirrilee Boyd**

- 28 March, Community Forum at Kersbrook
- 8 April, Stirling East Primary School Fair

**ADELAIDE HILLS COUNCIL  
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**Cr Jan-Claire Wisdom**

- 1 March, Clipsal 500 Corporate Day, Adelaide
- 2 March, Speech for H'Art Exhibition, Lobethal
- 6 March, State Election Candidate Forum for Heysen, Aldgate
- 8 March, State Election Candidate Forum for Waite, Blackwood
- 9 March, International Women's Day Breakfast, Adelaide
- 19 March, Libraries Board visit to Stirling Library, Stirling
- 24 March, Speech at Harmony Picnic, Federation Park, Gumeracha
- 27 March, meeting with Mayor/RSL, Stirling
- 28 March, The Hut breakfast, Aldgate
- 28 March, State Election Announcement for Heysen, Stirling
- 28 March, Community Forum, Kersbrook
- 5 April, Centre for Leisure and Tourism Management Industry, Adelaide
- 5 April, Speech Bridgewater/Callington AFL Club, Bridgewater
- 8 April, Adelaide Sri Lanka New year celebrations, Para Hills
- 12 April, LGA Showcase and Conference, Adelaide
- 12 April, LGA Annual dinner, Adelaide
- 13 April, LGA OGM, Adelaide
- 16 April, Onsite review/meeting re Sturt Valley Road
- 20 April, 'Antiques Walkabout' promo for Mayors, Adelaide
- 22 April, Speech 'Share' Youth Arts Exhibition, Lobethal
- 23 April, Centre for Leisure and Tourism Management Board meeting, Adelaide

**Cr Jan Loveday**

- 29 March, Hut Easter Breakfast on the Station
- 11 April, RLMAG, Stirling

**Cr Linda Green**

- 24 March, Harmony Day, Gumeracha
- 12 April, LGA Conference & Dinner, Adelaide
- 21 April, Gumeracha Theatre, Gumeracha
- 22 April, Lobethal Road Winery 20 year celebration, Mt Torrens
- 23 April, AHBTC Advisory Group, Lobethal

**Cr Lynton Vonow**

- 11 April, WCCC (Bird-in-Hand gold mine), Woodside
- 12 April, Woodside Recreation Grounds committee meeting

9.26pm Cr Kemp left the Chamber and did not return.

**ADELAIDE HILLS COUNCIL  
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**17.2. Reports of Members as Council/Committee Representatives on External Organisations**

**Cr Jan Loveday**

- 3 April, Dog and Cat Management Board, Adelaide City

**17.3. CEO Report**

Acting CEO, David Waters, provided Council with a verbal Corporate Update.

- Pedestrian refuge, Birdwood
- Road construction, footpaths, drainage works throughout the district
- Mt Torrens CWMS gravity drain
- Bridgewater Oval canteen
- Take 5 Safety Campaign launch for staff
- AHC website - Request for Works updated
- East Waste enquiries via phone
- May Business Month
- ANZAC Day services

**18. REPORTS OF COMMITTEES**

**18.1. Council Assessment Panel – 11 April 2018**

Moved Cr Nathan Daniell  
S/- Cr Ian Bailey

99/18

That the minutes of the Council Assessment Panel meeting of 11 April 2018 as distributed, be received and noted.

<b>Carried Unanimously</b>
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**18.2. Strategic Planning & Development Policy Committee**

Nil

**18.3. Audit Committee**

Nil

**ADELAIDE HILLS COUNCIL  
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**18.4. CEO Performance Review Panel – 12 April 2018**

Moved Cr Jan Loveday  
S/- Cr Malcolm Herrmann

100/18

**Council resolves**

1. That the minutes of the CEO Performance Review Panel meeting of 12 April 2018 as distributed, be received and noted.
2. To undertake the 2018 CEO Performance Review and Total Employment Cost Package Review using an external consultant, and report back to the 28 August 2018 Council meeting.

<b>Carried Unanimously</b>
----------------------------

**19. CONFIDENTIAL ITEM**

Cr Ian Bailey declared a Perceived Conflict of Interest at Agenda Item 5 'Declaration of Interest by Members of the Council' in relation to Item 19.1. Cr Ian Bailey remained in the Chamber and voted.

**19.1. Sale of Land for Non-Payment of Rates – Exclusion of the Public**

Moved Cr Jan-Claire Wisdom  
S/- Cr Lynton Vonow

101/18

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:

- Acting Chief Executive Officer, David Waters
- Director Strategy & Development, Marc Salver
- Director Corporate Services, Terry Crackett
- Executive Manager Governance & Performance, Lachlan Miller
- Manager Financial Services, Mike Carey
- Manager Sustainable Assets, David Collins
- Minute Secretary, Pam Williams

be excluded from attendance at the meeting for Agenda Item 19.1: (Sale of Land for Non-Payment of Rates) in confidence.

**ADELAIDE HILLS COUNCIL  
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The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:

Section 90(3) (i) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds that we take place, involving the council or an employee of the council, the disclosure of which could reasonably be expected to prejudice the legal processes required to progress the sale of land.

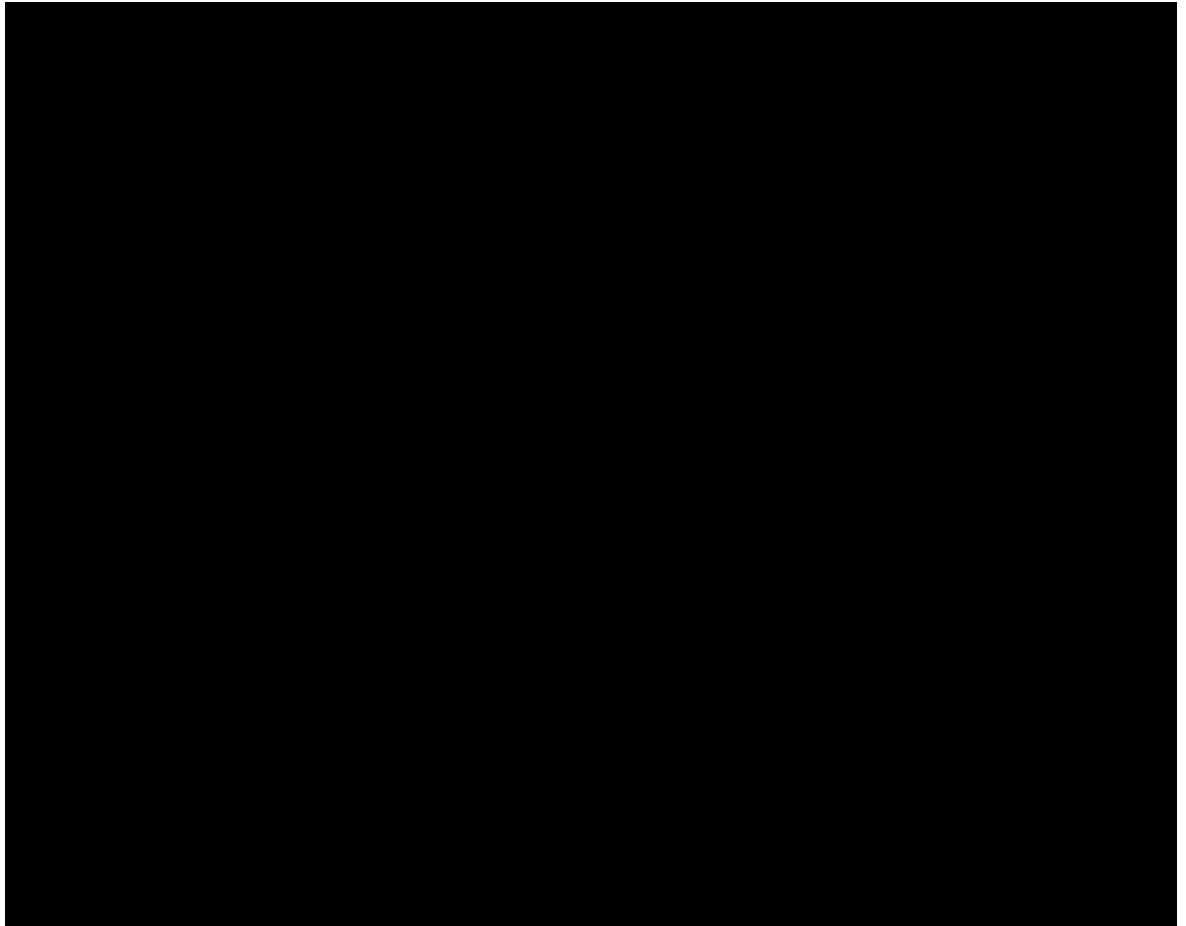
Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

<b>Carried Unanimously</b>
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**ADELAIDE HILLS COUNCIL  
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**19.1.1. Sale of Land for Non-Payment of Rates – Exclusion of the Public**



**ADELAIDE HILLS COUNCIL  
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TUESDAY 24 APRIL 2018  
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**19.1.2. Sale of Land for Non-Payment of Rates – Period of Confidentiality**

Moved Cr Malcolm Herrmann  
S/- Cr Lynton Vonow

**103/18**

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 19.1 in confidence under sections 90(2) and 90(3)(i) of the *Local Government Act 1999*, resolves that an order be made under the provisions of Sections 91(7) and (9) of the *Local Government Act 1999* that the report, related attachments and the minutes of Council and the discussion and considerations of the subject matter be retained in confidence until Council publishes an advertisement under section 184(4) or 184(7), but no longer than 12 months.

Pursuant to Section 91(9)(c) of the *Local Government Act 1999*, that Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

<b>Carried Unanimously</b>
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**20. NEXT MEETING**

The next ordinary meeting of the Adelaide Hills Council will be held on Tuesday 22 May 2018 from 6.30pm at 63 Mt Barker Road, Stirling.

**21. CLOSE MEETING**

The meeting closed at 9.52pm.



**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 May 2018  
AGENDA BUSINESS ITEM**

**Item:** 7.2.1

**Originating Officer:** Kylie Caruso, Roads Officer

**Responsible Director:** Terry Crackett, Director, Corporate Services

**Subject:** Road Widening – Lot 200 Edwards Avenue, Crafers

**For:** Decision

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**SUMMARY**

The purpose of this report is to obtain a resolution to undertake a road widening process to widen the road verge along a section of Edwards Avenue to accommodate an encroachment on the Road Reserve.

The adjoining land owner's land is identified as Allotment 200 in Deposited Plan 62802 contained in Certificates of Title Volume 5907 Folios 672 and 673 and known as 16 Edwards Avenue (Lot 200 Edwards Avenue), Crafers West. (**Appendix 2**) The land owner is agreeable to the road widening proposal.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted
  2. To purchase the area of land, being 45m<sup>2</sup>, identified in red on the plan attached as Appendix 1 ("Land") from Zara Marina Parent and Guy Damien Parent for the consideration of \$9,500 (excl GST) plus all reasonable costs to vest the Land as public road.
  3. That the Mayor and CEO be authorised to sign all necessary documentation to effect this resolution.
-

## 1. GOVERNANCE

### ➤ Strategic Management Plan/Council Policy

Goal	Organisational Sustainability
Strategy	Risk & Responsibility

Ensuring Council's road land and infrastructure is either located on Council owned or controlled land or secured by some other form of legal tenure is essential for appropriate risk management of Council infrastructure and community safety.

### ➤ Legal Implications

The road widening process is required to affect the purchase of the Land and the vesting of the Land as public road is undertaken by a land division process under the provisions of Section 223LF of the *Real Property Act 1886*.

### ➤ Risk Management Implications

The purchase of the Land will assist in mitigating the risk of:

*Council road infrastructure being located on privately owned land leading to inappropriate ownership, liability and road management for road infrastructure.*

Inherent Risk	Residual Risk	Target Risk
Medium (1A)	Low (1E)	Low (1E)

The instance of Council road infrastructure on or affecting privately owned land is an ongoing issue across the Council area and one that Council will see raised more frequently as land owners survey their boundaries with more accurate survey information and equipment.

### ➤ Financial and Resource Implications

The process of negotiation and completion of the road widening is undertaken within existing resources allocations.

The purchase price of \$9,500 and all associated costs including lodgement fees and stamp duty costs (approximately \$3,000) are the responsibility of Council and will be paid from existing budget allocations.

### ➤ Customer Service and Community/Cultural Implications

Not Applicable

### ➤ Environmental Implications

Not Applicable

➤ **Engagement/Consultation conducted with Council Committee, Regional Subsidiary, Advisory Group, the Administration and Community**

*Council Committees:* Not Applicable

*Council Workshops:* Not Applicable

*Advisory Groups:* Not Applicable

*Administration:* Council's Civil Services Team, in particular the Projects Coordinator and Supervisor Program Maintenance have had carriage of this matter since May 2017.

*Community:* Not Applicable

**2. BACKGROUND**

Zara Marina Parent and Guy Damien Parent own the land at 16 Edward Avenue, Crafers West, which is identified as Allotment 200 in Deposited Plan 62802 and contained in Certificates of Title Volume 5907 Folios 672 and 673.

Mr and Mrs Parent approached Council on in May 2017 after the construction of a new access way to an adjoining property in Edward Avenue, which resulted in an encroachment of the road over the Parent's land.

The area is identified in red on the aerial photo attached as **Appendix 2**.

Mr & Mrs Parent advised that they seek to secure their property boundary to enable a safe access for their property and to prevent trespassing, dumping of rubbish and the cutting down of vegetation by unknown persons.

**3. ANALYSIS**

Council's Engineering staff have considered the situation and advised that the cost to relocate the bitumen to sit wholly within the legal road reserve would be substantial and far exceed the cost to undertake a minor road widening process.

Assessment of the value of the land has been made using the Valuer-General's site value for the land which attributes a per square metre rate of \$79.53. Based on an area of 45m<sup>2</sup>, the consideration would be \$3,579.

If a market valuation was obtained, the cost for that valuation would be in the vicinity of \$1,500 - \$2,000.

The land owner has advised that they would accept an offer of \$9,500 without the need to obtain an independent valuation on the basis that the Council pays all of the costs to complete the road widening process.

**4. OPTIONS**

Council has the following options:

- I. Resolve to purchase the Land and vest as Public Road in accordance with the recommendation (Recommended)
- II. Resolve not to purchase the Land in accordance with the Recommendation which would result in a portion of the road being situated on privately owned land. (Not Recommended)

**5. APPENDICES**

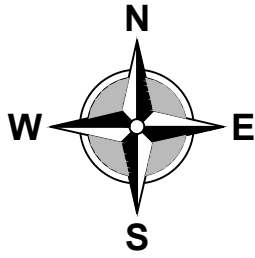
- (1) Identification of encroachment of road onto private land
- (2) Aerial photo identifying location of the Land.

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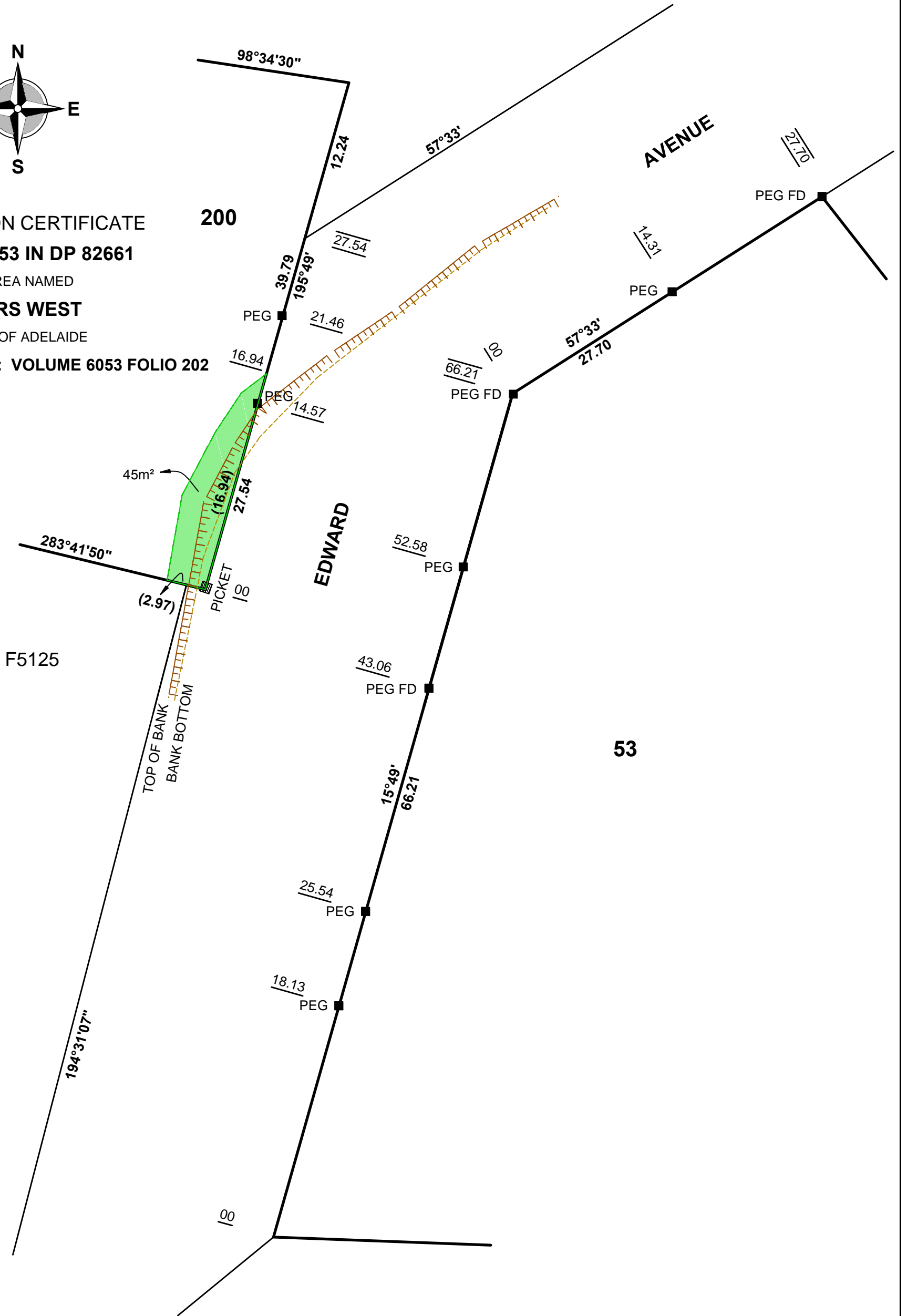
# **Appendix 1**

*Identification of Land proposed to be vested as Public  
Road*

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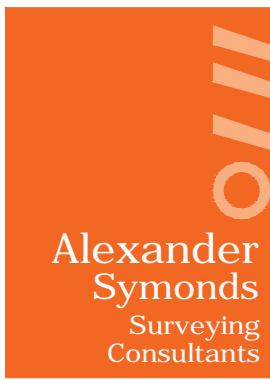
IDENTIFICATION CERTIFICATE  
**ALLOTMENT 53 IN DP 82661**  
IN THE AREA NAMED  
**CRAFERS WEST**  
HUNDRED OF ADELAIDE  
CERTIFICATE OF TITLE : VOLUME 6053 FOLIO 202



Alexander & Symonds Pty Ltd  
11 King William Street Kent Town,  
South Australia 5067  
PO Box 1000 Kent Town, SA 5071  
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E adelaide@alexander.com.au

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+ Construction + Mining +  
+ Spatial Information Management +



LEGEND

- MN DENOTES MASONRY NAIL
- MP DENOTES METAL PIN
- SPK DENOTES SPIKE
- CB DENOTES COLORBOND
- FD DENOTES FOUND
- BDY DENOTES BOUNDARY
- F DENOTES FENCE
- GI DENOTES GALVANISED IRON

BOUNDARY DEFINITION IN ACCORDANCE WITH  
SURVEY MARKS FOUND IN DP 82661

0 3 6 9 12 15  
SCALE 1:300 METRES  
AT ORIGINAL SHEET SIZE A3

**JAMES STEPHEN LANGMAN**  
LICENSED SURVEYOR

**REFERENCE A052817.0000**

DWG No A052817 IDENT(C)  
FIELD BOOK JSL Date of Survey 07/06/2017  
BCA 09/06/2017

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## **Appendix 2**

*Aerial photo identifying location of the Land*

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**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 May 2018  
AGENDA BUSINESS ITEM**

**Item:** 10.1 Question on Notice

**Originating from:** Cr Malcolm Herrmann

**Subject:** Rural Property Addressing markers

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**1. QUESTION**

1. What progress has been made in implementing the council resolution No. 12.12 dated 27 February 2018? and
2. What is the estimated completion date for the installation?

**BACKGROUND**

At its meeting on 27 February 2018, Council resolved:

**12.12. Rural Property Addressing Consultation Outcome**

Moved Cr Malcolm Herrmann  
S/- Cr Kirrilee Boyd

42/18

**Council resolves:**

1. That the report be received and noted.
2. That in keeping with the City of Tea Tree Gully Council resolution dated 13 February 2018, and having considered the Adelaide Hills Council report entitled “Rural Property Addressing – Range Road North, Range Road South and Churchett Road Outcomes Report” and dated 27 February 2018, which includes the feedback from the residents, Council resolves to implement the rural property addressing system to the Adelaide Hills Council residents to ensure that the numbering is consistent and the correct numbers are displayed to assist emergency services, service providers and the general public locating properties.

Carried
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As almost three months have passed since the resolution was passed, residents are anxious to know when the installation of the Rural Property Address markers will be completed.

**2. OFFICER'S RESPONSE – David Collins, Acting Director Engineering & Assets**

1. Following liaison between Adelaide Hills Council (AHC) and the City of Tea Tree Gully (CTTG), it was agreed that CTTG would coordinate the installation of the signs for both councils. Since the Council resolution, AHC staff have crosschecked the data provided by the Department of Transport and Infrastructure (DPTI) Rural Addressing Section and this information has been provided to CTTG along with maps for use as location guides for the sign installers.

CTTG has engaged a sign manufacturer with signs scheduled for delivery to CTTG in mid May 2018. A joint Council letter was mailed out to residents on 8 May 2018 informing them of the resolution of both Councils and to provide information on what the changes mean. Below is an overview attachment to that letter indicating what is done for the resident regarding notifications and what the residents need to consider in relation to notifications that they will need to undertake.

2. Residents can commence using their new rural property address on 31 May 2018. Installation by CTTG will take place prior to this date.

# RURAL PROPERTY ADDRESSING CHANGE

## WHAT WILL BE DONE FOR ME?

The Surveyor General through the Geographical Names Unit will update location and address details for the following organisations:

- ☐ Australia Post
- ☐ SA Police
- ☐ SA Ambulance
- ☐ Metropolitan Fire Service
- ☐ Country Fire Service
- ☐ Land's Title Office
- ☐ Government suburb and post code database
- ☐ Location service providers.

The City of Tea Tree Gully and Adelaide Hills Council will update their database for rates and other council related correspondence.



CITY OF  
TEA TREE GULLY  
*Naturally Better*



Adelaide Hills  
COUNCIL

## WHAT DO I HAVE TO DO?

It is important that you update your new address with any organisation that you have dealings with. The following list may help you with who to contact.

### ESSENTIAL

- ☐ Employer
- ☐ Finances
- ☐ Bank/Credit Union
- ☐ Financial aid
- ☐ Investments

### INSURANCE

- ☐ Health insurance
- ☐ Dental insurance
- ☐ Life insurance
- ☐ Car insurance
- ☐ Home/contents insurance

### UTILITIES

- ☐ Gas
- ☐ Water
- ☐ Power
- ☐ Phone
- ☐ Internet service provider

### PEOPLE

- ☐ Doctor
- ☐ Dentist
- ☐ Other health care professionals

### GOVERNMENT AGENCIES

- ☐ Australian Electoral Commission
- ☐ Australian Tax Office
- ☐ Motor vehicles
- ☐ Medicare
- ☐ Centrelink
- ☐ Child support agency
- ☐ Seniors card
- ☐ Veteran's Affairs
- ☐ School, TAFE, University

### OTHER

- ☐ Security systems
- ☐ Internet subscriptions
- ☐ Mail order catalogues
- ☐ Newspaper and magazine subscriptions
- ☐ Union affiliations
- ☐ Sporting clubs
- ☐ Loyalty programs and store cards (Fly Buys, Myer One, Woolworths, Coles, etc)

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 May 2018  
AGENDA BUSINESS ITEM**

**Item:** 10.2 Question on Notice

**Originating from:** Cr Malcolm Herrmann

**Subject:** Employment costs

---

**1. QUESTION**

1. What was the full time equivalent (FTE) employment in 2016/17?
2. What is the projected FTE employment in 2017/18?
3. What is the estimated FTE employment in 2018/19?
4. In which Directorates have new positions been abolished / created?
5. Are any of these positions funded from external sources?
6. What is the annual cost (including on costs) of the new positions?
7. What is the cost of external contact labour for 2017/18 and estimated for 2018/19?
8. What is the break down between inside and field staff for 2016/17, 2017/18 and estimated 2018/19?
9. Will the CEO include comparative employment figures in future Annual Business Plans and Annual Reports?

**2. OFFICER'S RESPONSE – Megan Sutherland, Executive Manager Organisational Development**

The following responses have been based on the approved staff establishment as captured each year within the Annual Business Plan. These Annual Business Plans have been developed in line with the Strategic Plan and Long Term Financial Plan to deliver priorities approved by Council.

**Appendix 1** has been prepared to provide a summary of the detail FTE information that was reported in the last three Annual Business Plans. It is important to note that the actual level of FTE employed at any point in time will vary depending on the number of current vacant positions.

**1. What was the full time equivalent (FTE) employment in 2016/17?**

The 2016/17 Annual Business Plan provided for 177.9 FTE

**2. What is the projected FTE employment in 2017/18?**

The 2017/18 Annual Business Plan provided for 183.5 FTE

**3. What is the estimated FTE employment in 2018/19?**

The draft 2018/19 Annual Business Program provides for 191.4 FTE

**4. In which Directorates have new positions been abolished / created?**

**Appendix 1** provides a summary of the movements in positions for each Directorate from 2015/16 to those proposed in 2018/19.

**5. Are any of these positions funded from external sources?**

A number of positions have been externally funded each year within the Annual Business Plans. As detailed in **Appendix 1** there are 7.7 externally funded positions proposed within the 2018/19 draft Annual Business Plan.

**6. What is the annual cost (including on costs) of the new positions?**

The increase in FTE of 7.9 that is identified between 2017/18 and that proposed for 2018/19 has a total annual cost (including on costs) of \$783k. It should be noted that of these roles 3.6 FTE will be capitalised and 1.6 FTE relates to the recently approved funding to establish the Arts & Heritage Hub at Lobethal.

**7. What is the cost of external contract labour for 2017/18 and estimated for 2018/19?**

The revised budget for external contract labour in 2017/18 is currently \$171,160. The budget proposed for 2018/19 is \$172,100.

**8. What is the break down between inside and field staff for 2016/17, 2017/18 and estimated 2018/19?**

	2016/17	2017/18	2018/19
Field FTE	50	50	51
Office FTE	127.9	133.5	140.4

Please note that within the inside staff numbers are those staff responsible for managing field staff and undertaking field project management. It is also important to note that large elements of our infrastructure works are undertaken by external contractors.

**9. Will the CEO include comparative employment figures in future Annual Business Plans and Annual Reports?**

As indicated above detailed comparative information has been provided in the past three Annual Business Plans. In future years, summarised FTE information will be included in both the Annual Business Plans and Annual Reports to provide additional clarity at a whole-of-organisation level.

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# Appendix 1

## *Employment Statistics*

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FUNCTION	FTE - 2015/16 Revised Budget	FTE - 2016/17 Budget	FTE Movement	FTE - Variation Explanations
<b>Community &amp; Customer Services</b>				
Arts and Heritage Hub			0.00	
Communications & Events	2	2	0.00	
Community Consultation	0	0.8	0.80	Resource allocated from Director's Office
Community Development	2.5	2.5	0.00	
Hills Connected Communities Program	1.3	0.3	(1.0)	Sampson Flat Bushfire Community Recovery Programs completed
Customer Service			0.00	
Cultural Development	1	1	0.00	
Director's Office - Community and Customer Service	2.5	1.7	(0.8)	Resource allocated to Community Consultation
Grants & Partnerships	0	0	0.00	
Library Services	24.6	24.6	0.00	
Positive Ageing (Collaborative)	0.6	0.6	0.00	
Positive Ageing Services & Programs (Home Support)	5.6	5.6	0.00	
Service Strategy & Innovation	1.64	1.64	0.00	
The Summit Community Centre	1.1	1.1	0.00	
Torrens Valley Community Centre	1.2	1.2	0.00	
Volunteering			0.00	
Youth Development	1	1	0.00	
	<b>45.04</b>	<b>44.04</b>	<b>(1.0)</b>	
<b>Corporate Services</b>				
Adelaide Hills Business & Tourism Centre	1	0	(1.0)	Revised structure for Property Services
Cemeteries	0.5	0.5	0.00	
Director's Office - Corporate Services	1.6	1.8	0.20	Additional day per week to support corporate reporting
Financial Services	6.3	6.5	0.20	Budget to provide for substantive positions in Accounts Payable and Accounts Receivable following agreement for transition to retirement by existing staff
Property Management	2	4.5	2.50	Increase resulting from reallocation from Governance, Retirement Villages as well as recognition of staff previously capitalised but not counted
Governance & CEO Office	4.5	3.2	(1.3)	FTE 1.5 moved to Property Management + FTE 0.2 for Corporate Reporting
ICT	4	4	0.00	
Information Systems	6.7	6.7	0.00	
Organisational Development & Work Health and Safety	3.7	3.7	0.00	
Retirement Villages	0	0	0.00	
	<b>30.3</b>	<b>30.9</b>	<b>0.60</b>	
<b>Engineering &amp; Assets</b>				
Civil Services	36	36	0.00	
Director's Office - Engineering and Assets	4	2	(2.0)	Fte transferred to Sport & Rec and Sustainability
Open Space Biodiversity	2	2	0.00	
Open Space Operations	22.8	22.8	0.00	
Open Space Sport & Recreation Planning	0	1	1.00	Transferred from Director's Office
Sustainability	0	1	1.00	Transferred from Director's Office
Sustainable Assets	6.6	7.6	1.00	FTE transferred from Property Services
	<b>71.4</b>	<b>72.4</b>	<b>1.00</b>	
<b>Strategy &amp; Development</b>				
Animal Management	2.6	2.6	0.00	
Community Wastewater Management System (CWMS)	0	0	0.00	
Director's Office - Strategy & Development	4	2	(2.0)	Transferred to Policy Planning and Economic Development
Economic Development	0	1	1.00	Transferred from Director's Office
Fire Prevention	1.3	1.9	0.60	FTE increased in line with budget proposal
Mt Lofty Waste Control Project	1	0.6	(0.4)	FTE reduced to align to funding
Parking and By-Laws	1.2	1.2	0.00	
Planning & Development	15	14.3	(0.7)	Savings in staff cost due to internal resourcing
Policy Planning	0	1	1.00	Transferred from Director's Office
Public Health	4.7	4.7	0.00	
Waste	1.3	1.3	0.00	
	<b>31.1</b>	<b>30.6</b>	<b>(0.5)</b>	
<b>TOTAL FTE</b>	<b>177.84</b>	<b>177.94</b>	<b>0.10</b>	
Previous Year Starting Point:	N/A			
Variation:				

FUNCTION	FTE - 2016/17 Revised Budget	FTE - 2017/18 Budget	FTE Movement	FTE - Variation Explanations
<b>Community &amp; Customer Services</b>				
Arts and Heritage Hub	0	0	0.00	
Communications & Events	2	3	1.00	Additional resourcing to embed contemporary communication methods
Community Consultation	0.8	0.8	0.00	
Community Development	2.5	1.5	(1.0)	Reallocation to Community Centres to improve service delivery through the centres
Hills Connected Communities Program	0.3	0.3	0.00	
Customer Service			0.00	
Cultural Development	1	1	0.00	
Director's Office - Community and Customer Service	1.7	1.7	0.00	
Grants & Partnerships	0	0	0.00	
Library Services	24.6	24.6	0.00	
Positive Ageing (Collaborative)	0.6	0.6	0.00	
Positive Ageing Services & Programs (Home Support)	5.6	5.6	0.00	
Service Strategy & Innovation	1.6	1.6	0.00	
The Summit Community Centre	1.1	1.6	0.50	Variation due to restructure within Community Development / Community Centres to improve service delivery through the community centres.
Torrens Valley Community Centre	1.2	1.6	0.40	Variation due to restructure within Community Development / Community Centres to improve service delivery through the community centres.
Volunteering			0.00	
Youth Development	1	1	0.00	
	<b>44</b>	<b>44.9</b>	<b>0.90</b>	
<b>Corporate Services</b>				
Adelaide Hills Business & Tourism Centre	1	1	0.00	
Cemeteries	0.5	0.5	0.00	
Director's Office - Corporate Services	1.8	1.8	0.00	
Financial Services	6.5	7.5	1.00	Creation of Procurement Co-ordinator role (position funded via Capital Works and savings in contract expense) following benchmarking review of Governance, Risk, Internal Audit, Procurement, Emergency Management and Performance Reporting functions.
Property Management	3.5	3	(0.5)	Reallocated to Retirement Villages
Governance & CEO Office	3.8	5	1.20	Creation of Governance & Risk Coordinator and Corporate Planning and Performance Coordinator roles following benchmarking review of Governance, Risk, Internal Audit, Procurement, Emergency Management and Performance Reporting functions.
ICT	4	4	0.00	
Information Systems	6.7	7	0.30	Contract position increase to support delivery of core projects (funded via capital program)
Organisational Development & Work Health and Safety	3.7	3.9	0.20	Extra resources to implement WHS system during the year
Retirement Villages	0	0.5	0.50	Reallocated from Property Management
	<b>31.5</b>	<b>34.2</b>	<b>2.70</b>	
<b>Engineering &amp; Assets</b>				
Civil Services	37	41	4.00	Variation due to staff reallocation following the Engineering and Assets restructure (4.25 FTE to be capitalised)
Director's Office - Engineering and Assets	2	2	0.00	
Open Space Biodiversity	2	2	0.00	
Open Space Operations	22.8	23.3	0.50	New FTE due to insourcing the northern horticultural program
Open Space Sport & Recreation Planning	1	1	0.00	
Sustainability	1	1	0.00	
Sustainable Assets	7.6	3.6	(4.0)	Reallocation of staff due to Engineering & Assets Directorate restructuring to reflect increased emphasis on Sustainable Assets Management (3.35 FTE to be capitalised)
	<b>73.4</b>	<b>73.9</b>	<b>0.50</b>	
<b>Strategy &amp; Development</b>				
Animal Management	2.6	2.6	0.00	
Community Wastewater Management System (CWMS)	0	0	0.00	
Director's Office - Strategy & Development	2	2	0.00	
Economic Development	1	1	0.00	
Fire Prevention	1.3	1.3	0.00	
Mt Lofty Waste Control Project	1	0.5	(0.5)	FTE reduced due to change in funding
Parking and By-Laws	1.2	1.2	0.00	
Planning & Development	14.3	15.3	1.00	FTE Increased in line with approved 17/18 Budget initiative
Policy Planning	1	1	0.00	
Public Health	4.7	4.5	(0.2)	Reduced to align to actual staffing levels.
Waste	1.3	1.3	0.00	
	<b>30.4</b>	<b>30.7</b>	<b>0.30</b>	
<b>TOTAL FTE</b>	<b>179.3</b>	<b>183.7</b>	<b>4.40</b>	
Previous Year Starting Point:	177.94			
Variation:	1.36			Additional 0.4 FTE Mt Lofty Waste Control (grant funded) + 1 FTE Engineering Restructure



FUNCTION	FTE - 2017/18 Revised Budget	FTE - 2018/19 Budget	FTE Movement	FTE - Variation Explanations	Externally Funded
<b>Community &amp; Customer Services</b>					
Arts and Heritage Hub	0	1.6	1.60	To establish and operate the new Arts and Heritage Hub at Lobethal.	
Communications & Events	3	3	0.00		
Community Consultation	0.8	0.8	0.00		
Community Development	1.5	1	(0.5)	FTE moved to another function (Volunteering)	
Hills Connected Communities Program	0.3	0.6	0.30	Related to increased external State Govt funding allocation	0.6
Customer Service	0	6	6.00	New budget function. Equivalent offset in reduction in Library Services budget function.	
Cultural Development	1	1	0.00		
Director's Office - Community and Customer Service	1.7	1.7	0.00		
Grants & Partnerships	0	0	0.00		
Library Services	24.6	19.16	(5.4)	New budget function. Equivalent offset in Customer Service budget function. And addition of 0.6FTE for digital literacy services.	
Positive Ageing (Collaborative)	0.6	0.57	(0.0)		0.6
Positive Ageing Services & Programs (Home Support)	5.6	6.03	0.43	Increased need and complexity in coordinating services required by our ageing community is necessitating more staff time to complete. This is fully funded by the Commonwealth.	6
Service Strategy & Innovation	1.6	1.6	0.00		
The Summit Community Centre	1.6	1.58	(0.0)		
Torrens Valley Community Centre	1.6	1.58	(0.0)		
Volunteering		0.52	0.52	FTE moved from another function (Community Development)	
Youth Development	1	1	0.00		
	<b>44.9</b>	<b>47.74</b>	<b>2.84</b>		<b>7.2</b>
<b>Corporate Services</b>					
Adelaide Hills Business & Tourism Centre	1	1	0.00		
Cemeteries	0.5	0.5	0.00		
Director's Office - Corporate Services	1.8	1.8	0.00		
Financial Services	7.5	7.5	0.00		
Property Management	3	4.6	1.60	Contract project officer costs for various projects including AHBTC Divestment & Unmade Roads (Capitalised).	
Governance & CEO Office	5	5	0.00		
ICT	4	4	0.00		
Information Systems	7	6.8	(0.2)	Reduced resourcing for the implementation of the Information Management System (Capitalised)	
Organisational Development & Work Health and Safety	3.9	3.68	(0.2)	Budget allocation for Skytrust implementation moved to contractor account rather than employee	
Retirement Villages	0.5	0.5	0.00		
	<b>34.2</b>	<b>35.38</b>	<b>1.18</b>		<b>0</b>
<b>Engineering &amp; Assets</b>					
Civil Services	41	46	5.00	2 FTE from Open Space, 2 Project Delivery roles comprise the bulk of the additional FTE shown (Capitalised). Actual increase is the 1 FTE Work Group Leader role.	
Director's Office - Engineering and Assets	2	2	0.00		
Open Space Biodiversity	2	2	0.00		
Open Space Operations	23.3	20.79	(2.5)	2.5 FTE Reduction due to realignment of reporting structure, with offsetting increase in Civil Services and Sustainable Assets.	
Open Space Sport & Recreation Planning	1	1	0.00		
Sustainability	1	1	0.00		
Sustainable Assets	3.6	4	0.40	Increase in line with revised structure. Movement offset in Open Space.	
	<b>73.9</b>	<b>76.79</b>	<b>2.89</b>		<b>0</b>
<b>Strategy &amp; Development</b>					
Animal Management	2.6	2.85	0.25	Increase in FTE to this service due to review and adjustment of existing FTE levels	
Community Wastewater Management System (CWMS)	0	0.55	0.55	Increase in FTE for a part time 12 month resource to assist with CWMS review	
Director's Office - Strategy & Development	2	2	0.00		
Economic Development	1	1	0.00		
Fire Prevention	1.3	1.15	(0.2)	Minor decrease in FTE due to reallocation of resources	
Mt Lofty Waste Control Project	0.5	0.5	0.00		0.5
Parking and By-Laws	1.2	1.15	(0.1)		
Planning & Development	15.3	15.67	0.37	Slight increase as a result of temporary staff to improve application processing efficiencies	
Policy Planning	1	1	0.00		
Public Health	4.5	4.47	(0.0)		
Waste	1.3	1.16	(0.1)	Minor decrease in FTE due to reallocation of resources	
	<b>30.7</b>	<b>31.5</b>	<b>0.80</b>		<b>0.5</b>
<b>TOTAL FTE</b>	<b>183.5</b>	<b>191.4</b>	<b>7.90</b>		
Previous Year Starting Point:	183.5			Total Externally Funded:	<b>7.7</b>
Variation:	0				

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 May 2018  
AGENDA BUSINESS ITEM**

**Item:** 11.1 Motion on Notice

**Originating from:** Cr Malcolm Herrmann

**Subject:** Intersection North East & South Para Roads

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**1. MOTION**

**I move that the Chief Executive Officer seeks advice from the Minister of Transport as to whether the Marshall Government will match or better the pledge given by the former Minister of Transport and Infrastructure to improve the safety for motorists using the intersection of North East Road and South Para Road Chain of Ponds and reports the outcome to Council. A copy of the correspondence also to be sent to the Member for Newland, Mr Richard Harvey MP.**

**2. BACKGROUND**

It was reported in the "Courier" on 7 February 2018 that the former Minister of Transport had pledged financial support of \$1.3m to improve this DPTI road intersection. It has also been reported that nine causality accidents have occurred at this intersection over the past ten years. DPTI has undertaken some cosmetic work - mainly line marking, but many residents and users consider that this work has only added to driver confusion.

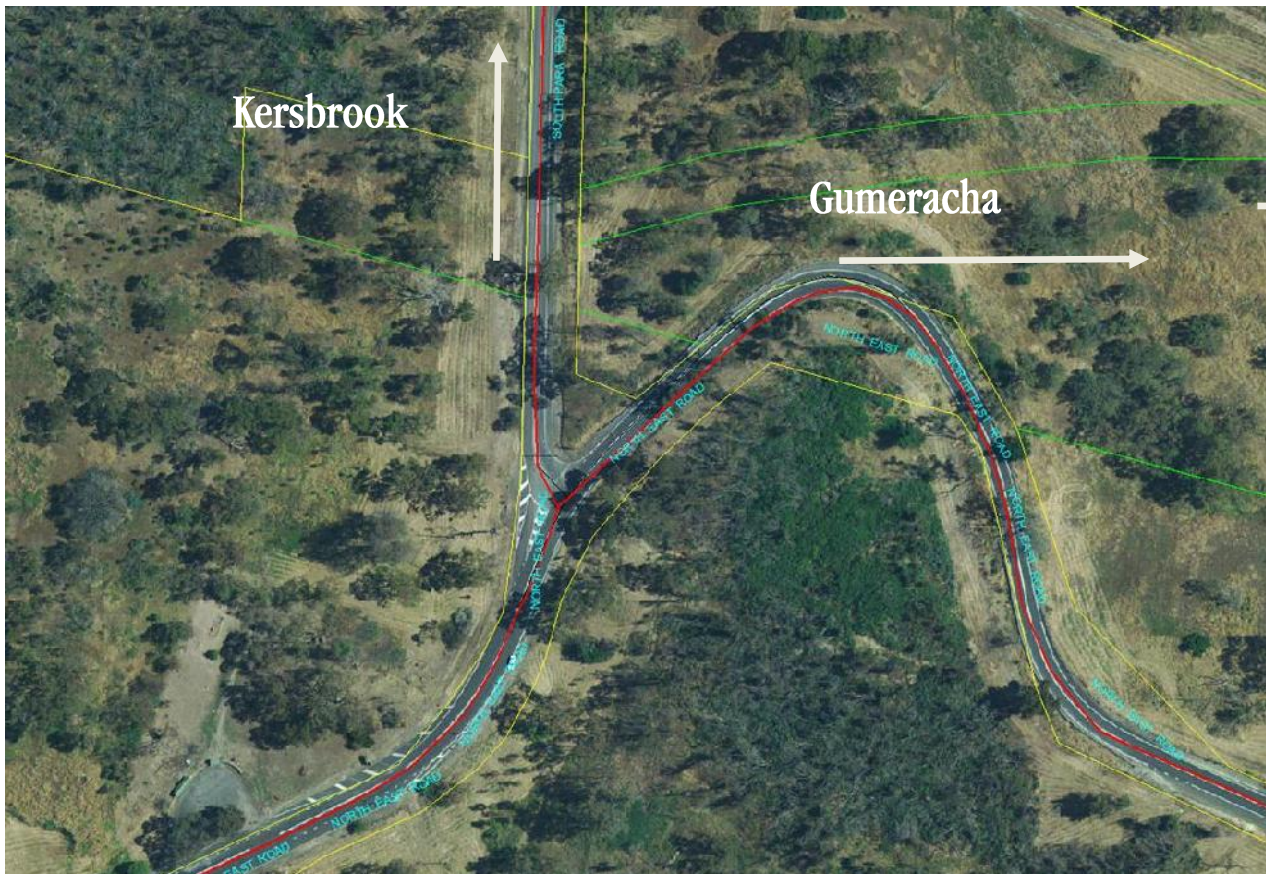
Sadly, after the pledge was made, but just before the election, a fatal accident occurred at the site.

Residents and users believe that the intersection and roads in close proximity require upgrading as a matter of urgency.

**3. OFFICER'S RESPONSE – David Collins, Acting Director Engineering & Assets**

Both the South Para Road and North East Road are under the care and control of the State government.

There has been no advice provided to the administration regarding the current State Government's intention or otherwise to fund an upgrade to this junction. Council officers have contacted DPTI staff for an update on this intersection.



## Pledge to fix 'confusing' intersection

By Elisa Rose

Funding a \$1.3m upgrade of a "confusing" intersection at Chain of Ponds will be a priority if the State Labor Party forms government after March's election.

The funding pledge for the intersection of North East and South Para roads was announced last month by Transport and Infrastructure Minister Stephen Mulligan and will include the extension of the left turning slip lane onto South Para Road.

The intersection currently includes a short leftturn lane off of North East Road into South Para Road, which Member for Newland Tom Kenyon said was dangerous



*Labor Member for Newland Tom Kenyon, left, and Transport Minister Stephen Mulligan have welcomed the Government's commitment to provide \$1.3m to upgrade the intersection of North East and South Para roads in Chain of Ponds.*

and caused confusion over whether cars turning left or right onto South Para Road had right of way.

The intersection has been

the site of nine casualty crashes over the past 10 years, including one serious injury and 17 minor injuries. The Labor Party estimates

that about 4800 vehicles travel through the intersection every day and Mr Kenyon said he believed the lengthening of the left turning lane into a clear slip lane would improve safety.

"These changes ... should remove any confusion about who has right of way between vehicles turning into South Para Road from either direction on North East Road," he said.

Mr Kenyon became involved in the project shortly after his electorate boundaries were realigned in 2016 as part of a Statewide boundary review aimed at making electoral boundaries fairer.

He said the intersection had been one of the biggest issues raised by the Kersbrook community since the distribution.

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 May 2018  
AGENDA BUSINESS ITEM**

<b>Item:</b>	<b>12.1</b>
<b>Originating Officer:</b>	<b>Michelle Wende, Coordinator Volunteering</b>
<b>Responsible Director:</b>	<b>David Waters, Director Community and Customer Service</b>
<b>Subject:</b>	<b>Supporting Volunteering in Community Groups and Organisations</b>
<b>For:</b>	<b>Decision</b>

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**SUMMARY**

The Adelaide Hills Council recognises and values the significant contribution that volunteers and volunteering makes to the wellbeing of its community. The Council has had a long term commitment to supporting volunteering within the organisation and within the community.

This report focuses on Council's support for the volunteering that occurs outside of its organisation, i.e. within community groups and external organisations. This is referred to as external volunteering.

Since 2006 a service called Hills Volunteering has been the primary mechanism that the Adelaide Hills Council (in partnership with the Mount Barker District Council and The Hut Community Centre) has used to support external volunteering across the two council areas.

In 2015, a review of Hills Volunteering was undertaken to examine concerns relating to the sustainability of the service and its ability to meet desired outcomes, which resulted in exploring strategies to address those concerns.

More recently both funding councils have undertaken their own reviews of how they support volunteering in the community, which has resulted in the identification of three options going forward.

The purpose of this report is to inform the Council of the three options and to seek approval to progress the recommendation (option 3) - providing support through extending Council's existing services.



## RECOMMENDATION

### Council resolves:

1. That the report be received and noted.
  2. That Council resolves to redirect resourcing to support external volunteering from the Hills Volunteering model to a model of support being provided directly through the Adelaide Hills Council Administration, as set out in Option3.
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## 1. GOVERNANCE

### ➤ Strategic Management Plan/Council Policy

Goal 2	Activities and Opportunities to Connect
Strategy	No specific strategy

In Goal 2, the Strategic Plan defines success as “a welcoming and inclusive community where people support, respect and celebrate each other for their differences as much as for their shared values.”

To achieve success, volunteering is identified as a pathway as confirmed in the *Adelaide Hills Volunteer Charter 2009*:

*“We recognise that volunteering provides strong social and community networks that build the capacity and resilience of our community. We acknowledge that a successful and flourishing volunteering community will have a direct positive impact upon the future prosperity of the Adelaide Hills region.”*

Council’s strategy to support volunteering in the community is confirmed in its *Community Strategy 2015-2020* under Goal 4. In regards to supporting volunteering in the community, the focus on community based volunteering is to “review the role and functions of the hills volunteering partnership to ensure local volunteer based groups are supported in achieving their objectives.” The review leading to this report was undertaken in pursuit of that action.

### ➤ Legal Implications

There are no legal implications arising from Council providing a mechanism to support volunteering in external community groups and organisations.

Community groups and organisations are independent and using any services on offer would be at their discretion.

### ➤ Risk Management Implications

Adopting the recommendation of the report to provide volunteer support services through Council will assist in mitigating the risk of:

*A reduced number of individuals volunteering in community groups and organisations in the Adelaide Hills region leading to decreased community services being delivered*

*by volunteers, lower community connections and resilience, and poorer individual wellbeing.*

Inherent Risk	Residual Risk	Target Risk
High (4C)	Low (2D)	Low (1E)

Undertaking the recommendations as proposed by this report will result in new mitigation actions to reduce the abovementioned risk.

➤ **Financial and Resource Implications**

The Council presently contributes \$19,000 per year to the cost of operating Hills Volunteering.

The costs of all options are discussed later in the report. The proposed option can be funded from the existing budget allocation, which has been included in the draft 2018-19 Budget.

➤ **Customer Service and Community/Cultural Implications**

The offer of “can I help you?” is perhaps the simplest form of volunteering which characterises spontaneous voluntary acts of helping that are an essential part of life in every society, no matter how traditional or contemporary the culture (International Association for Volunteer Effort 2017).

This is confirmed in the Adelaide Hills region which has the highest proportion of people participating in volunteering (28%) than anywhere else in the State (20%) and nationally which averages 18%.

A strong volunteering ethic is important to community development as it is a predictor of a well-integrated community and increased levels of satisfaction with an individual’s life. Australian Bureau of Statistics data demonstrates that those who volunteer are much more likely to be involved in community life than those who do not volunteer.

Across the board, volunteers (82%) are much more likely than non-volunteers (55%) to attend a community event, while volunteers are also much more likely to provide a community service or activity (44% compared to 15%).

Volunteers also report that they are more likely to agree most people can be trusted (62%) and they feel more satisfied with their life (82%), in comparison to non-volunteers where 49% feel people are trustworthy and 75% report being satisfied with their lives (ABS, Voluntary Work 2010).

➤ **Environmental Implications**

Not applicable.

➤ **Engagement/Consultation conducted with Council Committee, Regional Subsidiary, Advisory Group, the Administration and Community**

*Council Committees:* Not Applicable

<i>Council Workshops:</i>	10 April 2018
<i>Advisory Groups:</i>	Not Applicable
<i>Administration:</i>	Manager Community Development Director Community and Customer Service Community Development staff
<i>Community:</i>	Not applicable
<i>Other:</i>	Executive Officer, The Hut Community Centre Caretaker Coordinator, Hills Volunteering Executive Manager, Volunteering SA/NT Senior and other staff at Mount Barker District Council

## **2. BACKGROUND**

Since 2006 Hills Volunteering has been the primary mechanism that the Adelaide Hills Council (in partnership with the Mount Barker District Council and The Hut Community Centre) has used to support external volunteering across the two council areas.

Hills Volunteering is jointly funded by the Adelaide Hills Council (\$19,000) and the Mount Barker District Council (\$24,000). It is auspiced by The Hut Community Centre, which provides in-kind support through staff management and office supplies, while the Mount Barker District Council also provides office accommodation and utilities as the Mount Barker Community Library complex.

Hills Volunteering operates under a traditional volunteer resource centre model, with its two core functions being to:

- Provide a link between volunteers seeking placement and organisations seeking volunteers
- Provide training to assist volunteers and organisations to improve skills and to keep abreast of current volunteer trends.

A Steering Committee carries out a governance function, “approving project and budgetary strategy, defining and realising benefits and monitoring risks, quality, timelines and outcomes” (Steering Committee Terms of Reference 2006).

The day to day operations were carried out by a 0.6 FTE staff member managed by The Hut Community Centre until September 2017, at which time the incumbent resigned from the position. The Hut has currently contracted a staff member to maintain some of the day to day functions while the Councils review their method of supporting volunteering moving forward. Salary increases in the not for profit sector have also meant that the current level of funding is no longer able to cover the costs of a 0.6 FTE staff member.

Core services offered by Hills Volunteering include a referral service, training, promoting volunteering in the community, network development and volunteer recognition.

#### Referral Service

The Referral Service interviews prospective volunteers and matches them with community groups and organisations with registered volunteer vacancies. For the last two financial years, Hills Volunteering has had a key performance indicator target of 100 referrals both Council's each year. In 2015-16 and 2016-17 respectively, Adelaide Hills Council received 24 and 27 referrals.

#### Training

Hills Volunteering provides training to support volunteers and volunteer managers in their roles. Most recent data available shows in 2014-15 and 2015-16 training was attended by 123 and 138 Adelaide Hills Council residents.

#### Promoting volunteering

Hills Volunteering promotes volunteering through a weekly column in the Weekender Herald (47 editions each year) and through Facebook (546 page likes). During 2016-17 Hills Volunteering participated in monthly interviews on local community radio.

#### Network Development

Coordination of a Volunteer Managers Network which meets up to 6 times per year with 7-20 members attending. Hills Volunteering manages a network distribution list of 85 volunteer managers.

#### Volunteer Recognition

Along with Adelaide Hills, Alexandrina and Mount Barker District Councils, Hills Volunteering assists with coordinating a National Volunteer Week regional thank you event called Volunteer Movie Day. 1039 movie tickets were issued on the day for Volunteer Movie Day 2016. This event is funded separately by participating councils

A summary of the core services performance provided by Hills Volunteering is contained in **Appendix 1**.

In July 2015, the Hut Community Centre under the direction of the two funding councils (Adelaide Hills Council and Mount Barker District Council) called for a review of the suitability and sustainability of Hills Volunteering to meet the needs of volunteers and volunteering organisations. The review made some broad recommendations which were considered by the Steering Committee with options such as starting a social enterprise (an external funding source) implemented.

In 2017 consideration was still being given as to the sustainability of Hills Volunteering and further reviews by both funding councils have led to this report being brought to Council for a decision. Mount Barker District Council administration will also bring a report to their Council.

### **3. ANALYSIS**

This report has been written to examine potential models for supporting external volunteering and, in particular, recruiting and retaining the services of volunteers through the Adelaide Hills Council area. The purpose is to maximise volunteering outcomes in the region with a view to providing options for further volunteer support services.



Three options have been investigated and considered:

Option 1: Volunteer Resource Centre services delivered through a refocused Hills Volunteering

Option 2: Volunteer Resource Centre services offered through Volunteering SA/NT

Option 3: Adelaide Hills Council extend current service offer to provide support to volunteering in community organisations and groups in the Council region.

A detailed explanation of each option is provided later in the analysis and consideration has been given to the benefits and limitations of those options.

Option 3 is being presented as the recommended option as it is a contemporary method of support which fits within existing resource levels and can best target the needs of smaller local groups while meeting Council's strategic goals in working with community. This option still enables Council to realise economies of scale in working regionally by maintaining a partnership approach with Mount Barker District Council in relation to some aspects of service provision.

Option 1, while local and regional, is limited in its reach due to funding constraints. Considerable additional resourcing would be needed to enable Hills Volunteering to broaden its service at a time when Volunteer Resource Centres across the State are considering their futures as a result of potential funding cuts.

Option 2 offers services through another long standing and professional organisation but with potential limitations around the organisation being metropolitan and potentially not being in a position to work with the smaller groups and organisations that the Adelaide Hills Council is looking to support and has existing relationships with.

The following provides a more detailed exploration of each option.  
An options summary table is contained in **Appendix 2**.

**Option 1: Volunteer Resource Centre services delivered through a refocused Hills Volunteering**

**Summary: Hills Volunteering is refocused to provide Volunteer Resource Centre services to support external volunteers and volunteer organisations in the Adelaide Hills and Mount Barker Council regions.**

Continued operation of Hills Volunteering with a review of the operations to reflect a more targeted approach to supporting volunteering in community groups and organisations. A targeted approach with a remit of building networks, volunteer referral and matching, building capacity and raising the profile of volunteering in the community.

Under this option, Adelaide Hills Councils would continue the regional partnership with Mount Barker District Council to fund Hills Volunteering and continued auspicing by The Hut Community Centre, which would manage the 0.6FTE staff member.

It is recommended that The Hut Community Centre have direct oversight of day to day management of Hills Volunteering as well as the strategic direction and decide whether to engage a Steering Committee to assist in informing the direction of Hills Volunteering.

#### Volunteer Resource Centre activities offered by Hills Volunteering

##### Network Development

Continued coordination of the existing Volunteer Managers Network, Eastern Region Volunteer Information Network, providing opportunity for volunteer managers to connect, share learnings, sector updates, identify trends and networking to develop connections across organisations.

##### Referral Service

Offering a referral service enables people wanting to volunteer an independent organisation to go to find out information on volunteering opportunities in the local area. When referring prospective volunteers, Hills Volunteering would interview and refer an applicant to an organisation by matching needs, skills and interests. To support the effectiveness of this service, the staff member could consider recruiting a volunteer referral team to carry out this function across multiple sites.

##### Building capacity through training

It is recommended to focus training on building the capacity of volunteer involving groups and organisations through the delivery of volunteer management and leadership sessions. In regards to volunteer training to organisational requirements, such as first aid, child protection, it is recommended to no longer offer these, rather Hills Volunteering could refer volunteers and organisations requiring these trainings to other organisations who run them.

##### Raising the profile of volunteering

To ensure the Adelaide Hills region maintains its high level of volunteering it is recommended activities are focused on raising the profile of volunteering. This could include using social media and local media to promote volunteering and vacancies to the community and also coordinating volunteer expos where community groups and organisations come together to promote their volunteer vacancies to prospective volunteers. The staff member could also attend volunteering expos offered elsewhere to promote volunteering in the Hills and the volunteer vacancies registered with Hills Volunteering.

##### Volunteer Recognition

Hills Volunteering could continue to take a lead role in coordinating whole of community volunteer recognition events, such as Volunteering Movie Day.

#### Pros and Cons of Model:

##### Positives of model

- Independent body
- Dedicated organisational focus to volunteering
- Part of the Volunteer Resource Centre network with access to resources and shared learnings

##### Challenges of model

- Funding is not currently adequate to operate Hills Volunteering to meet staff costs
- Specialised skill set of staff member may be difficult to recruit for
- Service centrally located due to current resource levels
- Partnership model has potential for priorities to differ across Council regions

#### Budget

Cost of resourcing Hills Volunteering for a 2018/2019 financial year:

Salary for a 0.4 FTE to coordinate the strategy and operations of Hills Volunteering	
<b>Funding</b>	
Funding from Adelaide Hills Council	\$19,000
Funding from Mount Barker District Council	\$24,000
<b>Total</b>	<b>\$43,000</b>

In-kind contribution:

	Provided by
Management of personal	The Hut Community Centre
Office supplies/IT/phone/stationery	The Hut Community Centre Adelaide Hills and Mount Barker District Councils
Office space	Hills and Mount Barker District Council
Website and promotional materials	Not within current resourcing
Staff travel	Not within current resourcing / often covered by grants or The Hut

#### **Option 2: Volunteer Resource Centre services offered through Volunteering SA/NT**

**Summary: A partnership between Adelaide Hills Council and Volunteering SA/NT would see the provision of Volunteer Resource Centre services to support volunteering in external community groups and organisations in the Adelaide Hills Council region.**

Volunteering SA/NT is a not-for-profit organisation, Volunteer Resource Centre (VRC) and the peak body representing the volunteers and the volunteering sector in South Australia and Northern Territory. For 35 years, Volunteering SA/NT has provided an extensive range of services, expertise, support and resources for volunteers, volunteer managers and volunteer involving organisations. Specifically, Volunteering SA/NT provides opportunities for those wishing to volunteer and help build the capacity of volunteer involving organisations to attract, train and support volunteers.

#### VRC activities offered through Volunteering SA/NT

In supporting and growing volunteering and volunteer management expertise in the Adelaide Hills Council region, Volunteering SA/NT propose to undertake management of the coordination of the VRC activities. A Volunteering SA/NT employee would be based in

the Adelaide Hills Council area one day per week to plan and coordinate current and future activities as described below:

#### Project plan

Negotiate with Adelaide Hills Council a project plan to identify strategic partners, timelines, intended outcomes, monitoring and evaluation strategies, and reporting mechanisms.

#### Volunteering Assist

The Volunteering SA/NT employee would develop a locally based Volunteering Assist team of volunteers to answer volunteering enquiries, talk with potential volunteers and promote the service through face to face, email social media and other opportunities. Volunteering SA/NT would consider developing this model to include key venues (e.g. community centres, libraries and other sites) across the Adelaide Hills Council area.

#### Volunteers and Volunteer Management Training

As well as access to the Volunteering SA/NT training calendar, they will deliver a series of local volunteer-specific training sessions to build volunteer involving organisation capacity and promote webinars across the region. Finally, support will be provided to Adelaide Hills Council to apply for training grants to enable Volunteering SA/NT to deliver further training.

#### Peer Support Network

Volunteering SA/NT could assume coordination of the existing Hills Volunteering network list, organisation of meeting and information dissemination of voluntary sector updates, news and resources relevant to the Hills area.

#### Recognition Activities

Assist in planning, implementing and reviewing volunteer recognition activities in the Adelaide Hills Council area to provide activities to complement existing ones.

#### Additional Partnership Benefits

With Volunteering SA/NT coordinating VRC activities for Adelaide Hills Council, additional benefits result from this integrated service including access to their communications and marketing suite of strategies, including social media and other promotional tools, savings on workforce management, access to volunteering resources including the National Standards for Volunteer Involvement suite.

#### Branding

As part of the partnership, Volunteering SA/NT would make available the use of their logo which has been externally valued at \$50,000, for co-branding on materials and promotions for Adelaide Hills Council external volunteering activities.

#### Pros and Cons of Model:

##### Positives of model:

- Good ability to meet need with broad and deep knowledge base with flexibility to adapt to changing need
- High level of volunteering and volunteer management expertise
- Ease of access to sector resources and updates
- VRC staff member managed through VSA/NT

##### Challenges of model:

- Potential loss of local knowledge and connections
- Potential loss of locally based solutions
- Management of the partnership would be required
- Perception may exist of an outside organisation

### Budget

Services are offered for the 12 month period 1 July 2018 to 30 June 2019:

#### **Project Plan for 12 months**

Initiate negotiations to set up project, plan outcomes, develop and sign Agreement	
Deliver training sessions on volunteering and volunteer management	
Implement peer volunteer management network planning, list management, attendance	
Deliver Volunteering Assist support, referrals, volunteer team growth and management	
Assist with organising and implementing recognition activities	
Deliver project management, evaluation, reporting	
<b>Total cost</b>	<b>\$19,000.00</b>
<b>Total cost including GST</b>	<b>\$20,900.00</b>

The in-kind contributions for the same period include:

<b>Contribution</b>	<b>Contributor</b>	<b>Indicative Value</b>
Overall Coordination of personnel	VSA&NT	\$3250.00
Use of Volunteering SA&NT logo as co-branding on specific materials and promotions	VSA&NT	\$50,000.00
Resources – training, information, brochures etc	VSA&NT	tba
Venues and catering	Adelaide Hills Council	tba
Equipment/IT/office space/phone calls	VSA&NT/Adelaide Hills Council	tba
Travel	VSA&NT	Up to \$1000.00
Volunteer reimbursements	Adelaide Hills Council	tba
Access to whole-of-service expertise	VSA&NT	tba

Background information relating to Volunteering SA/NT is provided in **Appendix 3**.

### **Option 3: Provision of services through Adelaide Hills Council**

**Summary: Adelaide Hills Council extend current service offer to provide support to volunteering in community organisations and groups in the Council region.**

Adelaide Hills Council supports volunteering in two ways:

- Internal volunteering is supported through existing resources in Council
- Support to external volunteering in community groups and organisations is funded through Hills Volunteering.

However, due to the role Adelaide Hills Council has in supporting community groups and organisations there is some support of external volunteering which occurs. This includes our Biodiversity team which partners with a network of volunteer involving groups and organisations to achieve mutual goals. While our Community Centres, support the development of community network groups and facilitate links in the community. Our Community Leaders program, offers capacity development workshops to support the skill

development and connections amongst community leaders and groups. Finally, our Youth Development area has a focus on developing future community leaders through skills development and network connections.

This proposal puts forward support for external volunteering and current operations to be extended to offer more comprehensive support to volunteering in community groups and organisations. Our connection to the over 200 small and medium sized community groups and organisations located in the region places Council in a unique position to support volunteering.

#### Proposed external volunteering support offered through Adelaide Hills Council

##### Support with volunteer recruitment

Provide a centralised platform for volunteer involving community groups and organisations to advertise vacancies on Council's website through upgrading our existing volunteer management database. With a database upgrade, it would be possible for prospective volunteers to submit online applications to vacancy listings to be considered by groups and organisations. Community Centres can host volunteering information hubs where groups and organisations can provide information to advertise their organisation and volunteering opportunities.

##### Building capacity through training

Extend our Community Leaders program, to include capacity building workshops to build the capability of leaders and organisations to manage volunteers.

##### Network Development

Develop and coordinate networks for community groups and organisations, as well as, volunteer managers to receive sector updates, identify trends, share resources and learnings, and to support the development of connections and opportunities to work together on mutual areas.

##### Raising the profile of volunteering

Council could coordinate Volunteering Expos where community groups and organisations come together to promote their volunteer vacancies to prospective volunteers. Volunteering can be supported through including a volunteer focus in key Council strategy areas, such as Multicultural Action Plan where an initiative could be to increase understanding about the ways different cultural groups volunteer so as to broaden how volunteering is defined and perceived by the community.

##### Volunteer recognition

Maintain a role in the coordinating whole of community volunteer recognition events, such as Volunteer Movie Day.

#### Budget

Resourcing cost of Council providing external volunteering services for a 12 month period. These costs would sit within current resourcing with the exception of the data base cost.

Costs	
Salary for a 0.2 FTE to coordinate strategy and operations	\$19,000
Volunteer database annual subscription fee (may be a shared	\$2,200

cost with Mount Barker of \$1,100)	
<b>Total cost</b>	<b>\$21,200</b>

#### Pros and Cons of Model

##### Positives of model:

- Adds a focus to Council's work to support volunteering in the community
- Offers a consistent service to community groups and organisations with a local focus
- Developing new and strengthening existing stakeholder relationships
- Contributes to a more holistic focus to achieving Council's community wellbeing outcomes

##### Challenges of model:

- External volunteering focus could be consumed by other priorities
- Council offering the service may not appeal to some community groups and organisations.
- Limited face to face volunteer and online referral support would be offered.

#### **4. OPTIONS**

Council has the following options:

- I. Option 3: Adelaide Hills Council extend current service offer to provide support to volunteering in community organisations and groups in the Council region.  
(Recommended)
- II. Option 1: Volunteer Resource Centre services delivered through a refocused Hills Volunteering (Not Recommended)
- III. Option 2: Volunteer Resource Centre services offered through Volunteering SA/NT  
(Not Recommended)

#### **5. APPENDICES**

- (1) Hills Volunteering Core Services Summary
- (2) Options Summary – Services to support volunteering in community groups and organisations
- (3) Volunteering SA/NT Background Information

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# **Appendix 1**

## *Hills Volunteering Core Services Summary*

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# Hills Volunteering

## Core service performance summary

Hills Volunteering promotes volunteering, opens up avenues for volunteers and builds the capacity of volunteer organisations to attract, train and support volunteers. A summary detailing Hills Volunteering performance or core services with performance data is provided below.

### Referral Service

The Referral Service interviews prospective volunteers and matches them with community groups and organisations with registered volunteer vacancies. Benefits of the service include the provision of a central place for individuals to seek information on volunteering and it provides organisations with potential volunteers that match their requirements.

For the last two financial years, Hills Volunteering has had a KPI of 100 referrals:

#### Total Volunteer Interviews

Year	15-16	16-17
Total Face-to-Face Interviews	92	91
By Council		
MBDC	55	59
AHC	24	27
Alexandrina	6	2
Other	7	3

*(Data from Hills Volunteering Annual Reports 15-16 & 16-17)*

### Training

Training sessions to support volunteers and volunteer managers in their roles are offered free of charge or at minimal cost delivered through contracted trainers and includes first aid, event management, manual handling, communications and volunteer management.

#### Total Training Attendance (Most recent available data)

Year	14-15	15-16
Total attendance	318	326
By Council		
MBDC	169	154
AHC	123	138
Alexandrina	4	13
Other		21

*(Data from Milbank 2015 and Hills Volunteering Annual Report 15-16)*

### Promoting volunteering

Hills Volunteering promotes volunteering through a weekly column in the Weekender Herald which is supported by The Weekender Herald and sponsorship \$5000 from Springlake Mt Barker for the 2017/18. Hills Volunteering also promotes volunteering their Facebook page and in 2016-17 they participated in monthly radio interviews.

#### Range of media to promote volunteering

Year	16-17
Radio Interview	20

The Weekender Herald Column	47
Facebook Page likes	546

*(Data from Hills Volunteering Progress Report 2016-17)*

#### Network Development

Coordination of a Volunteer Managers Network which meets up to 6 times per year with 7-20 members attending. Hills Volunteering managers a network distribution list of 85 volunteer managers.

#### Volunteer Recognition

Along with Adelaide Hills, Alexandrina and Mount Barker District Councils, Hills Volunteering assists with coordinating a National Volunteer Week regional thank you event called Volunteer Movie Day. 1039 movies tickets were issued on the day for Volunteer Movie Day 2016, while 1406 individual completed an online survey detailing their volunteering experience. The cost of the event in 2016 was \$13,818 supported through contributions from Adelaide Hills Council (\$5000 ex GST), Mount Barker District Council (\$5000 ex GST) and Alexandrina (\$3818 ex GST).

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## **Appendix 2**

*Options summary – Services to support volunteering*

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# Supporting External Volunteering

## Options summary table

Summary of options for Adelaide Hills Council to support community organisations and groups to recruit and retain the services of volunteers throughout the Adelaide Hills region.

	Option 1	Option 2	Option 3
	Hills Volunteering refocused	VRC services provided by Volunteering SA/NT	Services provided by Council
Staffing	0.4FTE managed by The Hut Community Centre	0.2FTE managed by Volunteering SA/NT	0.2 FTE managed by Adelaide Hills Council
Costing	\$19,000, plus contribution of \$24,000 from Mt Barker District Council	\$20,900 plus incidentals	\$19,000, plus an annual Better Impact fee \$2200
Region	Adelaide Hills and Mt Barker District Councils	Adelaide Hills Council	Adelaide Hills Council
Services			
Promoting volunteering	HV Social media and local media, coordinate volunteer expo	VSA/NT Social media	Coordinate a volunteer expo, build volunteering outcome into council strategy areas E.G. Youth Development Action Plan, Reconciliation Action Plan and Multicultural Action Plan
Recruitment	Referral service	Volunteering Assist (referral service)	Limited face to face and online referral service by providing a platform for groups and organisations to advertise volunteer vacancies on council website. Community Centres be an information hub.
Training	Focus on organisation capacity building sessions, refer volunteers and volunteer managers to other providers for training	Training session series to build volunteer involving capacity and promote webinars. Support council to apply for training grants	Run capacity build workshop series to build the capacity of leaders and organisations to manage volunteers.
Network Development	Coordination of volunteer managers network	Coordination of volunteer managers network	Coordinate volunteer managers network and networks for community groups and organisations
Recognition	Coordination role in Volunteer Movie Day	Provide complement activities to what already exists	Coordination role in Volunteer Movie Day event
Branding	Co brand Hills Volunteering with The Hut Community Centre	Co brand Volunteering SA/NT with Adelaide Hills Council	Adelaide Hills Council
Pros and Cons			
Pros	<ul style="list-style-type: none"> <li>Independent body</li> <li>Dedicated organisational focus to volunteering</li> <li>Part of the Volunteer Resource Centre network with access to resources and shared learnings</li> </ul>	<ul style="list-style-type: none"> <li>Good ability to meet need with broad and deep knowledge base with flexibility to adapt to changing need</li> <li>High level of volunteering and volunteer management expertise</li> <li>Ease of access to sector resources and updates</li> <li>Volunteer Resource Centre staff member managed through VSA/NT</li> </ul>	<ul style="list-style-type: none"> <li>Adds a focus to council's work to support volunteering in the community</li> <li>Offering a consistent service to community groups and organisations with a local focus</li> <li>Strengthening stakeholder relationships</li> <li>Holistic focus to achieving council's community wellbeing outcomes</li> </ul>
Cons	<ul style="list-style-type: none"> <li>Funding is not currently adequate to operate Hills Volunteering to meet staff costs</li> <li>Specialised skill set of staff member may be difficult to recruit for</li> <li>Service centrally located due to current resource levels</li> <li>Partnership model has potential for priorities to differ across council regions</li> </ul>	<ul style="list-style-type: none"> <li>Potential loss of local knowledge and connections</li> <li>Potential loss of locally based solutions</li> <li>Partnership management required</li> </ul>	<ul style="list-style-type: none"> <li>Volunteering focus could be consumed by other priorities</li> <li>Council offering service may not appeal to some community groups and organisations</li> <li>Limited face to face and online volunteer referral service</li> </ul>

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## **Appendix 3**

### *Volunteering SA/NT Background Information*

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# Volunteering SA/NT

## Background information and service summary

### About Volunteering SA&NT

Volunteering SA&NT is a not-for-profit organisation, Volunteer Resource Centre (VRC) and the peak body representing the interests of volunteers and the volunteering sector in South Australia and Northern Territory. For 35 years, we have worked with individuals, organisations, businesses and communities to lead, advance, grow, promote and celebrate volunteering. We provide an extensive range of services, expertise, support and resources for volunteers, volunteer managers and volunteer involving organisations. We provide opportunities for those wishing to volunteer and we help build the capacity of volunteer involving organisations to attract, train and support volunteers.

### Alignment of our Strategic Visions for Volunteering

The Adelaide Hills Volunteer Charter was signed in 2009 and renewed in 2014. The Charter recognises that volunteering provides strong social and community networks that build the capacity and resilience of the Adelaide Hills community; and that a successful and flourishing volunteering community will have a direct positive impact upon the future prosperity of the Adelaide Hills region.

The Adelaide Hills Volunteer Charter Strategic Outcomes align with those of the Volunteering Strategy for South Australia (VSSA) 2014-2020 - a partner-driven Strategy that provides a coordinated approach to addressing the diverse needs of our volunteers and their communities.

The VSSA is a unique collaboration between the Governments of South Australia, Business SA, the Local Government Association of South Australia and our own organisation, Volunteering SA&NT.

The Strategic Outcomes are:

- Volunteering is an integral part of life's journey
- Volunteering connects our communities
- Volunteering improves the health and wellbeing of our citizens

### What Volunteering SA&NT Offers

As the peak body for volunteering and a Volunteer Resource Centre, Volunteering SA&NT offers the following free and low-cost services as part of our everyday support for volunteers and volunteer involving organisations anywhere in SA:

**Volunteer position search capacity** – anyone in SA can utilise the Volunteering SA&NT website and WeDo app to find individual volunteer positions. Volunteer involving organisations are encouraged to sign up for free advertising for their volunteer positions and monitoring of their volunteer activity. Organisations are trained in utilising this service anywhere and at any time;

**Access to Volunteering Assist** – Officers are currently based in our city office, offering information, search support and coaching for volunteers seeking volunteer positions;

**Access to training** – the Volunteering SA&NT training calendar includes a suite of free and low cost training options, including webinars, for volunteers, volunteer managers and anyone interested in training, such as board and committee members;

**Peer networking support** – Volunteering SA&NT currently attends the Hills Volunteering volunteer manager network meetings to share information and updates;

**Recognition and celebration activities** – Volunteering SA&NT provides access to merchandise, promotes celebrations and recognition of volunteers, especially for National Volunteer Week (NVW), International Volunteer Day and International Volunteer Managers Day. Volunteer involving organisations are invited to participate in the NVW Parade each May in the city, and we also promote and update subscribers through our fortnightly electronic newsletter VNews and the bi-annual magazine Vitality.

**Membership** – Volunteering SA&NT membership has a range of exclusive benefits as listed on our website at [www.volunteeringsa-nt.org.au](http://www.volunteeringsa-nt.org.au)

**ADELAIDE HILLS COUNCIL  
ORDINARY MEETING  
Tuesday 22 May 2018  
AGENDA BUSINESS ITEM**

**Item:** 12.2

**Originating Officer:** Mike Carey, Manager Financial Services

**Responsible Director:** Terry Crackett, Director Corporate Services

**Subject:** 2017-18 Budget – Budget Review 3

**For:** Decision

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**SUMMARY**

The *Local Government (Financial Management) Regulations 2011* (the Regulations) requires Council to formally consider its budget three times per year. This statutory requirement recognises the likelihood that events will occur that require, or offer opportunities for changes to the budget during the year.

This report presents the third Budget Review (BR3) of the 2017-18 financial year for Council's consideration. Given the timing of meetings this report will not be able to be presented to the Audit Committee until after consideration by Council.

The proposed budget changes do not change the Operating Surplus from \$1.986m. In addition, the changes to capital expenditure and revenues balance out and as a result Council's Net Borrowing Result for the year also does not change from the previously adopted \$4.030m.

**RECOMMENDATION**

**Council resolves to:**

1. Receive and note the report.
  2. Adopt the Operating Budget variations presented in Budget Review 3 resulting in no change to the Operating Surplus for the 2017-18 financial year of \$1.986m.
  3. Adopt the proposed Capital Works variations provided for in Budget Review 3 representing:
    - An increase in Capital Income of \$170k
    - An increase in Capital Expenditure of \$170k.
  4. Adopt the unchanged Net Borrowing result of \$4.030m for 2017-18 as a result of operating budget and capital program amendments.
- 

**1. GOVERNANCE**

➤ **Strategic Management Plan/Council Policy**

Goal 5	Organisational Sustainability
Strategy	Financial Sustainability

A key aspect of Council's formal budget reviews is to review and monitor Council's Annual Budget with reference to its overall financial position and its Long Term Financial Plan (LTFP) to ensure Council continues to be financially sustainable.

➤ **Legal Implications**

The undertaking of formal budget reviews is a requirement of the *Local Government Act 1999*, and the *Local Government (Financial Management) Regulations 2011*.

➤ **Risk Management Implications**

Conducting the budget review process as required by Regulations will assist in mitigating the risk of:

*Failure to conduct budget review process as required by Regulations results in inaccurate budgets and unforecasted deficits leading to inadequate resourcing for current and future activities.*

Inherent Risk	Residual Risk	Target Risk
Medium (4D)	Low (2E)	Low (2E)

It ensures that financial resources are deployed in areas that align with Council's Strategic Management Plans, are affordable and support Council's Long Term Financial Plan.

➤ **Financial and Resource Implications**

The proposed variations have no net impact on the operating budget as a result of decreasing the CEO contingency by \$24k.

For capital, the funding of an additional project is required to meet a Federal Black Spot Project obligation. The project is fully funded by the Federal Government on an acquittal process upon completion of works and as such the proposed additional project will not change Council's net capital position and resultant borrowings. Proposed new borrowings will therefore remain unchanged at \$4.071m, resulting in estimated borrowings at 30 June 2018 of \$17.671m.

Separately, it has been identified that there is a drainage pipe failure under the Balhannah railway line near the old station. As it has been identified that the pipe network is in a council easement, Council is potentially required to replace this asset. The possible cost for a full replacement is estimated at up to \$170k, with the majority of this expenditure likely to be incurred in 2018/19. As it has only recently come to light, it is not included in the 2018/19 Draft Budget out for consultation and an adjustment is likely to be required to the 2018/19 Budget to be adopted in June once costs are confirmed.

Some preliminary design and planning costs will be incurred this year but it is considered that this can be covered from operational savings within the Sustainable Assets area. It is noted that the current capital program is well advanced with expenditure at the end of April at \$ 9.625m and commitments of \$ 2.159m. Whilst there are some variances within individual projects, as generally occurs within a large capital program, the overall expenditure is tracking within the budget allocation. However, it is expected that some carry forward of capital works will be required from the current program into 2018/19.

➤ **Customer Service and Community/Cultural Implications**

Not applicable.



➤ **Environmental Implications**

Not applicable.

➤ **Engagement/Consultation conducted with Council Committee, Regional Subsidiary, Advisory Group, the Administration and Community**

*Council Committees:* Not Applicable

*Advisory Groups:* Not Applicable

*Administration:* The budget review has been prepared in consultation with Directors and Managers to obtain detailed operating and capital information for each budget area.

*Community:* Not Applicable

## 2. **BACKGROUND**

Regulation 9(1)(b) of the *Local Government (Financial Management) Regulations 2011* requires Council to formally consider its budget three times per year. This statutory requirement recognises the likelihood that events will occur that require, or offer opportunities for changes to the budget during the year.

This report presents the third Budget Review (BR3) of the 2017-18 financial year for Council's consideration with Council's Original Annual Business Plan and Budget adopted on 26 June 2017.

At the Council meeting held on the 27 February 2018, Council adopted the 2017-18 Budget Review 2 with a Budget Operating Surplus before Capital Revenue of \$1.986m and an estimated Net Borrowings of \$4.030m.

Council's customary practice is to include Budget Reviews as an agenda item at Audit Committee meetings prior to consideration of Council. However, due the timing of Audit Committee meetings and the prescribed timelines required by Section 9(1)(b) of the Regulations, it is not possible for the Audit Committee to receive and note Budget Review 3 and recommend it to Council prior to adoption.

### **Budget Review Presentation**

As a result of changes to the Regulations, the Budget Review Presentation has been simplified for the First and Third Budget Review for the year whereby it is now required to produce under Section 9(1)(a):

*"a report showing a revised forecast of its operating and capital investment activities for the relevant financial year compared with the estimates for those activities set out in the budget presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances"*

In accordance with the Regulations the Uniform Presentation of Finances showing the movements in the current and proposed budgets is shown as **Appendix 1** to this report.

### 3. ANALYSIS

The budget review has been prepared in consultation with Directors and Managers who have provided information for each budget area.

#### **Proposed Budget Adjustments**

##### **a. Operating**

Key operating variations included in this review are as follows:

##### **Revenue \$34k increase**

- The proposed Rates adjustment of \$7k relate to a reduction in CWMS rates in line with actuals rates levied
- Statutory Income increase of \$14k relating to increased income of \$24k for dog registrations offset by a \$10k decrease in predicted parking expiations income for the year
- User charges income increased by \$41k largely relating to an increase in Additional Bin Income
- The proposed Grants increase of \$21k relates to unbudgeted grants for the Community and Home Support Program and Library Services which require a matching increase in expenditure
- A proposed decrease of \$25k in investment income to align to YTD actuals
- A proposed reduction in Other Income of \$11k largely representing:
  - a \$54k reduction in budgeted Recyclable Rebate Income as a result of the China Sword impact; offset by
  - a workers compensation premium refund from the previous year of \$21k and
  - an Operating Surplus distribution to member councils of \$17k from East Waste

##### **Expenses \$34k increase**

- For employee costs the proposed decrease of \$62k relates to employee savings in vacant positions
- there is a net increase in Materials, Contract & Other expenses of \$120k across a number of items including \$21k relating to grant related expenditure as a contra to income as mentioned above.

Other more material items include:

- a new budget for recycling processing fees of \$69k as a pass through cost from East Waste for the period March through to June (China Sword),
- rate printing & postage costs increase of \$37k to reflect actual costs incurred
- Information Technology net savings of \$30k in leasing, contractors and training

As a result of the net impact of the above operating variations, it is proposed to reduce the CEO contingency by \$24k to \$207k to offset the expenditure increases. Combined with the proposed changes to Materials, Contract & Other disclosed above, this results in the overall increase in this expense category of \$96k as disclosed in the Uniform Presentation of Finances.

**b. Capital Items:**

Capital Income - \$170k increase

- Council will receive additional grant funding from the Federal Black Spot Program from safety improvements along Old Mt Barker Road – Aldgate
- Council is anticipating income from the State Government towards footpath on Frick Street, Lobethal.

Capital Expenditure - \$170k increase

- Council has an obligation to complete a Federal Blackspot Project from 2016/17 that includes safety improvements along Old Mt Barker Road – Aldgate – Council has a project in 2016/17 that should have been carried forward to this current financial year.
- Council officers have been planning for the installation of footpath in Frick Street, Lobethal and Terlinga Street, Mt Torrens in response to community concern regarding increase heavy vehicles accessing the Lobethal Abbitior and the longer term use of the route by B-Doubles vehicles. Council footpath contractors have the capacity to commence works on Frick Street this financial year.

**c. Movements in Budgeted Borrowings**

As a result of proposed Budget Review 3 changes there is no change to forecast borrowings of \$17.6m with borrowing movements for the year shown below. However, it is noted that where capital projects are carried forward to next year, this will also move the funding requirement for those projects to the 2018/19 year and hence reduce the amount of borrowings as at 30 June 2018.

It is proposed that the increase in borrowings will be funded by drawing down on Council's Cash Advance Debenture (CAD) Facility. This is considered the appropriate Treasury strategy given the variability of Council's cash flows, the timing of sales proceeds from Council AHBTC divestment and the possibility of Council divesting other assets in the short term. Council has an overall CAD facility of \$10.2m spread across 4 debentures.

Borrowings	Balance July 2017 \$'000s	New Borrowings \$'000s	Repayments \$'000s	Forecast June 2018 \$'000s
CAD (Short Term Drawdown)	3,600	4001	-	7,601
Current Fixed Term Borrowings	51	-	(34)	17
Non-Current Fixed Term Borrowings	10,000	-	-	10,000
<b>Total Borrowings</b>	<b>\$13,651</b>	<b>4,001</b>	<b>(34)</b>	<b>\$17,618</b>

**d. Summary**

The proposed budget changes do not change the Operating Surplus from \$1.986m, as it is proposed to offset the net operating budget changes with a decrease in the CEO contingency line by \$24k. There is no net change from proposed adjustments for capital as a result of the \$100k increase in capital expenditure being matched by the blackspot funding increase in capital income of the same amount.

These proposed changes do not change the Council's Net Borrowing Result for the year of \$4.030m.

**4. OPTIONS**

Council has a range of options in relation to this report.

1. It can adopt the budget review as prepared without making any further amendment to the adopted budget (Recommended).
2. It can determine required changes to the review and adopt a revised Budget Review 3, recognising the likely impact upon future Budget Reviews and Council's Long Term Financial Plan.
3. It can refuse to adopt the review, in which case it will risk breaching the requirements of the *Local Government Financial Management Regulations (2011)* unless an alternative review is adopted.

The recommended option will ensure Council meets the requirements of *Section 7 and 9 of the Local Government (Financial Management) Regulations 2011*.

**5. APPENDIX**

- (1) 2017-18 Budget Review 3 Uniform Presentation of Finances

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# **Appendix 1**

## *2017-18 Budget Review 3 – Uniform Presentation of Finances*

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**Adelaide Hills Council**

**BUDGETED UNIFORM PRESENTATION OF FINANCES**  
2017-18 Budget Review 3

2016-17 Actual		2017-18 Original	BR1	CF	Capital Review	BR2	BR3	2017-18 Revised
\$'000		\$'000						\$'000
<b>INCOME</b>								
34,301	Rates	35,520	0			16	(7)	35,530
1,022	Statutory charges	975	0			16	14	1,005
1,337	User charges	1,352	5			6	41	1,404
5,048	Grants, subsidies and contributions	2,870	2,502			22	21	5,415
36	Investment income	58	0			0	(25)	34
265	Reimbursements	342	0			151	0	493
483	Other income	319	0			52	(11)	360
57	Net gain - equity accounted Council businesses	125	(125)			0	0	0
<b>42,549</b>	<b>Total Income</b>	<b>41,561</b>	<b>2,382</b>	<b>-</b>	<b>-</b>	<b>264</b>	<b>34</b>	<b>44,241</b>
<b>EXPENSES</b>								
14,505	Employee costs	15,833	58			40	(62)	15,870
18,687	Materials, contracts & other expenses	16,737	499			359	96	17,690
7,792	Depreciation, amortisation & impairment	8,027	0			0	0	8,027
781	Finance costs	803	0			(135)	0	668
334	Net loss - equity accounted Council businesses	0	0			0	0	0
<b>42,099</b>	<b>Total Expenses</b>	<b>41,400</b>	<b>557</b>	<b>-</b>	<b>-</b>	<b>264</b>	<b>34</b>	<b>42,255</b>
450	<b>NET BUDGETED SURPLUS / (DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>161</b>	<b>1,825</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,986</b>
<b>Net Outlays on Existing Assets</b>								
(6,580)	Capital Expenditure on Renewal and Replacement of Existing Assets	(12,751)	(464)	(2,644)	2,024	1,136	0	(12,699)
754	Proceeds from Sale of Replaced Assets	0	459	0		0	0	459
7,792	Depreciation	8,027		0		0	0	8,027
<b>1,966</b>	<b>NET OUTLAYS ON EXISTING ASSETS</b>	<b>(4,724)</b>	<b>(5)</b>	<b>(2,644)</b>	<b>2,024</b>	<b>1,136</b>	<b>0</b>	<b>(4,213)</b>
<b>Net Outlays on new and Upgraded Assets</b>								
(3,423)	Capital Expenditure on New and Upgraded Assets & Remediation costs	(5,363)	(87)	(1,129)	1,812	763	(100)	(4,104)
672	Capital Grants and Monetary Contributions for New and Upgraded Assets	2,600	(1,716)	-	-	33	100	1,017
-	Proceeds from Sale of Surplus Assets	1,680	0	-	-	(395)	0	1,285
<b>(2,751)</b>	<b>NET OUTLAYS ON NEW AND UPGRADED ASSETS</b>	<b>(1,083)</b>	<b>(1,803)</b>	<b>(1,129)</b>	<b>1,812</b>	<b>400</b>	<b>0</b>	<b>(1,803)</b>
<b>(335)</b>	<b>Net Lending/ (Borrowing) for Financial Year</b>	<b>(5,646)</b>	<b>17</b>	<b>(3,773)</b>	<b>3,836</b>	<b>1,536</b>	<b>0</b>	<b>(4,030)</b>

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 MAY 2018  
AGENDA BUSINESS ITEM**

**Item:** 12.3

**Originating Officer:** Megan Sutherland, Executive Manager Organisational Development

**Responsible Director:** Andrew Aitken, CEO

**Subject:** Safe Environments Policy

**For:** Decision

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**SUMMARY**

The purpose of this report is to provide the Safe Environments Policy to Council for adoption following its scheduled review noting that no amendments are being proposed to the existing Policy.

The Policy states Council's commitment and approach to the management of employees, labour hire personnel and individuals in non-employment relationships who work with children, young people, the elderly and other vulnerable people so that appropriate people are working with these groups, minimising the risk of harm to individuals.

It states the requirements for various Council Officers to follow when employing new staff, training and managing employees, labour hire personnel and individuals in non-employment relationships and how to report and respond appropriately to suspected abuse and neglect claims.

To comply with the requirements of the Acts, the Council is required to have a Policy.

**RECOMMENDATION**

**Council resolves:**

- 1. That the report be received and noted**
  - 2. With an effective date of 5 June 2018, to revoke the 9 May 2017 Safe Environments Policy and to approve the Safe Environments Policy as contained in Appendix 1.**
- 

**1. GOVERNANCE**

➤ **Strategic Management Plan/Council Policy**

Goal	Organisational Sustainability
Strategy	Governance

The Council is committed to open, participative and transparent decision making and administrative processes. We diligently adhere to legislative requirements to ensure public accountability and exceed these requirements where possible.

This Policy is an updated document, increasing Council's approach to ensuring individuals are kept safe when interacting with Council and/or its services, activities or online environments. This Policy has been reviewed as scheduled and no amendments are being proposed to the existing Policy.

➤ **Legal Implications**

The Policy covers a number of Acts, including

- *Children's Protection Act 1993 (SA) and Children's Protection Regulations 2010 (SA)*
- *Aged Care Act 1997 (Cth) and Aged Care Accountability Principles 2014 (Cth)*
- *Disability Services Act 1993 (Cth).*

The Policy covers the legal requirements to ensure that employees, labour hire personnel and individuals in non-employment relationship roles (for example volunteers, work placements) have the appropriate criminal and relevant history screening undertaken before entering the organisation, to ensure, as is reasonably practicable, that a person is appropriate to be working with children, young people, elderly or other vulnerable people.

To be eligible for some grants, or to provide certain services in Council, we must be able to prove that we have appropriate processes in place to manage these legal requirements.

➤ **Risk Management Implications**

*The adoption of the Safe Environments Policy will continue to assist in mitigating the risk of: Inappropriate people having access to children, young people, elderly or other vulnerable people or access to information about these people that could lead to abuse, neglect or harm.*

Inherent Risk	Residual Risk	Target Risk
Extreme (4B)	Medium (2C)	Low (2D)

This Policy and associated processes are existing controls.

➤ **Financial and Resource Implications**

The financial and resource implications of adopting the Policy are minimal as they largely reflect existing practice and resource allocations.

➤ **Customer Service and Community/Cultural Implications**

The adoption of the Safe Environments Policy provides information and direction to both Council Employees and the community in relation to the Council's commitment to keeping safe children, young people, elderly or other vulnerable people who are involved with Council and Council activities.



➤ **Environmental Implications**

Not applicable.

➤ **Engagement/Consultation conducted with Council Committee, Regional Subsidiary, Advisory Group, the Administration and Community**

As part of the review process, feedback has been received internally from key stakeholders who use this Policy and the underpinning Criminal History Screening Procedure.

<i>Council Committees:</i>	Not Applicable
<i>Council Workshops:</i>	Not Applicable
<i>Advisory Groups:</i>	Not Applicable
<i>Administration:</i>	Organisational Development Advisor Manager Community Development Team Leader Positive Ageing Service Coordinator Libraries and Customer Service
<i>Community:</i>	Not Applicable

**2. BACKGROUND**

The Council provides a range of services and activities that children, young people, elderly or other vulnerable people access. These services are particularly focused around Libraries and Customer Service and Community Development. They can also arise in other areas where officers may be involved in activities that reach these groups, such as school visits.

This Policy was substantially updated from the previous document that only addressed child safe environment requirements.

At a meeting of the Strategic Planning and Development Policy Committee on 9 May 2017 it was resolved:

**12.5. Safe Environments Policy**

Moved Cr Jan-Claire Wisdom  
S/- Cr Linda Green

SP16/17

The Strategic Planning and Development Policy Committee resolves:

1. That the report be received and noted
2. With an effective date of 23 May 2017, to adopt the draft Safe Environments Policy in Appendix 1.
3. That the Chief Executive Officer, or delegate, be authorised to make any formatting, nomenclature or other minor changes to the Policy during the period of its currency.

Carried Unanimously

### 3. ANALYSIS

The Policy reflects current practice and legislative requirements in the stated Acts, and other guidelines such as the:

- *Child Safe Environments: Principles of Good Practice, Standards for dealing with information obtained about a person's criminal history as part of a relevant history assessment (DECD 2016) 'the Standards'*
- *Guidelines for Mandated Notifiers and Information for Organisations (DECD 2015).*

The Policy identifies those covered by the Policy that may be at risk of harm. It specifies the organisational requirements for sound recruitment and selection practices with the relevant screening taking place before any appointment of an individual is made.

It defines the need for ongoing support, training, supervision and performance management of employees, labour hire personnel and individuals in non-employment relationship roles to understand the organisational and legal requirements to provide safe environments at Council.

The Policy focuses on the reporting and response requirements should there be a complaint. Finally it clarifies the roles and responsibilities of specific officers to manage the processes required.

### 4. OPTIONS

Council has the following options:

- I. Adopt the Safe Environments Policy. This Policy shows Council's commitment to meeting its legal responsibilities under the various Acts. (Recommended)
- II. Defer adoption of the Safe Environments Policy to investigate any suggested amendments (Not Recommended)
- III. Not adopt the Safe Environments Policy. (see I. above) (Not Recommended)

Should the Council identify the need for substantial amendments to the revised Policy, it is recommended that they be referred to staff for review to allow for analysis of the implications of the amendments, prior to the matter being brought back to the Council for further consideration.

### 5. APPENDIX

- (1) Safe Environments Policy

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# **Appendix 1**

## *Safe Environments Policy*

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# COUNCIL POLICY

	<h2>SAFE ENVIRONMENTS</h2>
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Policy Number:	COM-12
Responsible Department(s):	Organisational Development
Other Relevant Policies:	Code of Conduct for Council Employees Complaint Handling Policy
Relevant Procedure(s):	Organisational Development Policies and Procedures (administrative): Code of Conduct for a Child Safe Organisation Recruitment and Selection Policy Recruitment and Selection Checklist Criminal and Relevant History Screening Procedure ( <i>in review</i> ) Coaching, Performance Management and Discipline Procedure Grievance Resolution Procedure
Relevant Legislation:	<i>Children's Protection Act 1993 (SA) and Children's Protection Regulations 2010 (SA)</i> <i>Aged Care Act 1997 (Cth) and Aged Care Accountability Principles 2014 (Cth)</i> <i>Disability Services Act 1993 (Cth)</i>
Policies and Procedures Superseded by this policy on its Adoption:	Organisational Development Policy (administrative): Child Safe Environments Safe Environments, 09/05/17, Item 12.5 SP16/17
Adoption Authority:	Strategic Planning and Development Policy Committee
Date of Adoption:	<i>To be updated administratively</i>
Effective From:	<i>To be updated administratively</i>
Minute Reference for Adoption:	<i>To be updated administratively</i>
Next Review:	No later than May 2021 or as required by legislation or changed circumstances

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## SAFE ENVIRONMENTS POLICY

### 1. INTRODUCTION

- 1.1 Council is committed to the safety and wellbeing of children, young people, the elderly and other vulnerable persons who access our services and programs.
- 1.2 We encourage the active participation of our employees and volunteers in building and maintaining a secure environment for all children, young people, the elderly and other vulnerable persons.

### 2. OBJECTIVES

- 2.1 This policy aims to ensure that Council's organisation and facilities are safe environments for children, young people, the elderly and other vulnerable persons and demonstrates Council's compliance with the:
- *Children's Protection Act 1993 (SA) and Children's Protection Regulations 2010 (SA)*
  - *Child Safe Environments: Principles of Good Practice, Standards for dealing with information obtained about a person's criminal history as part of a relevant history assessment (DECD 2016) 'the Standards'*
  - *Guidelines for Mandated Notifiers and Information for Organisations (DECD 2015)*
  - *Aged Care Act 1997 (Cth) and Aged Care Accountability Principles 2014 (Cth)*
  - *Disability Services Act 1993 (Cth)*

### 3. SCOPE

- 3.1 This Policy applies to the following persons in physical and online environments:
- Council employees;
  - Labour hire personnel; and
  - Individuals in non-employment relationships including, but not limited to, volunteers and those undertaking work experience placements, apprenticeships or traineeships with Council.
- 3.2 Collectively, all persons included in the Scope of this Policy will be referred to as 'employees and volunteers'.
- 3.3 This Policy will be communicated to all employees and volunteers to increase the awareness and understanding of Council's commitment to ensuring a safe environment for children, young people, the elderly and other vulnerable persons who access our services and programs.
- 3.4 The responsibilities of consultants, contractors and subcontractors engaged by Council to provide services to children, young people, the elderly and other vulnerable persons will be included within their Professional Services Agreement.

#### 4. DEFINITIONS

4.1 **“Child”** means a person under the age of 18.

4.2 **“Child abuse and neglect”** (or harm) in relation to a child means:

- Sexual abuse; or
- Physical or emotional abuse, or neglect to the extent that:
  - the child has suffered, or is likely to suffer, physical or psychological injury detrimental to the child’s wellbeing;
  - the child’s physical and psychological development is in jeopardy.

4.3 **“DCSI”** means the Department of Communities and Social Inclusion.

4.4 **“DCSI Criminal and Relevant History Screening Assessment”** means an assessment that takes into account an applicant’s national criminal history record *as well as* a comprehensive assessment of an applicant’s relevant history from a range of other sources. Only an appropriate DCSI Criminal and Relevant History Screening Assessment is acceptable for positions that are prescribed under Section 8 (b) of the *Children’s Protection Act 1993 (SA)* and Section 5 (b) (6) of the *Disability Services Act 1993 (SA)*.

4.5 **“Elder”** means a person aged 65 years or older.

4.6 **“Elder abuse”** means all aspects of abuse in relation to an Elder, that is, neglect, physical, verbal, sexual, financial and social.

4.7 **“Mandated notifier”** means the legal obligation of certain professionals and community members as listed under Section 11 of the *Children’s Protection Act 1993 (SA)* to report any reasonable suspicion of child abuse and/or neglect formed in the course of their work or while carrying out official duties. **Reasonable suspicion** means a judgement that a child is being or has been abused or neglected, based on personal observations, information, and opinions formed while carrying out official work duties.

4.8 **“National Criminal History Record Check”** means a nationwide assessment of a person’s criminal history that satisfies the requirements under the *Aged Care Act 1997 (Cth)* and the *Aged Care Accountability Principles 2014 (Cth)*. It is also commonly referred to as a ‘National Police Certificate’ and is prepared by the Australian Federal Police, a state or territory police service, or a CrimTrac accredited agency.

4.9 **“Prescribed position”** means a position as defined by:

Section 8 (b) of the *Children’s Protection Act 1993 (SA)* that requires the performance of one or more prescribed functions. Prescribed functions are those involving any of the following:

- regular contact with children or working in close proximity to children on a regular basis, unless the contact or work is directly supervised at all times; or
- supervision or management of persons in positions requiring or involving regular contact with children or working in close proximity to children on a regular basis; or
- access to records relating to children; or
- functions of a type prescribed by regulation.

A DCSI Criminal and Relevant History Screening Assessment (Child-related) is a requirement for prescribed positions under Section 8 (b) of the *Children's Protection Act 1993 (SA)*.

Section 5 (b) (6) of the *Disability Services Act 1993 (SA)* that requires the performance of one or more prescribed functions. Prescribed functions are those involving any of the following:

- regular contact with people with a disability or working in close proximity to people with a disability on a regular basis, unless the contact or work is directly supervised at all times; or
- supervision or management of people in positions requiring or involving regular contact with people with a disability or working in close proximity to people with a disability on a regular basis; or
- access to records of a kind prescribed by regulation relating to people with a disability; or
- functions of a type prescribed by regulation.

A DCSI Criminal and Relevant History Screening Assessment (Disability Services) is a requirement for prescribed positions under Section 5 (b) (6) of the *Disability Services Act 1993 (SA)*.

- 4.10**     **“Vulnerable persons”** refers to those who may be at risk of abuse or exploitation due to their dependency on others or experiences of disadvantage, and could include people with physical, intellectual or psychological disability, the frail aged, children, people from culturally and linguistically diverse backgrounds, refugees, and those living in poverty.

## **5.       POLICY STATEMENT**

### **5.1     Policy Principles**

Council has endorsed the following standards that focus on ensuring the safety and wellbeing of children, young people, the elderly and other vulnerable persons who access our services and programs. We acknowledge the valuable contribution made by our employees and volunteers and encourage their active participation in providing a safe, fair and inclusive environment.

#### **5.1.1   Identify and analyse the risk of harm**

Council identifies and assesses potential sources of harm and takes steps to decrease the likelihood that harm will occur to children, young people, the elderly and other vulnerable persons who access our services and programs. Areas of risk assessment may include and are not limited to human resources, activities and programs, record keeping, physical spaces and organisational culture.

#### **5.1.2   Policy and Code of Conduct**

Employees and volunteers are made aware of and must comply with Council's Safe Environments Policy and the Code of Conduct for a Child Safe Organisation.

Breaches of this policy or the Code of Conduct for a Child Safe Organisation are addressed using the Organisational Development Coaching, Performance Management and Discipline Procedure.

### 5.1.3 Recruitment and selection

Council takes reasonable steps to ensure that it engages suitable and appropriate employees and volunteers to work with, and provide services to, children, young people, the elderly and other vulnerable persons.

In line with the Organisational Development Recruitment and Selection Policy, Council maintains a transparent, evidence-based recruitment, screening and selection process for all employees and volunteers. This includes face-to-face interviews, referee reports, medical assessments, qualification checking and psychological testing (as appropriate for some positions).

A DCSI Criminal and Relevant History Screening Assessment (Child-related) is a requirement for all persons who seek to work, or are working in, a prescribed position under Section 8 (b) of the *Children's Protection Act 1993 (SA)*.

A DCSI Criminal and Relevant History Screening Assessment (Disability Services) is a requirement for all persons who seek to work, or are working in, a prescribed position under Section 5 (b) (6) of the *Disability Services Act 1993 (SA)*.

A National Criminal History Record Check is a requirement for all persons who seek to work, or are working in, a position that provides programs and services on behalf of, and with funding from, the Commonwealth Government under the *Aged Care Act 1997 (Cth)*.

Employment screening must be conducted for all persons in relevant positions prior to the commencement of their employment and then every three years thereafter.

### 5.1.4 Support, train, supervise and enhance performance

Employees and volunteers who work with children, young people or vulnerable persons have ongoing supervision, support and training such that their performance is developed and enhanced to promote the establishment and maintenance of a safe environment. Training and development opportunities include:

- Providing ongoing feedback, coaching and development opportunities through Council's 4X8 performance and development process
- 'Child-safe environments – Reporting Child Abuse and Neglect' training for employees and volunteers working with children
- Promoting an awareness of and access to DECD's child-safe environments publications and resources
- Utilising the free learning package developed by the Australian Childhood Foundation, 'Strategies for Managing Abuse and Related Trauma'.

### 5.1.5 Involvement in decision-making

Council promotes the involvement of children, young people and other vulnerable people in service development planning where relevant. Council has procedures to inform children, young people and other vulnerable persons of their rights, available complaint procedures and how they can access help and advice.



**5.1.6 Report and respond appropriately to suspected abuse and neglect**

Mandated notifiers have a legal obligation under Section 11 of the *Children's Protection Act 1993 (SA)* to report any reasonable suspicion of child abuse and/or neglect formed in the course of their work or while carrying out official duties. Information and guidance on how to report a suspected case of child abuse or neglect is available on the Department for Child Protection's website, [www.childprotection.sa.gov.au](http://www.childprotection.sa.gov.au)

Council takes reasonable steps to ensure that mandated notifiers are made aware of their legal obligations by providing them with ongoing support, training and supervision.

**5.1.7 Reporting suspected inappropriate behaviour by employees and volunteers**

If an employee or volunteer suspects on reasonable grounds that another person bound by this policy is acting inappropriately towards a child, young person or other vulnerable person, they must make a report to the Executive Manager Organisational Development (or their nominee). The Executive Manager Organisational Development will conduct an initial risk assessment that takes into account both the needs of the individual and the employee or volunteer against whom the allegation is made. An investigation will be undertaken in line with the Organisational Development Grievance Resolution Procedure (Level 3: Formal Procedure) or Council's Complaint Handling Policy as appropriate.

**6. ROLES AND RESPONSIBILITIES****6.1 The CEO is responsible for:**

- Understanding, complying with and promoting the Safe Environments Policy and Code of Conduct for a Child Safe Organisation.
- Ensuring that the Safe Environments Policy, and any related or supporting policies and procedures, are implemented, monitored, reported on, and evaluated.
- Being aware of and promoting acceptable behaviour when dealing with children, young people and other vulnerable persons.

**6.2 The Executive Manager Organisational Development is responsible for:**

- Reviewing the effectiveness of this Policy and any related or supporting policies and procedures.
- Ensuring significant changes to relevant legislation and/or regulatory requirements are brought to the attention of the CEO, Directors and People Leaders in a timely manner.
- Lodging a Child Safe Environments Compliance Statement as required by the Department for Education and Child Development.
- Coordinating the identification of (employee) positions that require employment screening under the *Children's Protection Act 1993 (SA)*, the *Disability Services Act 1993 (SA)* or the *Aged Care Act 1997 (Cth)*.
- Initiating employment screening applications for employees as required.
- Ensuring that employees' personal information is protected and securely managed to protect against loss, unauthorised access, modification, disclosure or misuse.
- Co-ordinating appropriate induction and on-going training and support to employees as required in relation to the Safe Environments Policy.

6.3 The Volunteer Coordinator is responsible for:

- Coordinating the identification of (volunteer) positions that require employment screening under the *Children's Protection Act 1993 (SA)*, the *Disability Services Act 1993 (SA)* or the *Aged Care Act 1997 (Cth)*.
- Initiating employment screening applications for volunteers as required.
- Ensuring that volunteers' personal information is protected and securely managed to protect against loss, unauthorised access, modification, disclosure or misuse.
- Co-ordinating appropriate induction and on-going training and support to volunteers as required in relation to the Safe Environments Policy.

6.4 Directors and People Leaders are responsible for:

- Understanding, complying with and promoting the Safe Environments Policy and Code of Conduct for a Child Safe Organisation.
- Ensuring that the Safe Environments Policy, and any related or supporting policies and procedures, are implemented, monitored, reported on, and evaluated.
- Being aware of and promoting acceptable behaviour when dealing with children, young people and other vulnerable persons.
- Working with the Executive Manager Organisational Development and/or the Volunteer Coordinator to identify positions that require employment screening under the *Children's Protection Act 1993 (SA)*, the *Disability Services Act 1993 (SA)* or the *Aged Care Act 1997 (Cth)*.
- Recruiting and selecting in accordance with the Organisational Development Recruitment and Selection Policy.

6.5 All employees and volunteers are responsible for:

- Understanding and complying with the Safe Environments Policy and Code of Conduct for a Child Safe Organisation.
- Being aware of and promoting acceptable behaviour when dealing with children, young people and other vulnerable persons.
- Actively participating in training and development opportunities.

## 7. DELEGATION

7.1 The Chief Executive Officer has the delegation to:

- Approve, amend and review any procedures that shall be consistent with this Policy; and
- Make any formatting, nomenclature or other minor changes to the Policy during the period of its currency.

## 8. AVAILABILITY OF THE POLICY

- 8.1 This Policy will be available for inspection at the Council's Offices during ordinary business hours and via the Council's website [www.ahc.sa.gov.au](http://www.ahc.sa.gov.au). Copies will also be provided to the public upon request, and upon payment of a fee in accordance with the Council's Schedule of Fees and Charges.

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 May 2018  
AGENDA BUSINESS ITEM**

**Item:** 12.4

**Originating Officer:** Lachlan Miller, Executive Manager Governance & Performance

**Responsible Director:** Terry Crackett, Director Corporate Services

**Subject:** Audit Committee Recommendations to Council

**For:** Decision

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**SUMMARY**

The Audit Committee met on 30 April 2018. A number of recommendations from this meeting are provided to Council.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted
  2. To adopt the scope of work and timing of the 2017/18 External Audit by Galpins Accountants, Auditors and Business Consultants as contained in Appendix 1.
  3. To note the Risk Management Plan Update as contained in Appendix 2
  4. To adopt the draft Strategic Internal Audit Plan 2018/19 – 2021/22 as contained in Appendix 3.
- 

**1. GOVERNANCE**

➤ **Strategic Management Plan/Council Policy**

Goal	Organisational Sustainability
Strategy	Risk and responsibility
Strategy	Governance

➤ **Legal Implications**

Chapter 8 – Administrative and financial accountability, Division 4 – Audit of the *Local Government Act 1999* and Part 6 - Audit of the *Local Government (Financial Management) Regulations 2011* set out the requirements regarding the appointment of the external auditor and the conduct of the audit.

A number of sections of the *Local Government Act 1999* require councils to identify and manage the risks associated with its functions and activities. Further, s125 requires council to have appropriate internal controls. Similarly the *Work Health & Safety Act 2012* is structured around the protection of workers and others against harm to their health, safety and welfare through the elimination or minimisation of risk arising from work or specified substances or plant.

Section 125 of the *Local Government Act 1999* (the Act) requires councils to ensure that appropriate policies, practices and procedures of internal controls are implemented and maintained in order to assist the council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard Council's assets, and to secure (as far as possible) the accuracy and reliability of Council records. The SIAP is an important tool to provide an objective appraisal of the adequacy, effectiveness and efficiency of internal controls in managing Council's risks and supporting the achievement of Council objectives.

➤ **Risk Management Implications**

Improvements in the implementation of the risk management framework will assist in mitigating the risk of:

*A lack of effective risk management occurs which leads to greater uncertainty in the achievement of objectives and/or negative outcomes.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	Medium (4D)	Medium (4D)

Note that there are many other controls that assist in mitigating this risk.

The appointment of the external auditor consistent with the requirements of legislation assists in mitigating the risk of:

*Poor governance practices occur which lead to a loss of stakeholder (i.e. customer and regulator) confidence and/or legislative breaches.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	Medium (3D)	Medium (3D)

The development and implementation of the Strategic Internal Audit Plan will assist in mitigating the risk of:

*Internal control failures occur which lead to greater uncertainty in the achievement of objectives and/or negative outcomes.*

Inherent Risk	Residual Risk	Target Risk
High (4C)	Medium (3C)	Medium (3C)

➤ **Financial and Resource Implications**

Council makes a budget allocation each year for the expenses associated with the conduct of the external audit. The external audit function is managed by the Governance & Performance Department although the Finance Services Department is most significantly impacted throughout the external audit process.

While there are no direct financial or resource implications from this report, a number of Strategic Risk Profile and Management Plan treatments are impacted by funding limitations.

The proposed Internal Audit budget for the 2018/19 financial year includes funding to resource the proposed 2018/19 audits and enable them to be outsourced under the oversight of the Executive Manager Governance and Performance. Given the range of demands on this role, and the specialised nature of a number of the audits, it is not possible to undertake audits internally.

➤ **Customer Service and Community/Cultural Implications**

There is a high expectation that Council has appropriate corporate governance processes in place including an effective internal control environment.

➤ **Environmental Implications**

Environmental matters have been considered within the development of the Strategic Risk Profile and Management Plan.

➤ **Engagement/Consultation conducted with Council Committee, Regional Subsidiary, Advisory Group, the Administration and Community**

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Audit Committee
<i>Council Workshops:</i>	Not Applicable
<i>Advisory Groups:</i>	Not Applicable
<i>Administration:</i>	As per the attached Audit Committee reports
<i>Community:</i>	Not Applicable

## **2. BACKGROUND**

The Audit Committee considered the following reports at its meeting on 30 April 2018.

### **2.1 Item 6.4 2017/18 External Audit Plan**

At the 27 February 2018 meeting, Council considered an item in confidence to appoint the External Auditor, the minutes of that meeting (which are not confidential) are:

**19.4. Appointment of External Auditor – Confidential Item**

Moved Cr Malcolm Herrmann  
S/- Cr Jan Loveday

60/18

Council resolves:

1. That the report be received and noted
2. To appoint Galpins Accountants, Auditors and Business Consultants for the provision of external audit services for a period of three (3) years commencing with the audit for the financial year ending 30 June 2018, with an option of a further period of up to two (2) years, with an indicative cost for the initial three (3) years of \$64,000.
3. To delegate to the Chief Executive Officer to conduct the final negotiations with regard to the composition and pricing of the external audit contract and to execute all required documentation to give effect to Council's appointment of the external auditor.

Carried Unanimously
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Negotiations subsequently progressed and Galpins were appointed with a revised composition of the External Audit Team following the Audit Committee's request to have more seniority built into the Team.

**2.2 Item 6.7 Risk Management Update**

Strategic Risks are regularly reviewed by risk owners responding to triggers in the risk environment, changes in causation or impact, changes in the control environment and on the completion of mitigation actions (which then form part of the control environment) which collectively can impact the likelihood and/or consequence of the risk.

**2.3 Item 6.9 Strategic Internal Audit Plan 2018/19 – 2021/22**

The Audit Committee has developed and utilised a Strategic Internal Audit Plan (SIAP) for many years to guide the conduct of the Internal Audit Program. The current SIAP has been in place (albeit with many revisions) since 2013 and the Plan has now come to an end.

### 3. ANALYSIS

#### 3.1 2017/18 External Audit Plan

Council's newly appointed auditor, Galpins presented the 2017/18 External Audit Plan to the Audit Committee at its meeting on 30 April 2018. The Audit Committee resolved as follows:

**6.4. External Audit Plan**

Tim Muhlhausler and Juliano Freitas of Galpins Accountants, Auditors and Business Consultants presented the External Audit Plan.

**Moved Peter Brass**  
**S/- Geoff Purdie**

**AC18/23**

**The Audit Committee resolves:**

- 1. That the report be received and noted**
- 2. To recommend to Council the scope of work and timing of the 2017/18 External Audit by Galpins Accountants, Auditors and Business Consultants as contained in Appendix 1.**

**Carried**

This report, containing the 2017/18 External Audit Plan (**Appendix 1**) is presented to Council for adoption.

#### 3.2 Risk Management Update

In the report presented to the Audit committee at its meeting on 30 April 2018, nine (9) of the thirteen (13) Strategic Risks were reassessed. The committee was provided with diagrams to depict the Inherent, Residual and Target ratings. There were no changes to the Inherent, Residual and Target risk ratings from the last (February 2018) assessment. The Audit committee resolved as follows:

**6.7. Risk Management Plan update**

**Moved Cr Malcolm Herrmann**  
**S/- Peter Brass**

**AC18/26**

**The Audit Committee resolves that the report be received and noted.**

**Carried**

This report contains information regarding strategic risks (**Appendix 2**) and is presented to Council to receive and note.

### **3.3 Strategic Internal Audit Plan 2018/19 – 2021/22**

Council Administration, with input from the Audit Committee, developed a new draft SIAP which has been structured to undertake 4-5 internal audits per annum. The plan was presented to the Audit Committee at its meeting on 30 April 2018, who resolved as follows:

#### **6.9. Strategic Internal Audit Plan**

Moved Peter Brass  
S/- Geoff Purdie

**AC18/28**

**The Audit Committee resolves:**

- 1. That the report be received and noted**
- 2. To recommend to Council the adoption of the draft Strategic Internal Audit Plan 2018/19 – 2021/22 as contained in Appendix 1.**
- 3. To acknowledge that any revisions/changes arising from the Committee's consideration of the draft Plan will be incorporated into the subsequent report to Council.**

**Carried**

This report contains the draft Strategic Internal Audit Plan 2018/19 – 2021/22 (**Appendix 3**) and is presented to Council for adoption.

## **4. OPTIONS**

Council has the following options:

- I. To adopt the 2017/18 External Plan contained in Appendix 1 with or without amendment (Recommended)
- II. To note the Risk Management Update contained in Appendix 2 (Recommended)
- III. To adopt the SIAP 2018/19 – 2021/22 contained in Appendix 3 with or without amendment (Recommended)
- IV. To determine not to adopt the 2017/18 External Plan and the SIAP 2018/19 – 2021/22 at this time. This option is not recommended as the Audit Committee has reviewed and recommended these plans to Council.

## **5. APPENDICES**

- (1) 2017/18 External Audit Plan
- (2) Risk Management Update
- (3) Strategic Internal Audit Plan 2018/19 – 2021/22



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# **Appendix 1**

*2014/18 External Audit Plan*

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**ADELAIDE HILLS COUNCIL  
AUDIT COMMITTEE MEETING  
Monday 30 April 2018  
AGENDA BUSINESS ITEM**

**Item:** 6.4

**Originating Officer:** Lachlan Miller, Executive Manager Governance & Performance

**Responsible Director:** Terry Crackett, Director Corporate Services

**Subject:** 2017/18 External Audit Plan

**For:** Decision

---

**SUMMARY**

At its 20 February 2018 meeting, the Committee considered an item in confidence to appoint the External Auditor and made a recommendation to Council for the appointment of Galpins Accountants, Auditors and Business Consultants (Galpins) for the provision of external audit services for a period of three (3) years commencing with the audit for the financial year ending 30 June 2018, with an option of a further period of up to two (2) years. Further the Committee recommended further negotiations with the preferred contractor regarding the fee structure and audit team composition.

Negotiations have progressed well with Galpins and the final contract is due to be executed (at the time of writing) in the next few days.

In anticipation of contract execution, Galpins has submitted a 2017/18 External Audit Plan (**Appendix 1**) and will be attending the Audit Committee meeting to present to the Committee.

**RECOMMENDATION**

**The Audit Committee resolves:**

1. That the report be received and noted
2. To recommend to Council the scope of work and timing of the 2017/18 External Audit by Galpins Accountants, Auditors and Business Consultants as contained in Appendix 1.

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**1. GOVERNANCE**

➤ **Strategic Management Plan/Council Policy**

Goal	Organisational Sustainability
Strategy	Risk and responsibility
Strategy	Governance

External audit is a key accountability function to the community regarding the financial governance of the organisation.

➤ **Legal Implications**

Chapter 8 – Administrative and financial accountability, Division 4 – Audit of the *Local Government Act 1999* and Part 6 – Audit of the *Local Government (Financial Management) Regulations 2011* set out the requirements regarding the appointment of the external auditor and the conduct of the audit.

➤ **Risk Management Implications**

The appointment of the external auditor consistent with the requirements of legislation assists in mitigating the risk of:

*Poor governance practices occur which lead to a loss of stakeholder (i.e. customer and regulator) confidence and/or legislative breaches.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	Medium (3D)	Medium (3D)

Note that there are many other controls that assist in mitigating this risk.

➤ **Financial and Resource Implications**

Council makes a budget allocation each year for the expenses associated with the conduct of the external audit.

The external audit function is managed by the Governance & Performance Department although the Finance Services Department is most significantly impacted throughout the external audit process.

➤ **Customer Service and Community/Cultural Implications**

There is a high expectation that Council's accounts are audited by appropriately qualified and independent external auditors.

➤ **Environmental Implications**

Not applicable

➤ **Engagement/Consultation conducted with Council Committee, Regional Subsidiary, Advisory Group, the Administration and Community**

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not Applicable
<i>Workshops:</i>	Not Applicable
<i>Advisory Groups:</i>	Not Applicable
<i>Administration:</i>	Terry Crackett, Director Corporate Services Lachlan Miller, Executive Manager Governance & Performance

Mike Carey, Manager Financial Services  
*Community:* Not Applicable

## 2. BACKGROUND

At its 20 February 2018 meeting, the Committee considered an item in confidence to appoint the External Auditor, the minutes of that meeting (which are not confidential) are:

### 7.2.1. Appointment of External Auditor – Confidential Item

Moved Geoff Purdie  
S/- Peter Brass

AC18/17

The Audit Committee resolves:

1. That the report be received and noted
2. To recommend to Council the appointment of Galpins Accountants, Auditors and Business Consultants for the provision of external audit services for a period of three (3) years commencing with the audit for the financial year ending 30 June 2018, with an option of a further period of up to two (2) years, with an indicative cost for the initial three (3) years of \$64,000.
3. To recommend to Council that the proposed fee structure for Galpins Accountants, Auditors and Business Consultants is appropriate to enable an adequate audit to be conducted
4. To recommend to Council that the Chief Executive Officer be delegated to conduct the final negotiations with regard to the composition and pricing of the external audit contract and to execute all required documentation to give effect to Council's appointment of the external auditor.

Carried

A report was prepared for the 27 February 2018 Council meeting and it was resolved:

### 19.4. Appointment of External Auditor – Confidential Item

Moved Cr Malcolm Herrmann  
S/- Cr Jan Loveday

60/18

Council resolves:

1. That the report be received and noted
2. To appoint Galpins Accountants, Auditors and Business Consultants for the provision of external audit services for a period of three (3) years commencing with the audit for the financial year ending 30 June 2018, with an option of a further period of up to two (2) years, with an indicative cost for the initial three (3) years of \$64,000.
3. To delegate to the Chief Executive Officer to conduct the final negotiations with regard to the composition and pricing of the external audit contract and to execute all required documentation to give effect to Council's appointment of the external auditor.

Carried Unanimously
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Negotiations have progressed well with Galpins and the final contract is due to be executed ( at the time of writing) in the next few days.

### 3. ANALYSIS

The composition of External Audit Team has been revised following the Committee's request to have more seniority built into the Team, and comprises the following:

Tim Muhlhausler (Lead Engagement Partner)  
Luke Williams (Quality review Partner)  
Juliano Freitas (Audit Manager)  
Pascal Marrot-Castellat (Local Government Audit Specialist)  
Zoe Hoang (Senior Analyst)  
Doris Liang (Analyst)

In anticipation of contract execution, Galpins has submitted a 2017/18 External Audit Plan (**Appendix 1**) and will be attending the Audit Committee meeting to present to the Committee.

### 4. OPTIONS

The Committee has the following options:

- I. To recommend to Council the scope of work and timing of the 2017/18 External Audit by Galpins Accountants, Auditors and Business Consultants as contained in **Appendix 1**. (Recommended)
- II. To seek amendments to the the scope of work and timing of the 2017/18 External Audit by Galpins Accountants, Auditors and Business Consultants as contained in **Appendix 1**. Seeking amendment may impact on the timeliness and/or cost of External Audit service provision(Not Recommended)

### 5. APPENDICES

- (1) 2017/18 External Audit Plan

APPENDIX 1

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## **Appendix 1**

*2017/18 External Audit Plan*

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# ADELAIDE HILLS COUNCIL

## 2017/18 AUDIT PLAN – EXTERNAL AUDIT

Audit Areas / Business Cycles / Audit Approach

26/04/2018

*Local Expertise : Real Access*

Galpins

## INDEX

Description	Page Number
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5. Risk of Material Misstatements	9
6. Substantive Procedures	10
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APPENDIX ↑



## 1. AUDIT SCOPE

### Report on the Audit of the Financial Report

We have to audit the financial report of Adelaide Hills Council, which comprises the statement of financial position as at 30 June 2018, the statement of profit and loss and other comprehensive income, the statement of changes in equity and the statement of cash flow for the year then ended, and notes to the financial report, including a summary of significant accounting policies, and the certification of the financial statements.

We are to provide an audit opinion whether the financial report of Adelaide Hills Council, presents fairly, in all material respects, the Council's financial position as at 30 June 2018 and its financial performance for the year ended on that date in accordance with Australian Accounting Standards, the Local Government Act 1999, and the Local Government (Financial Management) Regulations 2011.

### Internal Controls Opinion

We have to undertake a reasonable assurance engagement on the design and the operating effectiveness of controls established by the Adelaide Hills Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, throughout the period 1 July 2017 to 30 June 2018 relevant to ensuring such transactions have been conducted properly and in accordance with law.

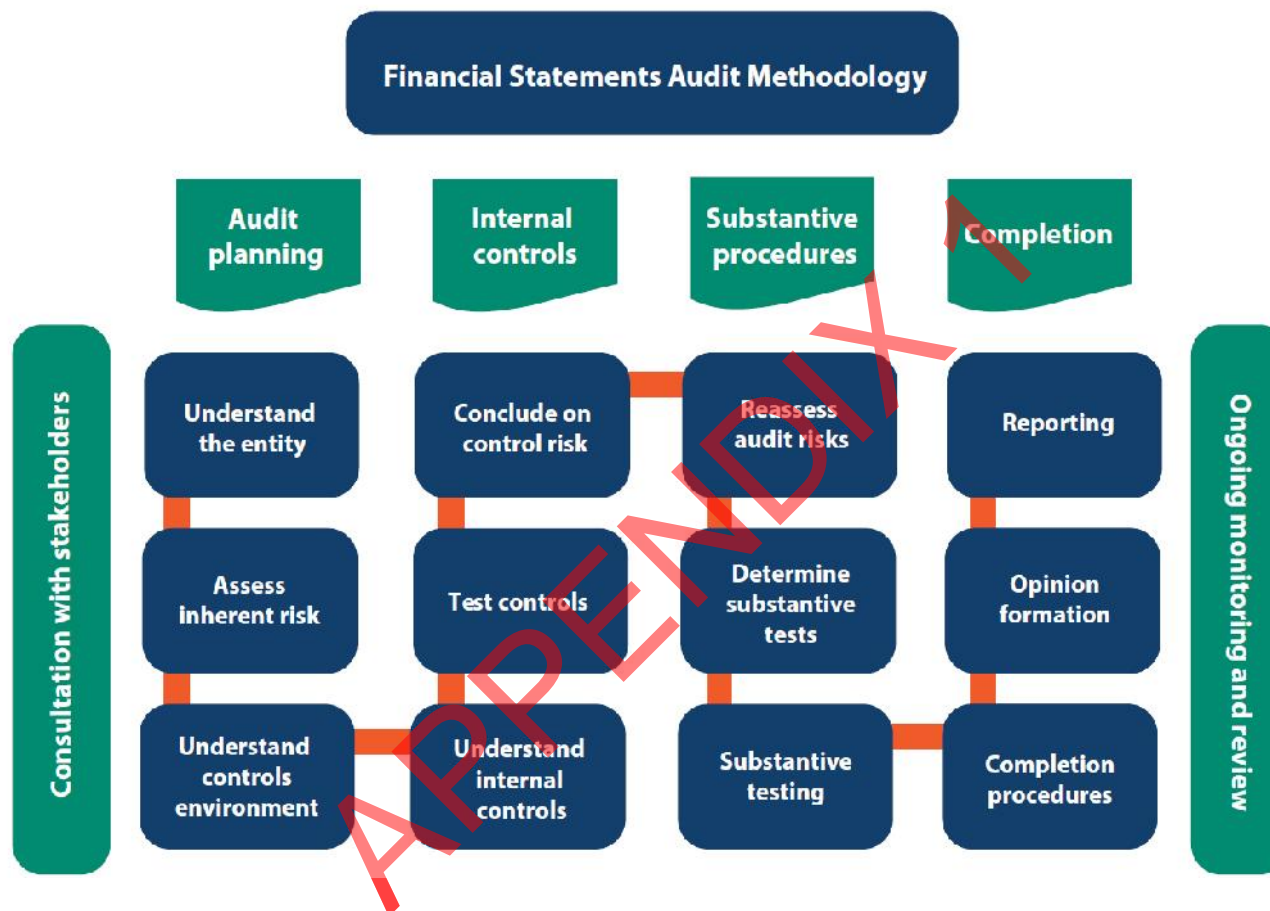
We are to provide an opinion whether, in all material respects:

- the controls established by Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities were suitably designed to ensure such transactions have been conducted properly and in accordance with law; and
- the controls operated effectively as designed throughout the period from 1 July 2017 to 30 June 2018

APPENDIX

## 2. AUDIT METHODOLOGY

Our financial statements Audit Methodology is a risk based methodology consisting of four main stages – Audit Planning, Internal Controls, Substantive Procedures and Completion. The stages are managed in an environment of ongoing monitoring and review and consultation with stakeholders.



We conduct our audits in accordance with the requirements of Australian Auditing Standards and Auditing Guidance Statements adopted from time to time by CPA Australia and The Institute of Chartered Accountants in Australia.

### 3. AUDIT PLANNING

#### Understanding the entity and inherent risks

We research and document the Council's nature of operations, industry, regulatory environment, legislative responsibilities, financial reporting environment, understanding of use of information technology, capital investment, critical accounting policies and process of reviewing the Council's financial performance. This understanding enables us to identify the initial inherent risks. Structured interviews with management will also be carried out to identify other inherent risks.

#### Planning analytical review

The planning analytical review will help us to identify the existence of unusual transactions or events that may represent a risk of material misstatement. Our planning analytical review will also assist us to understand the classes of transactions and account balances to be expected in the financial report that should be subject to a specific audit program.

#### Identification of business cycles and definition of audit approach

The procedures performed when obtaining an understanding of the entity and the planning analytical review will assist us to identify the main business cycles and the account balances expected to be in the financial report. Also, this knowledge will enable us to define our audit approach for each class of transactions or account balances being a controls approach, a substantive approach or a combination of both.

Once we have identified all inherent risks based on our understanding of the entity's business, planning analytical review and enquiries of management and have defined our audit approach for each class of transaction and account balances, we will be able to commence the next stage of our audit (Internal controls stage).

We designed a table containing our understanding of all classes of transactions, account balances and related business cycles together with our initial understanding of the audit approach to be undertaken based on our initial inherent risk assessment.

APPENDIX

## Audit Plan Summary Table – Statement of Comprehensive Income - Income

Area	2017	2016	Audit approach	Business cycle	Audit Response/Audit Approach	Inherent Risk
Rates and charges	34,301,000	33,811,000	<b>Controls and Substantive</b>	Rates	Internal Controls and Substantive tests	<b>High</b>
Statutory charges	1,022,000	1,017,000	<b>Substantive</b>	User Pay Income	Substantive tests	<b>Moderate</b>
User charges	1,337,000	1,284,000	<b>Substantive</b>	User Pay Income	Substantive tests	<b>Moderate</b>
Grants, subsidies and contributions	5,048,000	2,789,000	<b>Substantive</b>	Grants	Substantive tests	<b>Moderate</b>
Investment Income	36,000	58,000	<b>Substantive</b>	Investment Income	Substantive tests	<b>Low</b>
Reimbursements	265,000	259,000	<b>Substantive</b>	Other Revenue	Substantive tests	<b>Low</b>
Other Income	483,000	462,000	<b>Substantive</b>	Other Revenue	Substantive tests	<b>Low</b>
Equity Accounted Businesses	57,000	176,000	<b>Substantive</b>	Other Revenue	Substantive tests	<b>Low</b>

## Audit Plan Summary Table – Statement of Comprehensive Income – Expenses

Area	2017	2016	Audit approach	Business cycle	Audit Response/Audit Approach	Inherent Risk
Employee costs	14,505,000	13,944,000	<b>Controls and Substantive</b>	Payroll	Internal Controls and Substantive tests	<b>High</b>
Materials / Contracts / Other Expenses	18,687,000	17,567,000	<b>Controls and Substantive</b>	Purchasing, Procurement and Contracting	Internal Controls and Substantive tests	<b>High</b>
Depreciation and amortisation	7,792,000	7,567,000	<b>Controls and Substantive</b>	Fixed Assets	Internal Controls and Substantive tests	<b>High</b>
Finance Costs	781,000	883,000	<b>Substantive</b>	Other Expenses	Substantive tests	<b>Low</b>
Equity Accounted Businesses	334,000	224,000	<b>Substantive</b>	Other Expenses	Substantive tests	<b>Low</b>

## Audit Plan Summary Table – Statement of Comprehensive Income – Other Comprehensive Income

Area	2017	2016	Audit approach	Business cycle	Audit Response/Audit Approach	Inherent Risk
Asset Disposals & Fair Value Adjustments	(1,325,000)	(1,106,000)	<b>Substantive</b>	Fixed Assets	Internal Controls and Substantive tests	<b>High</b>
Amounts Received Specifically for New or Upgrade Assets	672,000	2,868,000	<b>Controls and Substantive</b>	Grants	Substantive tests	<b>Moderate</b>
Physical Resources Received Free of Charge	118,000	-	<b>Substantive</b>	Other Revenue	Substantive tests	<b>Low</b>

## Audit Plan Summary Table – Statement of Financial Position – Assets

Area	2017	2016	Audit approach	Business cycle	Audit Response/Audit Approach	Inherent Risk
Cash and cash equivalents	966,000	617,000	<b>Controls and Substantive</b>	Banking	Internal Controls and Substantive tests	<b>High</b>
Trade and other receivables	2,709,000	2,898,000	<b>Controls and Substantive</b>	Debtors	Internal Controls and Substantive tests	<b>Moderate</b>
Other Financial Assets	44,000	83,000	<b>Substantive</b>	Loans to Community Groups	Substantive tests	<b>Low</b>
Inventories	14,000	7,000	<b>Substantive</b>	Inventory	Substantive tests	<b>Low</b>
Financial Assets – NC	71,000	74,000	<b>Substantive</b>	Loans to Community Groups	Substantive tests	<b>Low</b>
Equity Accounted Businesses - NC	984,000	1,245,000	<b>Substantive</b>	Other Assets	Substantive tests	<b>Low</b>
Infrastructure, Property, Plant & Equipment	311,033,000	302,477,000	<b>Controls and Substantive</b>	Fixed Assets	Internal Controls and Substantive tests	<b>High</b>

## Audit Plan Summary Table – Statement of Financial Position - Liabilities

Area	2017	2016	Audit approach	Business cycle	Audit Response/Audit Approach	Inherent Risk
Trade and other payables	8,493,000	8,583,000	<b>Controls and Substantive</b>	Accounts Payable	Internal Controls and Substantive tests	<b>High</b>
Borrowings	3,651,000	3,582,000	<b>Substantive</b>	Borrowings	Substantive tests	<b>Low</b>
Provisions	1,357,000	1,481,000	<b>Substantive</b>	Employee Provisions	Substantive tests	<b>Moderate</b>
Borrowings - NC	10,000,000	10,000,000	<b>Substantive</b>	Borrowings	Substantive tests	<b>Low</b>
Provisions - NC	274,000	253,000	<b>Substantive</b>	Employee Provisions	Substantive tests	<b>Moderate</b>

## Audit Plan Summary Table – Statement of Financial Position - Equity

Area	2017	2016	Audit approach	Business cycle	Audit Response/Audit Approach	Inherent Risk
Accumulated Surplus	135,571,000	135,298,000	<b>Substantive</b>	Other business cycles	Substantive tests	<b>Low</b>
Asset Revaluation Reserves	154,633,000	146,002,000	<b>Controls and Substantive</b>	Fixed Assets	Internal Controls and Substantive tests	<b>High</b>
Other Reserves	1,842,000	2,202,000	<b>Substantive</b>	Other business cycles	Substantive tests	<b>Low</b>

## 4. INTERNAL CONTROLS / CONTROLS OPINION

Amendments to s129 of the Local Government Act 1999 require auditors to provide an opinion regarding internal controls of councils. The audit opinion is restricted per s129 of the Act to the application of s125 as it relates to financial internal controls, specifically the controls exercised by the council during the relevant financial year in relation to the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities.

During our interim audit we perform procedures to gain an understanding of the internal controls in place relevant to the financial statements and perform tests of design and effectiveness for these controls.

We review the internal controls we consider as key controls to be in place for the purpose of addressing the requirement of s129. These key internal controls consist of a prioritised list of controls from the Better Practice Model – Internal Financial Controls 2017 (BPM). This list was based on the key business cycles identified during our audit planning and from our planning analytical review and the internal controls listed in the BPM for these business cycles.

The key core controls for the following key business cycles have been identified as critical for the purpose of issuing a controls opinion this financial year:

Business cycles	Account Balance	BPM controls	Inherent Risk
Fixed Assets	IPPE, Depreciation expense, Asset Disposals and FV adjustments, Revaluation Reserves	16	High
Purchasing and Procurement / Contracting	Materials / Contracts / Other Expenses	15	High
Rates / Rates Rebates	Rates charges	10	High
Payroll	Employee Costs	20	High
Accounts Payables	Accounts Payables	14	High
Debtors	Debtors	6	Moderate
Receipting	Debtors	5	Moderate
Banking	Cash and cash equivalents	5	High
General Ledger	All accounts	11	N/A
Credit Cards	Materials / Contracts / Other Expenses	5	High
Total number of controls		107	

A prioritised list of controls from the better practice model can be seen in Appendix 1. After completing our test of effectiveness of internal controls we perform a controls risk assessment for each account balance. The controls risks are combined with our initial inherent risk assessment performed during our audit planning for determining the risk of material misstatements for each account balance (see more details in the item 5 of this document).

## 5. RISK OF MATERIAL MISSTATEMENTS

Risk of material misstatement consists of the following components:

- Inherent risks - how susceptible to fraud or error the financial statements assertions are given the nature of the entity, considering external factors such as competency of staff, availability of information, prior period misstatements, accounting systems, level of supervision, etc before consideration of any related controls. The inherent risk assessment is performed during the planning stage when obtaining understanding of the entity's business (please refer to item 3 of this document).
- Controls risks – risk of a misstatement due to error or fraud that could occur and not be prevented or detected by Council's internal controls. The assessment of internal controls risks is performed during the internal controls stage after performing test of internal controls (please refer to item 4 of this document).

The risk of material misstatement will be based on the combination of inherent and controls risks as demonstrated in the table below:

		Inherent Risks		
		HIGH	MEDIUM	LOW
Controls	HIGH	H	H	M
	MEDIUM	H	M	L
	LOW	M	L	L

The risk of material misstatement will determine the nature and extent of our audit procedures and sample sizes to be utilised. Once we assess the risk of material misstatements we will be able to design our substantive audit procedures.

## 6. SUBSTANTIVE PROCEDURES

From our risk analysis (please refer to item 6 of this document), we are able to design and refine appropriate substantive procedures, including analytical review and test of details, to address identified risks of material misstatements of financial statements.

Testing methods to be applied to account balances and transactions include:

- Analytical procedures
- Reconciliations
- Recalculations
- 3<sup>rd</sup> Party Confirmations
- Analytical Review
- Enquiry
- Observation & Inspection

We are still to confirm dates for our final visit to perform our final substantive procedures. Our final visit usually occurs during September or October.

APPENDIX 1



## 7. COMPLETION

This stage consolidates all the audit work performed during the previous stages. We perform a final risk of material misstatements assessment and conclude whether procedures performed were sufficient to reduce the audit risk to an acceptable level. We evaluate the results of audit testing and determine whether adjustments to the financial statements are required, and review the financial statements regarding the best presentation of these reports.

The review of the financial statements will include:

- Review of presentation of the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity and Statement of cash flows; and
- Review of notes disclosures

Key deliverables to complete the engagement include:

- List of Immaterial Uncorrected Misstatements;
- Final report listing key matters addressed during the audit;
- Final auditor's report; and
- Final Management Letter

APPENDIX

## 8. AUDIT TIMETABLE

The following is an indicative timetable for the audit. Actual audit dates will be negotiated with the Council to ensure that dates are convenient.

Audit Activities	Indication of Dates
1. Initial Meeting with the audit committee	30 April 2018
2. Initial Meeting with Finance Management and Key Staff Members	Early May
3. Detailed Audit Plan / Audit Program Development	Early May
4. Interim Site Visit	9-11 May
5. Interim Management Letter	May / June
6. Final Audit Visit - TBA	September / October
7. Final Auditor's Report – TBA	September / October
8. Final Management Letter - TBA	September / October

APPENDIX ↑

## **APPENDIX 1 – CRITICAL INTERNAL FINANCIAL CONTROLS**

APPENDIX 1

## FIXED ASSETS

### Risks

R1	Fixed asset acquisitions, disposals and write-offs are fictitious, inaccurately recorded or not recorded at all. Fixed Asset Register (FAR) does not remain pertinent.
R2	If fixed assets are not securely stored, they may be subject to damage or theft.
R3	If fixed assets are not valued correctly, the management reports and financial statements will be misstated. For example, incorrect carrying values may result from the use of inappropriate depreciation rates.
R4	Depreciation charges are either invalid, not recorded at all or are inaccurately recorded which includes inappropriate useful lives and residuals.
R5	Fixed Asset maintenance and/or renewals are inadequately planned.

RISKS	Control	Control Type
R1	There is a process in place for the verification of fixed assets which is reconciled to the FAR.	Core
R1	Recorded changes to the FAR and/or masterfile are approved by appropriate staff compared to authorised source documents and General Ledger to ensure accurate input.	Core
R1	All fixed asset acquisitions and disposals are approved in accordance with Delegation of Authority and relevant Procurement and Fixed Asset Policies.	Core
R1	Maintenance of the fixed asset register is limited to appropriate staff with consideration to segregation of duties.	Core
R1	Council has an asset accounting policy which details thresholds for recognition of fixed assets which is monitored to ensure adherence.	Core
R1	Reconciliation of fixed assets to the General Ledger is performed in accordance with schedule of review or procedure.	Core
R1	Asset register calculations are reviewed for accuracy.	Core
R1	Fixed assets are recorded on acquisition, creation or when provided free of charge to facilitate accurate identification of assets and recording of details with regards to the Asset Accounting Policy.	Core
R1	Asset maintenance is planned and monitored with relevant staff in accordance with the Asset Management Plans	Additional
R2	Where appropriate, fixed assets are secured and access is restricted to appropriate staff and authorised users.	Core

RISKS	Control	Control Type
R2	Where appropriate, identification details are recorded for portable and attractive assets such as IT and fleet assets, on acquisition to facilitate accurate identification.	Additional
R3	Relevant staff review useful lives, residuals, valuations, depreciation methodology and test for impairment as required by Accounting Standards and legislation to ensure that methods used are still appropriate and significant changes are incorporated into Asset Management Plans.	Core
R3	Profit or loss on disposal calculations can be substantiated and verified with supporting documentation.	Core
R4	Depreciation charges are calculated in accordance with the asset accounting policy and compliant with relevant accounting standards, including the useful life, depreciation method and residual values.	Core
R5	Asset Management Plans are prepared and renewal expenditure and programmed maintenance required is reviewed periodically to reflect changing priorities, additional asset data and other relevant factors.	Core
R5	Asset Management Plans for all major asset classes are adopted and reviewed by Council as required by the Local Government Act 1999.	Core

APPENDIX

## Purchasing and Procurement

### Risks

R1	Council does not obtain value for money in its purchasing and procurement.
R2	Purchases of goods and services are made from non-preferred suppliers.
R3	Purchase orders are either recorded inaccurately or not recorded at all.
R4	Purchase orders are made for unapproved goods and services.
R5	Supplier master file data does not remain pertinent and/or unauthorised changes are made to the supplier master file.

RISKS	Control	Control Type
R1	Council has a Procurement Policy that provides direction on acceptable methods and the process for procurement activities to ensure transparency and value for money within a consistent framework, with consideration of any potential conflicts of interest.	Core
R1,R2	Employees must ensure all purchases are in accordance with Council's Procurement Policy and approved in accordance with the Delegations of Authority and other relevant policies.	Core
R1	The organisation has a process in place to ensure use of preferred suppliers where relevant to maximise the best value for money to Council	Core
R2,R3	There is a process in place to review purchasing patterns and ensure maximum use of preferred suppliers	Additional
R3	Purchase order numbers are either system generated and/or sequentially numbered.	Core
R3	There is a process in place to ensure all invoices for payment are matched to relevant source documents such as purchase orders where applicable and are in line with Procurement Policy guidelines.	Core
R3	There is a process in place to follow up and action incomplete purchase orders.	Additional
R5	Access to the supplier master file and ability to make changes is restricted to appropriately authorised staff.	Core
R5	There is a process in place to review the supplier master file for ongoing pertinence and ensure all changes are checked against source documents to ensure they were input accurately.	Additional

## CONTRACTING

### Risks

R1	Council is not able to demonstrate that all probity issues have been addressed in the Contracting process.
R2	Council does not obtain value for money in relation to its Contracting.
R3	Commitments are made for unapproved goods and services

RISKS	Control	Control Type
R1,R2	There are robust and transparent evaluation and selection processes in place to engage contractors where relevant in accordance with the Code of Conduct, Conflict of Interest and Procurement Policy.	Core
R1	The selection panel is made up of appropriate personnel who have declared any relevant conflict of interest to ensure that informed and objective decision is made when selecting contractors.	Core
R1	Council maintains a current contract register.	Core
R1,R3	There is a process in place to ensure that commitments are made with approval by Council or delegated staff.	Core
R1,R2	There is a contract management process in place throughout the term of the contract to ensure that supplier/contractor meet their obligations.	Core
R2	There is an ongoing management in place that identifies and manages deliverables, key contact clauses, responsibilities, milestones and includes dispute resolution procedures.	Core

APPENDIX A

## RATES / RATES REBATES

### Risks

- |    |   |
|----|---|
| R1 | Council does not raise the correct level of rate income.                        |
| R2 | Rates and rate rebates are either inaccurately recorded or not recorded at all. |
| R3 | The Property master file data does not remain pertinent.                        |
| R4 | Rates are not collected on a timely basis.                                      |

RISKS	Control	Control Type
R1,R2	Rates are automatically generated by the rate system, including the calculation of rate rebates and other parameters as applicable.	Core
R2	Rates are generated and tested for accuracy of calculation methodology prior to the rates billing run	Core
R1	All software changes to rate modelling functionality fully tested and reviewed by relevant staff.	Core
R1	There is a rating policy in place that is reviewed annually that provides clear guidance on rating methodology and relevant rebates and remissions in line with legislation.	Core
R2	Annual valuation update is balanced prior to the generation of rates; all mismatches resolved prior to finalising rate generation.	Core
R2	All rate rebates and adjustments including write offs are appropriately authorised, with reference to Delegations of Authority and source documents.	Core
R4	There is a process in place to ensure that rates are collected in a timely manner and overdue rates are followed up.	Core
R3	Recorded changes to property master file data and any rate adjustments are compared to authorised source documents to ensure that they were input accurately. An audit trail is maintained for all changes.	Core
R3	Access to the Property master file is restricted to appropriately designated personnel, with a process in place to ensure changes are in line with policies and procedures.	Core
R2	Employees responsible for processing rate payments and rebates cannot process their own payments or rebates unless the transaction is approved by someone independent of the process	Core



## PAYROLL

### Risks

- |    |  |
|----|--|
| R1 | Payroll expense is inaccurately calculated.  |
| R2 | Payroll disbursements are made to incorrect or fictitious employees.   |
| R3 | Time and/or attendance data is either invalid, inaccurately recorded or not recorded at all.                   |
| R4 | Payroll master file does not remain pertinent and/or unauthorised changes are made to the payroll master file. |
| R5 | Voluntary and statutory payroll deductions are inaccurately processed or without authorisation.                |
| R6 | Employees termination payments are not in accordance with statutory and enterprise agreements.                 |

RISKS	Control	Control Type
R1	Where possible standard programmed formulae perform payroll calculations.	Core
R1, R3	There is a process to ensure all overtime is verified and approved by relevant appropriate staff.	Core
R1	All calculations for generating payroll payments are verified for accuracy.	Core
R4,R5	Managers periodically review listings of current employees within their departments and variances are investigated.	Additional
R1	Payroll is periodically reconciled to the General Ledger accounts.	Additional
R2	The payment for the payroll must be reconciled to a system generated report detailing amount and employee prior to payment.	Core
R2	There is a process to ensure an independent review of proposed payroll payments by authorised staff.	Additional
R2	The payment of the payroll is authorised by appropriate staff not involved in the preparation of the payroll.	Core
R2	Employee records to include employment details and/or contract terms and conditions, authorisations for payroll deductions and leave entitlements.	Core
R2	There is a process to ensure employees are made inactive in payroll records upon termination	Core

RISKS	Control	Control Type
R2	There is a process to ensure employees are made inactive in payroll records upon termination	Core
R5	All payroll deductions must be approved by the relevant employee.	Core
R3	There is a process to ensure the total of payment summaries for the year is reconciled to the general ledger and payroll and is appropriately reviewed.	Core
R3	Relevant staff are required to complete timesheets and/or leave forms, authorise them and have approved by the relevant supervisor.	Core
R2	There is a segregation of duties from those preparing the payroll to those responsible for preparation of source documents (e.g. timesheets, leave requests etc).	Core
R2	Payroll system generates audit reports detailing all payroll changes and there is a process in place to ensure all changes are reviewed and verified against source documents.	Core
R2	There is a process in place to ensure employees are not added to the payroll masterfile, nor details amended or amounts paid without receipt of the appropriate forms which have been authorised by relevant staff.	Core
R5	Access to the payroll deduction listing is restricted to authorised staff.	Core
R6	There is a process in place to ensure termination payments comply with relevant policies, procedures and legislation.	Core
R3	Time recording and attendance exceptions such as TOIL or flexitime are based on relevant policies/agreement are identified, monitored and corrected.	Core
R4	The ability to access, modify or transfer information contained in the payroll master files is restricted to authorised staff.	Core

## ACCOUNTS PAYABLE

### Risks

- |    |   |
|----|---|
| R1 | Accounts payable amounts and disbursements are either inaccurately recorded or not recorded at all.                   |
| R2 | Credit notes and other adjustments to accounts payable are either inaccurately recorded or not recorded at all.       |
| R3 | Disbursements are not authorised properly.  |
| R4 | Accounts are not paid on a timely basis.  |
| R5 | Supplier master file data does not remain pertinent and/or unauthorised changes are made to the supplier master file. |

RISKS	Control	Control Type
R1,R2,R4	Statements received from suppliers are reconciled to the supplier accounts in the accounts payable subledger regularly and differences are investigated.	Additional
R3	Records must be maintained of all payments with supporting documentation.	Core
R1	Payments are endorsed by relevant staff separate to the preparer, who ensures that they are paid to the correct payee.	Core
R5	Access to the supplier masterfile is restricted to authorised staff	Core
R2,R5	Separation of Accounts Payable and Procurement duties.	Core
R3	All invoices and payment requests are approved in accordance with relevant policies and/or Delegations of Authority.	Core
R1	Predetermined variances between Purchase Orders and Invoices are assessed and payment released only after verification by the officer with delegation to do so.	Additional
R1	Payments are verified to appropriate supporting documentation and are in line with Delegations of Authority.	Core
R4	Relevant staff to review aged payables listing on a predetermined basis and investigate where appropriate.	Core
R5	Recorded changes to the supplier master file are compared to authorised source documents to ensure that they were input accurately.	Core

RISKS	Control	Control Type
R5	Requested changes or additions to supplier masterfile are verified independently of source documentation.	Additional
R3	Employee expenses claims must be approved by authorised staff and independently verified and include relevant substantiation.	Core
R4	There is a system generated report detailing supplier invoices due for payment at any one time.	Core
R5	There is a process in place to ensure the supplier master file is periodically reviewed for ongoing pertinence.	Additional

## DEBTORS

### Risks

- R1 Debtors are either inaccurately recorded or not recorded at all.
- R2 Rebates and credit notes to debtors are either inaccurately recorded or not recorded at all
- R3 An appropriate provision for doubtful debts is not recorded
- R4 Debtors are either not collected on a timely basis or not collected at all
- R5 The Debtors master file data does not remain pertinent.

RISKS	Control	Control Type	CSA Importance	Weighting
R1, R4	Debtor's reconciliation performed on a regular basis to the General Ledger and reviewed by an independent person.	Core		4
R1	Council maintains a Debt Collection Policy.	Core		5
R2, R3, R4	Management and/or Council review and approve all rebates, credit notes, bad debt write-offs and movements in the provision for doubtful debts, in accordance with delegations of authority and Local Government Act.	Core		5
R3, R4	Management reviews debtors ageing profile on a regular basis and investigates any outstanding items.	Core		4
R5	Access to the debtor's master file is restricted to appropriately designated personnel and is reviewed by management for accuracy and on-going pertinence.	Core		5
R5	Recorded changes to debtor's master file data are compared to authorised source documents or confirmed with customers/ratepayers to ensure that they were input accurately.	Core		4

## RECEIPTING

### Risks

R1	Receipts are either inaccurately recorded or not recorded at all.
R2	Receipts are not deposited at the bank on a timely basis.

RISKS	Control	Control Type
R2	Prior to and during the banking process, cash is stored securely at all times.	Core
R1	Customers are provided with a system generated or pre-numbered (manual) sequential tax compliant receipt detailing payment made.	Core
R1	There is a review process for the authorisation of the reversal of transactions.	Additional
R1	Receipt transactions are reconciled to the daily takings and out-of-balance banking is corrected promptly.	Core
R2	Receipts are deposited regularly at the bank by a person independent from the initial recording of the cash receipts.	Additional

## BANKING

### Risks

R1	Banking transactions are either inaccurately recorded or not recorded at all.
R2	Fraud (i.e. misappropriation of funds)

RISKS	Control	Control Type
R1,R2	There is a process in place to ensure all cash, blank cheques and/or cheque signing machine are adequately safeguarded.	Core
R1	Access to EFT Banking system is restricted to appropriately designated personnel.	Core
R1,R2	Bank reconciliations are performed on a predetermined basis and are reviewed by an appropriate person. Any identified discrepancies are investigated.	Core
R2	Cash transfers between bank accounts and investment bodies are undertaken by appropriate staff.	Core
R2	There is a process in place to ensure all cash collected is adequately recorded and banked regularly.	Core

## GENERAL LEDGER

### Risks

R1	General Ledger does not contain accurate financial information
R2	Data contained within the General Ledger is permanently lost.

RISKS	Control	Control Type
R1,R2	All major updates and changes to General Ledger finance system are authorised, tested and documented.	Core
R1,R2	Access to General Ledger maintenance is restricted to appropriately authorised personnel.	Core
R1	Reconciliation of all balance sheet accounts are completed in accordance with a schedule of review and/or procedure.	Core
R1	All balance sheet reconciliations are reviewed by a person other than the preparer at least annually.	Core
R1	Journal entry access is restricted to appropriately authorised personnel.	Core
R1,R2	Financial data is backed up and stored offsite.	Core
R1	Finance system does not allow posting of unbalanced journals or if it does regular reviews are conducted on the suspense account and discrepancies investigated and actioned.	Core
R1	Amendments to the structure of the General Ledger framework and accounts are reviewed and approved by appropriately authorised personnel.	Core
R1,R2	General Ledger policies and procedures are appropriately created, updated and communicated to relevant staff.	Core
R2	Formal disaster recovery plan is in place and communicated to relevant staff.	Core
R1	There is a process in place to review actual vs budget and significant variances investigated.	Core

## CREDIT CARDS

### Risks

R1	Credit Cards are issued to unauthorised employees.
R2	Credit Cards are used for purchases of a personal nature.
R3	Credit Card limits are set at inappropriate levels.

RISKS	Control	Control Type
R1,R3	There is a process in place to ensure there are appropriate approvals prior to the issuing of Credit Cards and limits.	Core
R1,R2	Credit card holders sign a declaration confirming compliance with Council policy and procedures prior to the Credit Card being released.	Core
R2	There is a process in place to approve all credit card transactions to ensure compliance with the policies and procedures covering credit card usage.	Core
R2	Cardholders must check their statement to ensure all transactions are correct and identify any transactions of a personal nature which must be reimbursed to Council.	Core
R3	There is a process in place to ensure credit card limits and usage is reviewed for operational efficiency.	Core

APPENDIX

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## **Appendix 2**

### *Risk Management Update*

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**ADELAIDE HILLS COUNCIL  
AUDIT COMMITTEE MEETING  
Monday 30 April 2018  
AGENDA BUSINESS ITEM**

**Item:** 6.7

**Originating Officer:** Lachlan Miller, Executive Manager Governance & Performance

**Responsible Director:** Terry Crackett, Director Corporate Services

**Subject:** Risk Management Update

**For:** Information

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**SUMMARY**

This report provides the Audit Committee with an update on Risk Management activities including the current status of the Strategic Risk Profile and Management Plan.

In relation to the Strategic Risk assessments, there has been no change to the Inherent, Residual or Target risk ratings for the quarter.

In relation to the implementation of Mitigation Actions to manage the Strategic Risks, the following results have been achieved which is an improvement on the February 2018 results:

- Completed: 60% (45) no change
- In Progress: 40% (30) up from 38% (28) due to the commencement of two actions
- Not Commenced: 0% (0) down from 1% (1) due to the commencement of an action
- One (1) new mitigation initiative was created/commenced in this quarter.

**RECOMMENDATION**

**The Audit Committee resolves that the report be received and noted.**

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**1. GOVERNANCE**

Goal	Organisational Sustainability
Strategy	Governance

Updating the risk management framework, which addresses workplace health and safety, emergency management, business continuity, public liability and legislative accountability assists in meeting legislative and good governance responsibilities and obligations

➤ **Legal Implications**

A number of sections of the *Local Government Act 1999* require councils to identify and manage the risks associated with its functions and activities. Further, s125 requires council to have appropriate internal controls.

Similarly the *Work Health & Safety Act 2012* is structured around the protection of workers and others against harm to their health, safety and welfare through the elimination or minimisation of risk arising from work or specified substances or plant.

➤ **Risk Management Implications**

Improvements in the implementation of the risk management framework will assist in mitigating the risk of:

*A lack of effective risk management occurs which leads to greater uncertainty in the achievement of objectives and/or negative outcomes.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	Medium (4D)	Medium (4D)

Note that there are many other controls that assist in mitigating this risk.

➤ **Financial and Resource Implications**

While there are no direct financial or resource implications from this report, a number of Strategic Risk Profile and Management Plan treatments are impacted by funding limitations.

➤ **Customer Service and Community/Cultural Implications**

There is a high expectation that Council has appropriate corporate governance processes in place including an effective corporate risk management system.

➤ **Environmental Implications**

Environmental matters have been considered within the development of the Strategic Risk Profile and Management Plan.

➤ **Engagement/Consultation with Committee, Regional Subsidiary, Advisory Group and Community**

Consultation has occurred internally with the Strategic Risk Owners.

*Council Committees:* Not Applicable  
*Advisory Groups:* Not Applicable  
*Administration:* Terry Crackett, Director Corporate Services  
David Waters, Director Customer & Community Services  
Marc Salver, Director Strategy & Development  
Peter Bice, Director Engineering & Assets  
Lachlan Miller, Executive Manager Governance & Performance  
Megan Sutherland, Executive Manager Organisational Development  
*Community:* Not Applicable

## 2. BACKGROUND

Council adopted the revised Risk Management Policy at its 25 February 2014 Council meeting. The Audit Committee considered the key elements of the Corporate Risk Management Framework at its May 2014 meeting and suggested a number of enhancements. The revised Framework was adopted by Council at its 24 June 2014 meeting.

A Strategic Risk Profile and Management Plan was developed documenting eleven strategic risks (SR), with SR 9 broken into three sub risks.

The Strategic Risk Profile and Management Plan, including controls and treatment plans against each strategic risk, was initially received by the Audit Committee at its meeting on 22 February 2016 and subsequently by Council at its ordinary meeting on 23 February 2016. This process has since continued each quarter

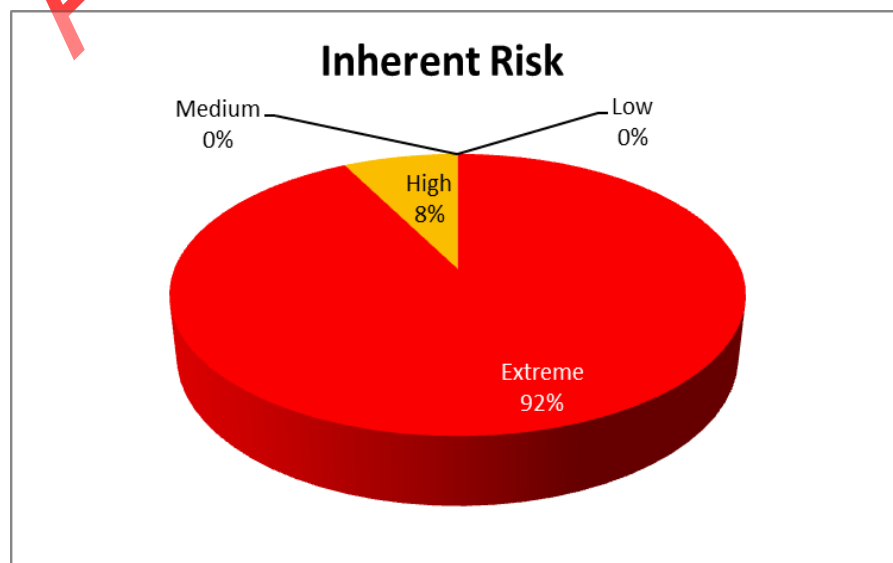
In February 2017, the Executive Leadership Team reviewed the ownership of the strategic risks to more appropriately align the risks with functional responsibilities with the first round of assessments conducted by the new risk owners for the May 2017 assessment.

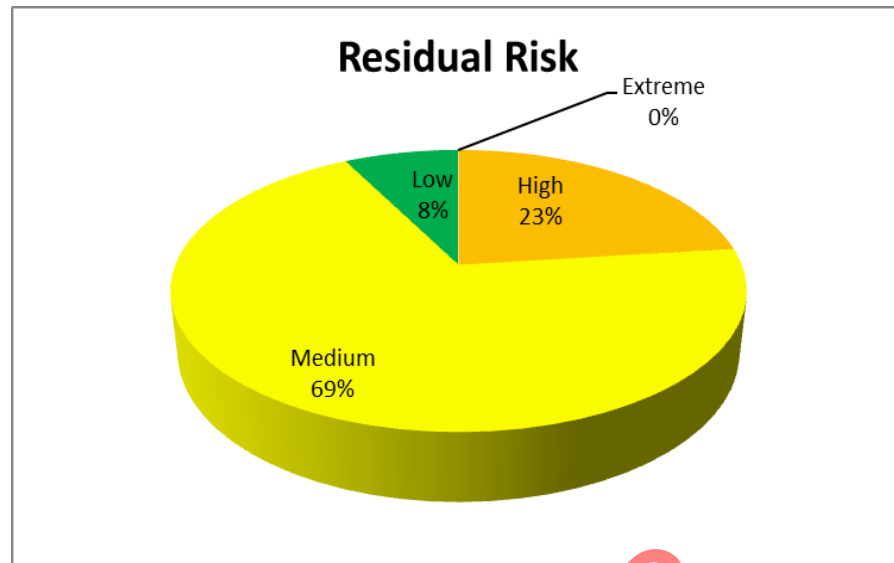
## 3. ANALYSIS

### Strategic Risk Profile

The Strategic Risks are regularly reviewed by the risk owners responding to triggers in the risk environment, changes in causation or impact, changes in the control environment and on the completion of mitigation actions (which then form part of the control environment) which collectively can impact the likelihood and/or consequence of the risk.

Nine (9) of the thirteen (13) Strategic Risks were recently reassessed and the following diagrams depict the Inherent, Residual and Target ratings. There has been no change to the Inherent, Residual and Target risk ratings from the last (February 2018) assessment.

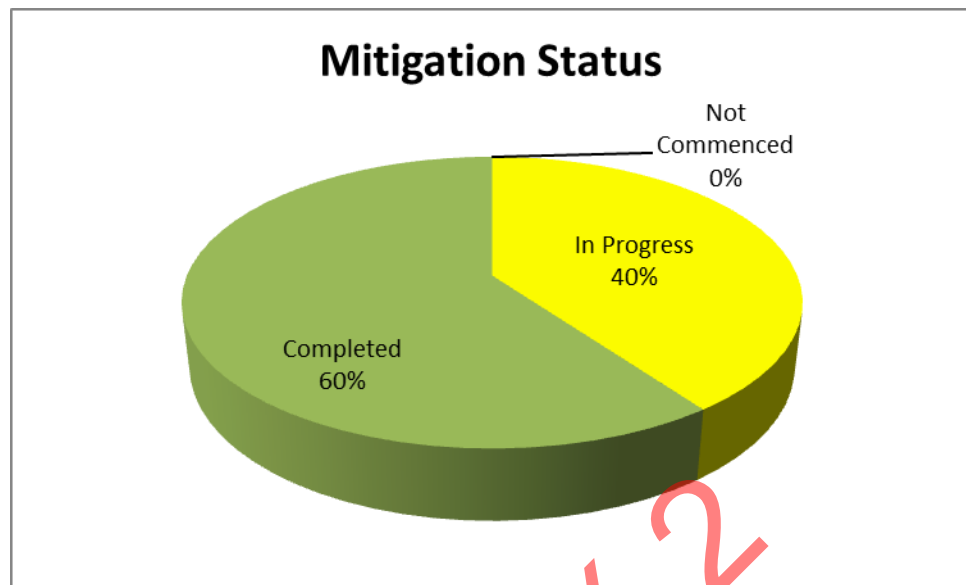




Notwithstanding the absence of change in the risk ratings, the implementation of Mitigation Actions has been progressing steadily. The current status is:

Status	August 2017	November 2017	February 2018	April 2018
<b>Completed</b>	53% (39 actions)	53% (39 actions)	61% (45 actions)	60% (45 actions)
<b>In Progress</b>	43% (32 actions)	44% (33 actions)	38% (28 actions)	40% (30 actions)
<b>Not Commenced</b>	4% (3 actions)	3% (2 actions)	1% (1 action)	0% (0 actions)
<b>New Initiatives (in above totals)</b>	0 actions	0 actions	0 actions	1 action

This is shown diagrammatically below:



#### 4. OPTIONS

The Audit Committee has the following options:

- I. To note the update on the Strategic Risk Profile as presented (recommended),
- II. To determine not to note either or both updates and/or identify additional actions to be undertaken.

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## **Appendix 3**

*Strategic Internal Audit Plan 2018/19 – 2021/22*

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**ADELAIDE HILLS COUNCIL  
AUDIT COMMITTEE MEETING  
Monday 30 April 2018  
AGENDA BUSINESS ITEM**

**Item:** 6.9

**Originating Officer:** Lachlan Miller, Executive Manager Governance & Performance

**Responsible Director:** Terry Crackett, Director Corporate Services

**Subject:** Strategic Internal Audit Plan 2018/19 – 2021/22

**For:** Decision

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**SUMMARY**

The Audit Committee has developed and utilised a Strategic Internal Audit Plan (SIAP) for many years to guide the conduct of the Internal Audit Program.

The current SIAP has been in place (albeit with many revisions) since 2013 and the Plan has now come to an end.

The purpose of this report is to propose a new SIAP to plan internal audit assignments for the next four years (i.e. 2018/19 – 2021/22).

The draft SIAP 2018/19 – 2021/22 is built on the basis of Council's Strategic Risk Assessments, the Corporate Risk Management Guide, the results of previous internal audits and the expertise of Committee Members.

**RECOMMENDATION**

**The Audit Committee resolves:**

1. That the report be received and noted
  2. To recommend to Council the adoption of the draft Strategic Internal Audit Plan 2018/19 – 2021/22 as contained in Appendix 1.
  3. To acknowledge that any revisions/changes arising from the Committee's consideration of the draft Plan will be incorporated into the subsequent report to Council.
- 

**1. GOVERNANCE**

➤ **Strategic Management Plan/Council Policy**

Goal 5	Organisational Sustainability
Strategy 5.7	Governance

The development and monitoring of the Strategic Internal Audit Plan and component audits assists in meeting legislative and good governance responsibilities and obligations.

➤ **Legal Implications**

Section 125 of the *Local Government Act 1999* (the Act) requires councils to ensure that appropriate policies, practices and procedures of internal controls are implemented and maintained in order to assist the council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard Council's assets, and to secure (as far as possible) the accuracy and reliability of Council records.

The SIAP is an important tool to provide an objective appraisal of the adequacy, effectiveness and efficiency of internal controls in managing Council's risks and supporting the achievement of Council objectives.

➤ **Risk Management Implications**

The development and implementation of the SIAP will assist in mitigating the risk of:

*Internal control failures occur which lead to greater uncertainty in the achievement of objectives and/or negative outcomes.*

Inherent Risk	Residual Risk	Target Risk
High (4C)	Medium (3C)	Medium (3C)

➤ **Financial and Resource Implications**

The proposed Internal Audit budget for the 2018/19 financial year includes funding to resource the proposed 2018/19 audits and enable them to be outsourced under the oversight of the Executive Manager Governance and Performance. Given the range of demands on this role, and the specialised nature of a number of the audits, it is not possible to undertake audits internally.

➤ **Customer Service and Community/Cultural Implications**

There is a high expectation that Council has appropriate corporate governance processes in place including an effective internal control environment.

➤ **Environmental Implications**

Not applicable.

➤ **Engagement/Consultation conducted with Council Committee, Regional Subsidiary, Advisory Group, the Administration and Community**

Consultation in the preparation of SIAP was as follows:

*Council Committees:* Audit Committee Members provided input to potential auditable areas for the SIAP.

*Advisory Groups:* Not Applicable



<i>Workshops:</i>	Not Applicable
<i>Administration:</i>	Terry Crackett, Director Corporate Services Lachlan Miller, Executive Manager Governance & Performance Kylie Hopkins, Governance & Performance Project Officer Other members of the Executive Leadership Team provided input by virtue of ownership of Strategic Risks.
<i>Community:</i>	Not Applicable

## 2. BACKGROUND

The Audit Committee has developed and utilised a Strategic Internal Audit Plan (SIAP) for many years to guide the conduct of the Internal Audit Program.

The current SIAP has been in place (albeit with many revisions) since 2013 and the Plan has now come to an end (see Appendix 1 in Item 6.8).

At its 20 February 2018 meeting, the Committee received the *Internal Audit Quarterly Update* report which provided an update of the current SIAP and proposed an indicative Year 6 to tentatively identify potential post-implementation review projects arising from earlier audits of key internal controls.

The development of a new SIAP was discussed and Committee Members encouraged to identify potential auditable areas for the new Plan. The methodology of Plan development was discussed, in summary, being that where there are high-rated risks facing the organisation and that these risks are substantially mitigated through a suite of controls, that suite of controls is a candidate for the Plan given the reliance that the organisation places on them to lower the risk rating. The SIAP provides assurance (positive or negative) as to the adequacy and/or effectiveness and/or efficiency of that suite of controls to manage those risks.

If however the control framework is still under development, the risks been mitigated are not significant or the mitigating effect of the suite of controls is negligible, there are not usually candidates for an SIAP.

## 3. ANALYSIS

The draft SIAP 2018/19 – 2021/22 is built on the basis of:

- Council's Strategic Risk Assessments (and the underlying identification of control effectiveness);
- the Corporate Risk Management Guide;
- the results of previous internal audits;
- the outstanding audits on the current SIAP;
- the SIAP's of other comparable councils; and
- the expertise of Committee Members.

The draft SIAP 2018/19 – 2021/22 has been structured to undertake 4-5 internal audits per annum. This number is selected in consideration of the size of the organisation, the resources available to fund, participate in and manage internal audit assignments.

While the Audit Committee makes amendments to the SIAP during its life, the Committee's Terms of Reference do not provide the delegation to approve the SIAP, as such a recommendation from the Committee to Council for the adoption of the SIAP 2018/19 – 2021/22 is being sought.

#### **4. OPTIONS**

The Committee has the following options:

- I. To recommend to Council to adopt the SIAP 2018/19 – 2021/22 (Appendix 1) with or without amendment. Any amendments discussed will be taken into consideration in the drafting of the report to Council. (Recommended)
- II. To determine not to make a recommendation to Council for the adoption of the SIAP 2018/19 – 2021/22 at this time. Given that there are a number of audits to complete of the current SIAP this would not be overly detrimental however an SIAP for the 2018/19 year would need to be framed at some stage to provide direction into that period. (Not Recommended)

#### **5. APPENDICES**

- (1) Draft Strategic Internal Audit Plan 2018/19 – 2021/22

APPENDIX 5

APPENDIX 3

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## **Appendix 1**

*Draft Strategic Internal Audit Plan 2018/19 – 2021/22*

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**Strategic Internal Audit Plan 2018/19 - 20/21**

Audit Engagement	Scope	Strategic/Corporate Risk Linkage	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22
Recruitment & Retention Practices	Focusing on the role analysis, authorisation, recruitment process, remuneration determination, reward and recognition processes.	SR9a - Failure to manage, improve and develop the human resources available to the Council.	Q1			
Budgetary Management	Focussing on financial planning, control and reporting. Relationship of budget with LTFFP, legislative and regulatory compliance.	SR9c - Failure to manage, improve and develop the financial resources available to the Council.	Q2			
Payroll Function	Focussing on the payroll operation, including a review of the processes, systems, activities, controls and risks. The extent to the audit engagement will consider aspects from commencement of employment to termination of individuals, including payment of wages, leave, changes to position security, administration and payroll reporting. Including PIR from 2014 audit.	SR9c - Failure to manage, improve and develop the financial resources available to the Council.	Q3			
Major Projects Review	Focussing on processes, activities associated with the project, including scoping, planning, implementation, monitoring, post project review, risk management, development of maintenance program and operations.	SR2 - Failure to deliver projects, programs and services in accordance with plans (time, budget, quality).	Q4 (AHBTC Divestment)		Q2	Q2
Capital Works Programming & Delivery	Focussing on the planning, scheduling, approval, monitoring, and reporting processes and practices regarding the Capital Works Program. The procurement and contract management processes will be out of scope due to other scheduled audits on these subjects.	SR2 - Failure to deliver projects, programs and services in accordance with plans (time, budget, quality). SR6 - Failure to provide appropriate infrastructure for the community. SR4 - Failure to take measures to protect the community		Q1		
Treasury Management	Focusing on the processes, practices and policies regarding Treasury Management including compliance with legislative obligations.	SR9c - Failure to manage, improve and develop the financial resources available to the Council.		Q2		
Cyber Security	Focussing on the systems, processes and controls associated with securing and protection Council's IC&T network from penetration and data corruption/denial of service from external parties. Including PIR from 2015 audit.	SR9b - Failure to manage, improve and develop the information resources available to the Council.		Q2		
Emergency Management	Focussing on Emergency Management Plans, identification of risks associated with various types of disasters and the controls and processes to mitigate those risks, status of preparedness in the event of an emergency, recovery process and association with the Community and other Emergency Services.	SR4 - Failure to take measures to protect the community from natural and other hazards		Q4		
Business Continuity Plan	Focussing on the review of Business Continuity Plan (Disaster Recovery and Disruption) to key activities of Council including the identification, development, implementation of recovery plans and testing of conditions in the event of a disaster.	SR4 - Failure to take measures to protect the community from natural and other hazards			Q1	
Economic Development Strategy Implementation	Focusing on the strategy development and revisions processes, determination of actions and initiatives, funding of strategy implementation and evaluation of outcomes against strategy objectives.	SR7 - Failure to promote the Council area and provide an attractive climate and locations for the development of business, commerce, industry and tourism.			Q1	
Debt Management	Focusing on the processes, practices and policies regarding Debt Management including compliance with legislative obligations.	SR9c - Failure to manage, improve and develop the financial resources available to the Council.			Q2	
Procurement	Focussing on processes, activities, controls, risk, compliance through stages of the function, including planning, assessment, selection, and contract execution. Including the use of payment methods such as credit cards and petty cash. Including PIR from 2014 & 2015 audits. The contract management processes will be out of scope due to another scheduled audit on this subject.	SR2 - Failure to deliver projects, programs and services in accordance with plans (time, budget, quality). SR9c - Failure to manage, improve and develop the financial resources available to the Council.			Q4	
Training & Development Practices	Focusing of the identification of training and development (T&D) needs, sourcing of T&D options, scheduling and support of activities, assessment of transfer into workplace and evaluation of T&D initiatives. This will include development activities such as coaching & mentoring.	SR9a - Failure to manage, improve and develop the human resources available to the Council.				Q1
Asset Operation	Focussing on Asset operation, processes, activities, controls, risk, service levels, planned work, maintenance programs, monitoring performance, asset registers and reporting. Including PIR from 2016 audit.	SR2 - Failure to deliver projects, programs and services in accordance with plans (time, budget, quality). SR6 - Failure to provide appropriate infrastructure for the community. SR8 - Failure to manage and develop public areas vested in, or occupied by the Council.				Q2
Contract Management	Focussing on the post-procurement processes, activities, controls, risk, compliance through stages of the function, including induction, payment approval, monitoring, superintending, reporting, contractual close and evaluation. The procurement processes will be out of scope due to another scheduled audit on this subject.	SR2 - Failure to deliver projects, programs and services in accordance with plans (time, budget, quality). SR11 - Failure to exercise, perform and discharge the powers, functions and duties under legislation, contracts, leases and policies.				Q4
<b>Number of Audits</b>			4	4	5	4

**Version Control**

Date Adopted	Version Comments	No.
30/04/2018	Initial plan considered by Audit Committee	1.0a

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 May 2018  
AGENDA BUSINESS ITEM**

**Item:** 12.5

**Originating Officer:** David Waters, Director Community and Customer Service

**Responsible Director:** Andrew Aitken, Chief Executive Officer

**Subject:** Southern and Hills Local Government Association 2018-19 Budget

**For:** Information

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**SUMMARY**

The purpose of this report is to provide the Council with the Southern and Hills Local Government Association's (SHLGA) proposed 2018-19 budget (**Appendix 1**). It includes member council subscription fees.

While SHLGA's charter does not require its constituent councils to approve its budget, the Council does have the opportunity to provide comments and input.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted.
  2. That the Southern and Hills Local Government Association's proposed 2018-19 budget be received and noted.
- 

**1. GOVERNANCE**

➤ **Strategic Management Plan/Council Policy**

Goal	Organisational Sustainability
Strategy	Collaboration on public policy setting

Membership of the SHLGA provides an important mechanism to foster collaborative public policy setting for our broader region.

➤ **Legal Implications**

Schedule 2 of the *Local Government Act 1999* requires regional subsidiaries to have business plans, which must be reviewed at least annually in consultation with constituent councils and a budget, which must be adopted every year.

➤ **Risk Management Implications**

The review of the SHLGA business plan and development of the 2018-19 budget will assist in mitigating the risk of:

*Poor governance practices occur which lead to a loss of stakeholder (i.e. customer and regulator) confidence and/or legislative breaches.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	Medium (3D)	Medium (3D)

Note: There are many other controls that assist in managing this risk.

➤ **Financial and Resource Implications**

The proposed subscription fee for Adelaide Hills Council in 2018-19 is \$14,107.90 (up from \$13,907.90 in 2017-18). This has been accommodated in the Council's draft 2018-19 budget.

➤ **Customer Service and Community/Cultural Implications**

Not applicable.

➤ **Environmental Implications**

Not applicable.

➤ **Engagement/Consultation conducted with Council Committee, Regional Subsidiary, Advisory Group, the Administration and Community**

As the Council's appointees to the SHLGA Board as Board Member and Deputy Board Member respectively, both Cr Wisdom and Cr Green attended the Board meeting at which the draft budget was adopted.

The Council's Acting Chief Executive Officer at the time, also attended the meeting as an observer, and is the author of this report.

*Council Committees:* Not applicable

*Council Workshops:* Not applicable

*Advisory Groups:* Not applicable

*Administration:* Not applicable

*Community:* Not applicable

## 2. BACKGROUND

SHLGA is a regional subsidiary formed under Section 43 of the *Local Government Act 1999*. It has a broad mandate to promote regional collaboration and act in the interests of its members. Its constituent councils are:

- Mount Barker District Council
- City of Victor Harbor
- District Council of Yankalilla
- Adelaide Hills Council
- Alexandrina Council
- Kangaroo Island Council.

SHLGA operates under a charter, which provides that the budget must be provided to each constituent council after adoption by the SHLGA Board. Constituent councils do not need to approve the budget.

The charter also requires that the SHLGA's business plan be reviewed annually in consultation with the constituent councils.

## 3. ANALYSIS

A copy of the proposed SHLGA 2018-19 budget is contained in **Appendix 1**.

The following points are of particular note:

- SHLGA has proposed a budget including total operating expenditure of \$238,050 with an operating deficit of \$43,727
- SHLGA will have an accumulated surplus of approximately \$100,000 on 1 July 2018
- SHLGA is expecting \$50,000 less grant revenue from the Local Government Association of South Australia (LGA) than it received in 2017-18
- Membership subscriptions and levies have been proposed to increase by 1.6% which the SHLGA Board has based on being in line with CPI and LGPI increases.

Clearly, a deficit of the order proposed is not sustainable in the long term. While the SHLGA Executive Officer continues to pursue additional grant funding from the LGA it is not considered likely to be forthcoming. The recent LGA governance review has resulted in that funding being redirected elsewhere.

More work needs to be done over the coming year to determine the ongoing structure of regional local government associations in South Australia, however, there appears to be a move toward a greater emphasis on member Councils directly covering the costs of their regional association. The longer term subscription impacts will be determined by how Councils choose to associate and what activities they wish to pursue. In the meantime, however, the SHLGA Board is proposed to keep member subscriptions stable and utilise the accumulated cash surplus.

SHLGA's main expense in the employment of an Executive Officer who carries out projects and assignments as determined by the SHLGA Board as well as coordinating and administering the Board's activities. Key objectives are described in the SHLGA's rolling Business Plan, with detailed activities described in an annual Key Action Plan. The Board received a draft Key Action Plan for 2018-19 at its meeting held on 27 April 2018 and is expected to adopt the final Plan at its next meeting. The focus in 2018-19 is likely to be on:

- Facilitating development of options and facilitating decision making around future regional association structures
- Oversight and progression of Regional Climate Change Adaptation Plan
- Oversight and monitoring of the Regional Health Plan
- Further development of the Regional Transport Plan
- Active participation in the northern freight bypass project
- Activation of the Southern and Hills Community Wastewater Management Schemes User Group
- Continued advocacy on behalf of member councils to the LGA and Government.

A copy of the draft Key Action Plan for 2018-19 is contained in **Appendix 2**.

#### **4. OPTIONS**

Council has the following options:

- I. Receive and note the proposed 2018-19 SHLGA Budget (Recommended)
- II. Provide comment, as the Council sees fit, on the proposed 2018-19 SHLGA Budget

#### **5. APPENDICES**

- (1) SHLGA Draft Budget 2018-19
- (2) SHLGA Draft Key Action Plan 2018-19



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# **Appendix 1**

*SHLGA Draft Budget 2018-19*

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Profit & Loss					Draft Budget				
Southern & Hills Local Government Association									
For the month ended March 2018									
	YTD Actual	YTD Budget	Var AUD	Var %	Comment	2017-2018 Budget	2018-19 Budget	Note	Comment
<b>Income</b>									
Annual Levy	\$9,173.00	\$9,173.00	\$0.00	0.0%		\$9,173.00	\$9,173.00	1	Based on 2017 elector numbers
Annual Subscriptions	\$66,000.00	\$66,000.00	\$0.00	0.0%		\$66,000.00	\$67,200.00	2	Members and Subscription rates up by 1.8%
Grants - LGA Capacity	\$39,777.00	\$39,896.00	-\$119.00	-0.3%		\$39,896.00	\$40,400.00	3	Regional Capacity Grant subject to LGA Board approval May 2018
Grants - LGA Outreach	\$50,000.00	\$50,000.00	\$0.00	0.0%		\$50,000.00	\$0.00		Outreach Grant subject to LGA Board approval May 2018 but indications are unlikely to be granted
Grants - LGA R&D	\$0.00	\$0.00	\$0.00			\$0.00	\$0.00	4	Not anticipating any new R&D applications for 2018-2019
Interest Income	\$2,478.00	\$1,220.00	\$1,258.00	103.1%		\$1,300.00	\$1,500.00	5	Carryover initial Cash in Bank drawing down and Low interest rate regime
Misc Revenue	\$62,518.00	\$36,000.00	\$26,518.00	73.7%		\$36,000.00	\$56,000.00	6	Rubble Royalty return based on actual Dec return \$26k plus est \$30k next period
Project Levies	\$27,761.00	\$18,350.00	\$9,411.00	51.3%		\$18,350.00	\$20,050.00	7	Estimated management fee of 1% on SLRP funding
<b>Total Income</b>	<b>\$257,707.00</b>	<b>\$220,639.00</b>	<b>\$37,068.00</b>	<b>16.8%</b>		<b>\$220,719.00</b>	<b>\$194,323.00</b>		
<b>Gross Profit</b>	<b>\$257,707.00</b>	<b>\$220,639.00</b>	<b>\$37,068.00</b>	<b>16.8%</b>		<b>\$220,719.00</b>	<b>\$194,323.00</b>		
<b>Less Operating Expenses</b>									
Accounting	\$450.00	\$450.00	\$0.00	0.0%		\$700.00	\$700.00		
Audit	\$3,482.00	\$3,500.00	-\$18.00	-0.5%		\$3,500.00	\$3,500.00		
Bank Fees	\$0.00	\$50.00	-\$50.00	-100.0%		\$50.00	\$50.00		
Board & Meeting Expenses	\$1,175.00	\$1,503.00	-\$328.00	-21.8%		\$2,000.00	\$2,000.00		
Consulting - Contract	\$106,920.00	\$105,219.00	\$1,701.00	1.6%		\$140,290.00	\$143,750.00		
General Expenses	\$581.00	\$1,100.00	-\$519.00	-47.2%		\$1,500.00	\$1,500.00	8	Computer costs & fees for Charter review/publication
Insurance	\$4,436.00	\$4,425.00	\$11.00	0.2%		\$5,900.00	\$6,000.00		
Marketing - Promotion Expenses	\$0.00	\$360.00	-\$360.00	-100.0%		\$500.00	\$250.00		
Travel Expenses	\$4,727.00	\$5,125.00	-\$398.00	-7.8%		\$7,000.00	\$7,000.00		
Office Expenses	\$0.00	\$200.00	-\$200.00	-100%		\$250.00	\$100.00		
Postage, Printing & Stationery	\$33.00	\$380.00	-\$347.00	-91.3%		\$500.00	\$150.00		
Project 1 ( Public Health )Expenses	\$0.00	\$190.00	-\$190.00	-100.0%		\$250.00	\$750.00	9	Public Health Plan reporting/marketing
Project 2 ( Transport )Expenses	\$2,899.00	\$5,000.00	-\$2,101.00	-42.0%		\$13,000.00	\$27,050.00	10	RWP meetings & applications & Transport Plan review
Project 3 Outreach expenses	\$600.00	\$3,000.00	-\$2,400.00	-80.0%		\$5,000.00	\$0.00		
Project 4 Rubble Royalties	\$6,160.00	\$20,000.00	-\$13,840.00	-69.2%		\$20,000.00	\$40,000.00	11	Rubble Royalty projects
Project 7 FFP	\$12,682.00	\$0.00	\$12,682.00	-100.0%		\$0.00	\$250.00		
Training & Development - Seminars & Conferences	\$200.00	\$3,250.00	-\$3,050.00	-93.8%		\$8,000.00	\$5,000.00	12	2 x LGA conferences, ALGA, Eco Development,RDA China
<b>Total Operating Expenses</b>	<b>\$144,345.00</b>	<b>\$153,752.00</b>	<b>-\$9,407.00</b>	<b>-6.1%</b>		<b>\$208,440.00</b>	<b>\$238,050.00</b>		
<b>Net Profit</b>	<b>\$113,362.00</b>	<b>\$66,887.00</b>	<b>\$46,475.00</b>	<b>69.5%</b>		<b>\$12,279.00</b>	<b>-\$43,727.00</b>		
<b>Notes</b>									
1. 2018 official elector numbers confirmed from 2017 LGA Directory									
2. Potential new members for 2019-2020 to be identified. Subs up by 1.8% v LGPI 1.8% and CPI 1.5%									
3. S&HLGA have received two grants in the recent past from the LGA which represented 40% of total revenue. Only one of these regional Grants is expected for 2018-2019.									
4. No obvious R&D projects are on the radar									
5. S&HLGA estimated carried forward Bank will be approx \$1100k but LGFA investment interest rate is lower than previous years									
6. Rubble Royalty returns from LGA based on KI Borrow pit estimated return of \$26,000 for the period July-Dec 2017 and \$30,000 for Jan- Jun 2018. There is a 6 month lag for receipt of payment from Treasury.									
7. S&HLGA have a 1% management fee on successful SLRP applications to build reserve fund for future Regional Transport Plan.									
8. S&HLGA will incur some legal and Gazetting fees for its recommended Charter review. The balance is on computer & IT expenses									
9. The S&HLGA Regional Public Health Plan has on going meeting costs for the Working Group									
10. Annual RWP meeting costs with HDS to discuss the next round of SLRP funding and the region's applications (est \$4k). Incremental update to Transport plan (est \$14k) and 2019 Roads database (est \$9k).									
11. Estimated Rubble Royalty projects. Note the RR program may cease in the near future if negotiations to remove it are successful. As it lags by 6 months the impact will not be immediate on this Budget.									
12. Estimate for annual LGA conferences, ALGA and RDA China deputation									

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## **Appendix 2**

*SHLGA Draft Key Action Plan 2018-19*

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# **SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION**

## **Constituent Councils**

Adelaide Hills Council  
Alexandrina Council  
Kangaroo Island Council  
Mount Barker District Council  
City of Victor Harbor  
District Council of Yankalilla

## **DRAFT S&HLGA KEY ACTION PLAN**

**2018 - 2019**

Address:  
Telephone:  
Email:  
Web Site:

13 Ringmer Dr. Burnside, South Australia 5066  
0418 502 311  
graeme@shlga.sa.gov.au  
www.shlga.sa.gov.au

## CONTEXT

The Business Plan 2017 – 2021 has been prepared in accordance with Clause 18 of the Charter, and to comply with Clause 24 of Schedule 2 of the Local Government Act 1999, was adopted on 1 September 2017.

The Business Plan should be read in conjunction with the **Budget** of each of the Financial Years covered by the plan. These provide the resources for the Plan.

An Annual Key Action Plan is prepared based on a framework of the Business Plan that incorporates the Key Issues identified by the Councils and the Executive Officer in various Board meetings and forums during the preceding period.

The Key Action Plan is the framework for review and reporting against the Business Plan.

This report format will facilitate the reviews required by Clause 18.3 of the Charter to be conducted by the Board during the course of the year.

The Executive Officer will report to Ordinary Board meetings against the following criteria:

1. To keep maintained the business office of the Authority
2. To prepare the Business Plan, Budgets and reports in a timely manner
3. To liaise with Councils, and Stakeholders to foster the outcomes of the Business Plan and subsequent annual Key Action Plans
4. To attend all meetings of the Authority, to prepare agendas, minutes and correspondence as required.

AND against recognised and documented success indicators.

## **Notes on the 2013-2017 S&HLGA Business Plan:**

### **Major issues:**

The major issues looming ahead for the region are identified as:

- Community capacity to pay in the face of very tough economic conditions and growing household cost pressures
- Restricted Mobile Communications due to geography and the very slow rollout of new towers into the region
- The continuing importance of the Adelaide Hills Watershed region and Murray Darling Basin future particularly for irrigators and the environment
- Energy security and supply in the transitioning state market and the drive to clean/alternative energy
- The growing impact of Climate change and the implementation of the regional Adaptation Plan
- Infrastructure development and maintenance and the provision of public transport
- Health facilities and service provision in an aging population base
- Regional Development against the headwind of very constrained State and Commonwealth Government expenditure Budgets
- Member Council's heavy reliance on Rates as the primary source of Council Revenue (85%) in the face of restrained rate growth.
- Sustainable agriculture in a sea change/tree change environment

Key focus/project areas have been identified as:

- Sustainability of rate revenue dependent Councils and the continuing work with the LGA and other key stakeholders focusing on improving Local Government long term sustainability
- Implementing and monitoring the S&HLGA regional Health Plan in accordance with the State Health Plan
- Consider Climate change effects and risks on the region and continue to implement and monitor the regional Climate change adaptation plan
- Revise the regional 2020 Transport Plan and continue advocating for the key recommendations around freight routes, The Hills Rail re-alignment project and regional public transport
- Continue the progress on the development of the S&HLGA regional infrastructure plan
- Research and Evaluate opportunities in regional CWMS efficiencies and Procurement opportunities
- capturing and measuring temporary population data so as to influence Grant funding to ensure adequate resource allocation
- Maximising the regional opportunities in Regional Planning and Boundary reform

## KEY CATEGORIES & THEMES

### THE 2017-2021 S&HLGA BUSINESS PLAN

OBJECTIVE	
1.	<i>To provide leadership and advocacy for Member Councils on regional issues.</i>
2.	<i>To market &amp; promote the Southern &amp; Hills Local Government Association</i>
3.	<i>To support sustainable economic, environmental and social development in the region</i>
4.	<i>To improve infrastructure to meet the community's needs.</i>
5.	<i>To strengthen the capacity of the Association to meet its service obligations.</i>

### THE 2018-2019 S&HLGA ANNUAL KEY ACTION PLAN

Theme	Items & Actions
<b>General Administration (sound financial and compliance management)</b>	Budget, Charter Review, Board meetings, Subscriptions and Levies, Key Actions, Audit, Annual Report, Grant reporting & acquittals
<b>Projects and support (sustainability and development)</b>	Regional Public Health Plan, Resilient Hills & Coast Climate adaptation Plan, Northern Freight Bypass Project, Fleurieu Futures Pilot, Regional Transport Plan
<b>Leadership, advocacy and marketing</b>	LGA Governance review, New Government Policies (e.g Rate Capping ), Relationship building with new Government MPs, Website maintenance
<b>Opportunities (capacity and infrastructure)</b>	CWMS, Waste, Regional Infrastructure Plan, Regional Procurement, External Funding, Regional Development Assessment Panel

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements	
Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes		
1. To provide leadership and advocacy for Member Councils on regional issues.	S&HLGA Board Meetings	Bi-Monthly Meetings to focus on Local Government issues that support Councils to achieve their Business Plan outcomes by: <input checked="" type="checkbox"/> Meetings to include presentations, workshops and forums on Key Issues <input checked="" type="checkbox"/> Respond as necessary to State and Federal Government Policies which impact on the region	To maintain a vibrant responsive format for the S&HLGA Board	<i>Leader:</i> Key issues are addressed and format of meetings constantly meet the needs of the Association's members.	Annual Board meeting program (date and location) developed and agreed  Strategies that give priority to S&HLGA issues  Feedback data on the meeting format, speakers  Number of policy responses		
2. To promote & market the Southern & Hills Local Government Association	S&HLGA Website	<input checked="" type="checkbox"/> Ensure the new website is current and marketed appropriately <input checked="" type="checkbox"/> Update the website as required and review	Maintain an informative, current and appealing S&HLGA website	<i>Leader:</i> EO responsibility	all licences and registrations are current and compliant  Website has up to date & current information		



2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
<b>Objective</b>	To provide sound financial management and manage resources effectively	<input checked="" type="checkbox"/> To prepare annual Budget and review as required <input checked="" type="checkbox"/> To prepare the annual Key Action Plan <input checked="" type="checkbox"/> Oversee Annual Audit <input checked="" type="checkbox"/> Produce Annual Report	To manage the financial affairs within budget and to prepare reporting within the required timeframes.  Business Plan objectives and actions are addressed.	<i>Leader:</i> EO responsibility	Budget is maintained and reports meet timelines.  Key Action Plan adopted and monitored  Audit completed by end of August 2018  Mid Year Budget review undertaken in Feb 2019  Annual Report adopted & published	
	Regular CEO's meetings	<input checked="" type="checkbox"/> Review the format and operation of the CEO's forum <input checked="" type="checkbox"/> CEO's to inform EO of issues for each meeting	Aim to host a regular CEO meeting prior to the S&HLGA Board meetings with the objective of working through key issues in more depth for presentation to the Board.	<i>Facilitator /Initiator</i>	CEO meeting recommendations and feedback.  Improved information flow to S&HLGA Board	

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
	Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes
		Strengthen interaction with State government and opposition MP's and all regional Stakeholders	<input checked="" type="checkbox"/> Meet regularly and as necessary with key MP's, <input checked="" type="checkbox"/> Ensure each regional MP is invited to S&HLGA meetings <input checked="" type="checkbox"/> Allocate key Stakeholders presentation spots at S&HLGA Board meetings	Management of key stakeholder relationships and regional MP's with the S&HLGA Board	<i>Facilitator /Initiator</i>	Key Stakeholder feedback and Board satisfaction
		Regional issues to be raised with LGA directly or through SAROC/GAROC	<input checked="" type="checkbox"/> Attend SAROC meetings <input checked="" type="checkbox"/> Attend LGA Forums and Meetings <input checked="" type="checkbox"/> Develop SAROC and LGA reports as necessary	The S&HLGA EO will maintain regular attendance at SAROC and LGA meetings and events	<i>Advocate</i>	Regular SAROC attendance.  Regular LGA Forums attended  Number of issues raised with LGA / SAROC / Agencies  Number of LGA/SAROC Task groups and Committees involved in  Improved prominence of S&HLGA region & issues with LGA



2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
	Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes
		research Explore (with the LGA) research and /or pilot programs for the Region.	<input checked="" type="checkbox"/> Complete LGA R&D applications as necessary <input checked="" type="checkbox"/> Undertake Regional issues review and identify potential sources of grants		Advocate/Influence	Successful Research or funding applications or projects facilitated in the region
		Public Health Complete all compliance requirements of the regional Health Plan in accordance with the State Public Health Plan	<input checked="" type="checkbox"/> Completed reporting and monitoring implementation aspect of the Regional Health Plan <input checked="" type="checkbox"/> Maintain Working Group membership and provision of administrative services <input checked="" type="checkbox"/> Advocate for implementation of Regional Community Well Being Project	Report progress of the S&HLGA Regional Public Health Plan	Leader/Control	Individual Council Action Plans monitored and evaluated through the S&HLGA PH Working Group  Compliance reporting successfully completed

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
<b>Objective</b>	<b>Planning</b> Regional Planning Reform	<input checked="" type="checkbox"/> Successful S&HLGA/RDA partnership rollout of the RDA/PIRSA funded Regionalisation project during 2018-19 (delayed from 2016-2017)	S&HLGA contribution to a review of Regional Planning policies with a view to regional harmonisation and response to the new Planning Development and Infrastructure Act	<i>Partner/Influence</i>	To obtain feedback of constituent Councils on whether they support a Regional DAP	
	<b>Regional Development</b> Support the RDA in all regional economic issues and projects	<input checked="" type="checkbox"/> Regular meetings with the RDA <input checked="" type="checkbox"/> Assist the RDA in reporting to the S&HLGA Board against the agreed KPIs <input checked="" type="checkbox"/> Consider attending an RDA Shanghai/Singapore outward bound mission	Continue to foster the relationship with the primary regional Economic Development agency	<i>Partner/Influence</i>	Improved economic outcomes for the region  Stronger Regional RDA	

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
4. To improve infrastructure to meet the region's needs	Infrastructure Partner with RDA and regional Economic Development Officers	<input checked="" type="checkbox"/> Development of the Regional Infrastructure Plan via membership of the Regional Economic Development Officers Forum	The constituent Councils Economic Development Officers in conjunction with the RDA & S&HLGA have created a Working Group to assess economic opportunities and develop a Regional Infrastructure priority list	Partner/Influence	Regional Priority Infrastructure Plan presented to the S&HLGA Board	
	Telecommunication	<input checked="" type="checkbox"/> Liaise with the regional NBN co-ordinator <input checked="" type="checkbox"/> Advocate to the LGA on regional Mobile issues	Monitor regional NBN rollout & continue to lobby for equitable access for the region for digital technology including Broadband upgrades and extended mobile telephone coverage	Partner/Influence	Completed Mobile Blackspot submissions and NBN requests Improved regional telecommunications	

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
	Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes
		Transport S&HLGA 2020 Regional Transport Plan	<input checked="" type="checkbox"/> Develop a new Roads database funding priority list <input checked="" type="checkbox"/> Advocate and drive the key Freight and Public transport priorities of the Plan <input checked="" type="checkbox"/> Apply to SLRP for Regional Funding	Continue to work with HDS and the S&HLGA Roads Works Party to evolve the S&HLGA 2020 Transport Plan	<i>Partner/Control</i>	<p>Improved Road infrastructure in the region</p> <p>Successful annual SLRP funding and levy implementation</p> <p>Agreement and recognition by State Government of the key regional Freight Routes</p> <p>Agreement and recognition by State Government of the key regional Public Transport initiatives</p>
		Northern Freight Bypass project	<input checked="" type="checkbox"/> EO to continue membership of the Northern Freight Bypass Committee <input checked="" type="checkbox"/> Report to S&HLGA Board on progress <input checked="" type="checkbox"/> Advocate with the State Government on the next steps	Partner with regional key Stakeholders to review the Northern Freight Bypass options	<i>Partner/Influence</i>	<p>Comprehensive review and update of the 2010 GHD study</p> <p>Improved freight and Public Transport outcomes for the region</p>

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
	CWMS	<input checked="" type="checkbox"/> Liaise with Member Councils and key Stakeholders <input checked="" type="checkbox"/> Activate S&HLGA CWMS User Group.	In conjunction with experts in the field develop a plan for the regional CWMS reviewing options around critical mass and efficient operations as well as modelling future demand and supply	<i>Partner/Influence</i>	Sustainable regional CWMS  Optimal CWMS strategy adopted for each member Council	
	Rubble Royalties	<input checked="" type="checkbox"/> Liaise with LGA on this issue <input checked="" type="checkbox"/> Invoice LGA as necessary <input checked="" type="checkbox"/> Assess regional projects worthy of RR funding <input checked="" type="checkbox"/> Work with other Regions to review and develop an optimal system for the LG sector	Manage the region's annual revenue and expenditure from the Rubble Royalty scheme	<i>Leader/Influence</i>	Regional projects advanced from RR funding	



2017-2021 Business Plan		Action Plan 2018 - 2019					Progress & Achievements
Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes		
5. To strengthen the capacity of the Association to meet its service obligations.	LGA Grants	<div><input checked="" type="checkbox"/> Acquit and apply for the LGA Regional Capacity Building Grant</div> <div><input checked="" type="checkbox"/> Acquit and apply for any other potential external Grant funding</div>	The Executive Officer to work with the Council CEO's, LGA and Key Stakeholders to explore identified opportunities to share resources that will build capacity in the region and its networks	Advocate/Control	LGA Regional Capacity Building Grant successfully applied for  Identified external Grants successfully applied for		
	Revenue & Membership	<input checked="" type="checkbox"/> S&HLGA future Membership negotiations with LGA around best fit for S&HLGA – SAROC /GAROC	Continue to Review the membership base of the S&HLGA and explore the possibility of a Peri Urban Region or identify additional members	Information Provider/Concern			



2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
Objective	State Government & opposition Policies	<input checked="" type="checkbox"/> Participate in SAROC/LGA task groups, reports and negotiations <input checked="" type="checkbox"/> Keep the S&HLGA Board fully informed via EO reports	Partner LGA in efforts to progress action on Rate capping, NRM levy collection and Funding, Elected member and Council staff Training, Waste Levy freeze, Rate rebates for Community Housing and PD and Financial Assistance Grants indexing	<i>Partner/Concern</i>	State Government policies reflect the wishes of the region	
	Temporary Population impacts	<input checked="" type="checkbox"/> Participate and/or lead presentations, workshops and submissions	Lead the Region in action on a review of FAGs methodology to better incorporate temporary population impact	<i>Information /Concern</i>		
	Waste	<input checked="" type="checkbox"/> Liaise with Regional Waste Management Authorities to develop regional plan	Lead the region in response to the China Waste Ban	<i>Partner/Influence</i>	Regional Waste Management Plan developed and presented to the S&HLGA Board	

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
Objective	Procurement	<input checked="" type="checkbox"/> Work with the LGA to develop appropriate procurement advantages for the region	Work with the LGA to identify procurement opportunities and provide critical regional information, assist in the governance and implementation	<i>Information Influence</i>	Identify key procurement opportunities	

**ADELAIDE HILLS COUNCIL  
COUNCIL MEETING  
Tuesday 22 May 2018  
AGENDA BUSINESS ITEM**

**Item:** 12.6

**Originating Officer:** Lachlan Miller, Executive Manager Governance & Risk

**Responsible Director:** Terry Crackett, Director Corporate Services

**Subject:** Caretaker Policy

**For:** Decision

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**SUMMARY**

Council's current *Caretaker Policy* (the Policy) was adopted in June 2014 in preparation for the November 2014 Local Government Election.

With the upcoming 2018 Local Government Election, it is an appropriate time for Council to review the Policy and determine the discretionary elements of the Policy which will apply to Council Members and Officers during the 'election period'.

The purpose of this report is to seek Council's consideration of the revised Policy and, if the Council considers it has merit, to resolve to adopt the Policy.

**RECOMMENDATION**

**That Council resolves:**

1. That the report be received and noted
  2. With an effective date of 5 June 2018, to revoke the 10 June 2014 Caretaker Policy and to approve the May 2018 Caretaker Policy as contained in Appendix 1.
- 

**1. GOVERNANCE**

Goal	Organisational Sustainability
Strategy	Governance

➤ **Legal Implications**

Section 91A of the *Local Government (Elections) Act 1999* (the Elections Act) sets out the requirements for the establishment of a caretaker policy and the conduct of councils during the 'election period'.

The term ‘election period’ has the following meaning for the purposes of the Elections Act however the colloquial term ‘caretaker period’ is used interchangeably:

*election period* in relation to an election, means the period commencing on—

- (a) the day of the close of nominations for the election; or
  - (b) if a council has specified a day (being a day that falls earlier than the day of the close of nominations) in its caretaker policy—the specified day,
- and expiring at the conclusion of the election;

Another key term in respect of the provisions of s91A is:

*designated decision* means a decision—

- (a) relating to the employment or remuneration of a chief executive officer, other than a decision to appoint an acting chief executive officer; or
- (b) to terminate the appointment of a chief executive officer; or
- (c) to enter into a contract, arrangement or understanding (other than a prescribed contract) the total value of which exceeds whichever is the greater of \$100 000 or 1% of the council's revenue from rates in the preceding financial year; or
- (d) allowing the use of council resources for the advantage of a particular candidate or group of candidates (other than a decision that allows the equal use of council resources by all candidates for election),

other than a decision of a kind excluded from this definition by regulation;

➤ **Risk Management Implications**

The revision of the Policy will assist in mitigating the risk of:

*Designated decisions being made during the election period which leads to a those decisions being invalid and compensation being payable for loss or damage arising from those decisions.*

Inherent Risk	Residual Risk	Target Risk
Extreme (4A)	Medium (4E)	Medium (4E)

Note that compliance with the Policy is the key control to achieving the residual risk rating.

➤ **Financial and Resource Implications**

There are no specific budget or resource implications in relation to this Policy.

There are restrictions placed on procurement decisions valued at the greater of \$100,000 or 1% of Council's rate revenue however there are some exceptions which are set out in the Policy.

➤ **Customer Service and Community/Cultural Implications**

It is a long established democratic principle that outgoing elected bodies should not use public resources for election campaigning, nor make decisions which may unreasonably, inappropriately, or unnecessarily bind an incoming council.

➤ **Environmental Implications**

Not applicable.

➤ **Engagement/Consultation with Committee, Regional Subsidiary, Advisory Group and Community**

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable

*Council Workshops:* The provisions of s91A of the *Local Government (Elections) Act 1999* and the discretionary elements of Council's current Policy were the subject of the 17 April 2018 Council Workshop.

*Advisory Groups:* Not Applicable

*Administration:* Chief Executive Officer  
Director Corporate Services  
Director Community & Customer Service  
A/Director Engineering & Assets  
Director Strategy & Development  
Governance & Performance Project Officer  
Executive Assistant Mayor & CEO

*Community:* Not Applicable

## **2. BACKGROUND**

Council's first *Caretaker Policy* was developed in May 2010 in response to legislative amendments to the Elections Act.

The current *Caretaker Policy* was adopted in June 2014 and was based heavily on a template from the Local Government Association (LGA). In addition to the legislative obligations of s91A, the Policy contains a number of voluntary (discretionary) provisions regarding dealing with significant but not 'designated' decisions during the 'election period' and policy positions during the election period on the following matters:

- use of council resources;
- council publications;
- attendance at events and functions;
- council media;
- stationery and equipment;
- council staff responsibilities;
- equity in assistance to candidates;
- public consultation; and
- dealing with code of conduct complaints

The legislative provisions of s91A of the Elections Act have not been revised since the development of the current *Caretaker Policy* however the LGA's guidance has been revised based on feedback received following the 2014 election.

### 3. ANALYSIS

In an overall sense the review of the Caretaker Policy has resulted in no substantial changes however there have been a number of augmentations and clarifications of the information provided in the Policy. The key changes (shown in Track Changes at **Appendix 1**) are:

1. Clause 4 – defining that the ‘election period’ commences at the close of nominations in accordance with the provisions of the Election Act rather than nominating as earlier commencement date (which is Council’s discretion);
2. Clause 7.1 – inclusion a commentary regarding ‘advantage’ in respect of a candidate;
3. Clause 7.2 – inclusion of a clause on the subject of the use of Council resources for personal benefit to highlight that the actions of Council Member do not constitute a designated decision but are, none the less, potentially a legislative breach;
4. Clause 7.4 – provision of additional information to guide the conduct of Council Members invited to events by external bodies;
5. Clause 8 – revision to the previous policy position regarding Council Member correspondence being answered by the Chief Executive Officer. Given that a significant portion of correspondence is via email directly to Council Member email addresses, the previous policy position was problematic; and
6. Clause 13 and 14 – inclusion of standard template clauses regarding delegation and policy availability.

### 4. OPTIONS

Council has the following options:

- I. To approve the draft Caretaker Policy, with or without amendment (Recommended),  
or
- II. To determine not to approve the draft Caretaker Policy at this time. This option is not recommended as the Policy must be adopted prior to the commencement of the ‘election period’ and clarification on the discretionary elements of the Policy are required in a timely manner to enable the Administration to schedule items for Council’s consideration leading up to and during the ‘election period’.

### 5. APPENDIX

- (1) Caretaker Policy (draft) – May 2018




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# **Appendix 1**

## *Caretaker Policy (draft) – May 2018*

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# COUNCIL POLICY

	<b>CARETAKER</b>
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<b>Policy Number:</b>	<b>GOV-06</b>
<b>Responsible Department(s):</b>	<b>Governance &amp; Risk</b>
<b>Relevant Delegations:</b>	<b>Nil</b>
<b>Other Relevant Policies:</b>	<b>Council Member Conduct</b> <b>Code of Conduct for Council Employees</b> <b>Procurement &amp; Purchasing</b> <b>Disposal of Land</b> <b>Council Members Allowances &amp; Support</b> <b>Council Members Training &amp; Development</b>
<b>Relevant Procedure(s):</b>	<b>Nil</b>
<b>Relevant Legislation:</b>	<i>Local Government Act 1999</i> <i>Local Government (Elections) Act 1999</i> <i>Local Government (Elections) Regulations 1999</i>
<b>Policies and Procedures Superseded by this policy on its Adoption:</b>	<b>Caretaker 10/06/14, Item 12.2, 35</b>
<b>Adoption Authority:</b>	<b>Council</b>
<b>Date of Adoption:</b>	<i>To be updated administratively</i>
<b>Effective From:</b>	<i>To be updated administratively</i>
<b>Minute Reference for Adoption:</b>	<i>To be updated administratively</i>
<b>Next Review:</b>	<b>Prior to the Election Period of the next Local Government General Election</b>

## CARETAKER

### 1. INTRODUCTION

- 1.1 ~~The Local Government (Elections) (Miscellaneous) Amendment Act 1999 was assented to on 5 November 2009 and brought into effect on 21 December 2009. This Act provides for a number of amendments to the Local Government (Elections) Act 1999 (the Elections Act) was amended in 2009 to require each Council to prepare and adopt a caretaker policy to govern the conduct of the Council and its staff during the election period for a general election. Section 91A of the Elections Act stipulates that the caretaker policy must at a minimum prohibit the making of certain designated decisions by the Council during an election period, the most important of which for these purposes is the introduction of mandatory caretaker provisions. These provisions require the adoption of a caretaker policy to govern the conduct of the Council (Council Members) and its staff during the election period for a general election.~~

### 2. POLICY STATEMENT

- 2.1 It is a long established democratic principle that outgoing elected bodies should not use public resources for election campaigning, nor make decisions which may unreasonably, inappropriately, or unnecessarily bind an incoming Council.
- 2.2 This Policy affirms Council's commitment to fair and democratic elections, and adherence to this principle. This Policy includes a commitment to comply with the requirements of Section 91A of the Elections Act.

### 3. APPLICATION OF POLICY

- 3.1 This Policy applies throughout the election period for a general election. For the purposes of the Local Government Elections of November 201~~8~~<sup>4</sup>, the policy commences on 1~~8~~<sup>6</sup> September 2018 and ends at the conclusion of the election, when results have been declared.

### 4. OUTLINE POLICY COVERAGE

- 4.1 This Policy applies during an election period of Council to cover:
- (a) designated decisions as defined in the Elections Act that are made by Council; and
  - (b) use of Council resources, including:
    - materials published by Council;
    - attendance and participation at functions and events;
    - access to Council information;
    - media services issues; and
    - responsibilities of Council Employees; and
  - (c) other significant decisions that are made by the Council.

- 4.2 This Policy applies to both the elected Council (Council Members) and to Council Employees and captures all 'designated decisions' of Council, a committee of Council, or a delegate of the Council – refer to Clause 6.2.
- 4.3 This Policy forms part of (and is to be read in conjunction with) the Council's Council Member Conduct Policy and the Code of Conduct for Council Employees in accordance with section 91A(7) of the Elections Act.

## 5. ~~'ELECTION PERIOD'~~ INTERPRETATION

### In this Policy:

- 5.1 **Chief Executive Officer** means the appointed Chief Executive Officer or Acting Chief Executive Officer or nominee for the Adelaide Hills Council.
- 5.2 **Council Employee** means any person that is employed full-time, part-time or casually by the Council who receives remuneration for their work with the Adelaide Hills Council.
- 5.3 **Council Member** means an elected member of the Adelaide Hills Council.
- 5.4 **Election period** means the period commencing on the day of the close of nominations for a general election and expiring at the conclusion of the general election.

~~During an 'election period', Council must assume a 'Caretaker mode', which means that it:~~

- ~~• must avoid designated decisions which are prohibited by section 91A of the Local Government (Elections) Act 1999 (refer clause 6.2);~~

### ~~An 'election period':~~

- ~~(a) commences on the day of the close of nominations for the election; and~~
- ~~(b) terminates at the 'conclusion of the election' (as defined at Section 4(2) of the Local Government Act 1999) for the relevant periodic or general election being the time at which the last result of the election is certified by the returning officer.~~

## 6. PURPOSE

During a Local Government election period, Council will assume a 'Caretaker mode', and will avoid actions and decisions which could be perceived as intended to affect the results of an election or otherwise to have a significant impact on or unnecessarily bind the incoming Council.

The purpose of this Policy is to clearly set the parameters that Council will operate within during an election period. Caretaker provisions are required pursuant to section 91A of the Elections Act and are generally regarded as necessary for the promotion of transparent and accountable government during an election period.

## 7. SIGNIFICANT DECISIONS

### 7.1 Scope

This clause applies to decisions of Council, a committee of Council, or a delegate of Council, including the Chief Executive Officer.

## 7.2 'Designated decisions' prohibited by the Local Government (Elections) Act 1999

The following outlines those decisions which are expressly prohibited by section 91A of the *Elections Act*. A designated decision means a decision:

- (a) *relating to the employment or remuneration of the Chief Executive Officer, other than a decision to appoint an acting Chief Executive Officer; or*
- (b) *to terminate the appointment of the Chief Executive Officer; or*
- (c) *to enter into a contract, arrangement or understanding (other than a prescribed contract) the total value of which exceeds whichever is the greater of \$100 000 or 1% of the Council's revenue from rates in the preceding financial year; or*

A "**prescribed contract**" means a contract entered into by the Council for the purpose of undertaking road construction or road maintenance or drainage works.

- (d) *allowing the use of Council resources for the advantage of a particular candidate or group of candidates (other than a decision that allows the equal use of Council resources by all candidates for election),*

*other than a decision of a kind excluded from the definition of "designated decision" by regulation*

Regulation 12 of the *Local Government (Elections) Regulations 1999* (the Election Regulations) sets out those decisions referred to in Section 91A(8)(c) as excluded from the definition of a "designated decision" if the decision:

- (a) *a decision of a kind referred to in paragraph (c) of the definition if the decision—*
  - (i) *relates to the carrying out of works in response to an emergency or disaster within the meaning of the Emergency Management Act 2004, or under section 298 of the Local Government Act 1999; or*
  - (ii) *is an expenditure or other decision required to be taken under an agreement by which funding is provided to the council by the Commonwealth or State Government or otherwise for the council to be eligible for funding from the Commonwealth or State Government; or*
  - (iii) *relates to the employment of a particular council employee (other than the chief executive officer); or*
  - (iv) *is made in the conduct of negotiations relating to the employment of council employees generally, or a class of council employees, if provision has been made for funds relating to such negotiations in the budget of the council for the relevant financial year and the negotiations commenced prior to the election period; or*

- (v) *relates to a Community Wastewater Management Systems scheme that has, prior to the election period, been approved by the council;*
- (b) *a decision of a kind referred to in paragraph (a) of the definition if the decision is for the suspension of a chief executive officer for serious and wilful misconduct.*

### **7.3 Consequence of a making a designated decision during the election period**

~~Council notes that the Elections Act stipulates that any~~ A designated decision made by the Council during the election period, without an exemption from the Minister, is invalid.

~~Furthermore, it also notes that the Council is liable to pay compensation to Any person who suffers loss or damage as a result of acting in good faith in reliance on such an invalid~~ designated decision made in contravention of the Policy is entitled to compensation from the Council for that loss or damage.

A breach of the Policy is a breach of the Code of Conduct for Council Members and Code of Conduct for Council Employees.

### **7.4 Application for exemption**

~~If the Council, if considers that it is~~ faced with extraordinary circumstances which require the making of a designated decision during an election period, the Council, may apply in writing to the Minister for an exemption to enable the making of a designated decision that would otherwise be invalid under s91A of the Elections Act and this Policy.

~~Council further notes that if the Minister chooses to grants~~ an exemption to enable the making of a designated decision that would otherwise be invalid under s91A of the Elections Act and this Policy, then the Council and Council Employees will comply it may be subject to with any conditions or limitations that the Minister ~~considers~~ appropriate imposes on the exemption.

### **7.5 Scheduling consideration of designated decisions**

The Chief Executive Officer must ensure that 'designated decisions' are not scheduled for consideration during the 'election period'.

### **7.6 Designated decisions made prior to an 'election period'**

This Policy applies to actual designated decisions made during an election period, not the announcement of decisions made prior to the election period.

### **7.7 Other significant decisions which are prohibited by operation of this Policy**

Prohibited Decision	Notes
Any major policy or other decisions which will significantly affect the Council area or community or will inappropriately bind the incoming Council	This is <del>an internal</del> <u>requirement a non-legislative policy position</u> of Council

So far as is reasonably practicable, the Chief Executive Officer should avoid scheduling significant decisions (including major policy decisions) for consideration during an election period and, instead, ensure that such decisions:

- (a) are considered by Council prior to the election period; or

- (b) are scheduled for determination by the incoming Council.

In the context of this policy, a 'major policy' decision includes any decision:

- to spend unbudgeted monies;
- to conduct unplanned public consultation;
- to endorse a new policy;
- to dispose of Council land;
- to approve community grants;
- to progress any matter which has been identified as an election issue; and
- any other issue that is considered a major policy decision by the CEO that is not a designated decision.

## 7.8 Role of the Chief Executive Officer

The determination as to whether any policy decision is major or any other decision is significant will be made by the Chief Executive Officer, after consultation with the Mayor.

## 7.9 Considerations for urgent decisions

Where the Chief Executive Officer has determined that a decision is a major policy decision or is otherwise significant and therefore is covered by 6.7 above, and circumstances arise that require the decision to be made during the election period, the [Chief Executive Officer will report this to Council](#) ~~will consider the matter and determine whether to make the decision.~~

[The aim of the Chief Executive Officer's report is to assist Council Members to assess whether the decision should be deferred as a decision for the incoming Council.](#)

The [Chief Executive Officer's](#) report to Council will address the following issues, where relevant:

- (a) Why the matter is considered 'significant';
- (b) Why the matter is considered urgent;
- (c) What are the financial and other consequences of postponing the matter until after the election, both on the current Council and the incoming Council;
- (d) Whether deciding the matter will significantly limit the policy choices of the incoming Council;
- (e) Whether the matter requires the expenditure of unbudgeted funds;
- (f) Whether the matter is the completion of an activity already commenced and previously endorsed by Council;
- (g) Whether the matter requires community engagement;
- (h) Any relevant statutory obligations or timeframes; and
- (i) Whether dealing with the matter in the election period is in the best interests of the Council area and community.

~~The aim of the report is to assist Council Members assess whether the decision should be deferred as a decision for the incoming Council.~~

[Council will consider the Chief Executive Officer's report and determine whether or not to make the decision.](#)

## 8. USE OF COUNCIL RESOURCES

### 8.1 [Use of Council resources and advantage](#)

Council notes that Section 91A(8)(d) of the *Local Government (Elections) Act 1999* requires Council to prohibit the use of Council resources for the advantage of a particular candidate or group of candidates. This includes a candidate or candidates who are currently elected Members of the Council.

The concept of 'advantage' is broad and for the purposes of this Policy an advantage will be conferred where a decision allowing the use of Council resources favours one candidate over another.

Council resources cover a wide range of personnel, goods, services, information and opportunities and may include:

- materials published by Council;
- facilities and goods owned by the Council;
- attendance and participation at functions and events;
- access to Council information;
- media services issues; and
- stationery and equipment.

Council Members and Employees will ensure that due propriety is observed in the use of Council resources and must exercise appropriate judgement in this regard.

Council resources must be used exclusively for normal Council business during an election period and, must not be used in connection with an election other than uses strictly relating to the election process.

## **8.2 Use of Council resources for personal benefit**

The use of Council resources for personal benefit is distinct from a designated decision of a Council regarding the use of Council resources for the advantage of a particular candidate or group of candidates.

The use of Council resources for personal benefit is regulated by legislation other than s91A of the Elections Act. The use of Council resources by a Council Member for the purposes of an election campaign will be a use of those resources for personal benefit. Council Members standing for re-election to Council must take care that they only use Council resources for normal Council business and not to assist them in campaigning.

The general duties on Council Members under s62 of the *Local Government Act 1999* include offences for improper use of information or position to gain personal advantage for the Council Member or another person.

Section 78 of the *Local Government Act 1999* provides for the use of Council resource by Council Members. Section 78(3) of the Local Government Act states:

*A member of a council must not use a facility or service provided by the council under this section for a purpose unrelated to the performance or discharge of official functions or duties (unless the use has been approved by the council and the member has agreed to reimburse the council for any additional costs or expenses associated with this use).*

The Code of Conduct for Council Members also prohibit the use of Council resources for private purposes without authorisation.



The use of Council resources for personal benefit in breach of these requirements could be corruption or misconduct for the purpose of the *Independent Commissioner Against Corruption Act 2012* and be the subject of a complaint to the office of Public Integrity (OPI).

Conduct of a public officer that results in a substantial mismanagement of public resources may also be the subject of a complaint to the OPI.

Disciplinary consequences or prosecutions may ultimately result from the unauthorised use of Council resources for private purposes.

### **8.3 Council Publications During an 'Election Period'**

#### **8.3.1 Prohibition on publishing certain materials during an 'election period'**

A decision by Council to publish information for the advantage of a particular candidate or group of candidates (other than a decision which allows for the equal use of Council resources by all candidates for election) is a designated decision and is prohibited by s91A of the Elections Act. Publishing includes publication by any medium, including but not limited to leaflets, newspapers, posters, email, websites, radio or television.

Subject to the operation of Section 12(b) of the Local Government (Elections) Act 1999 Council must not:

print, publish or distribute; or

cause, permit or authorise others to print, publish or distribute on behalf of Council,

any advertisement, handbill, pamphlet or notice that contains 'electoral material' during an 'election period'.

For the purposes of this Policy 'electoral material' means material which is calculated (i.e. intended or likely) to affect the result of an election. However, it does not include any materials produced by Council relating to the election process by way of information, education or publicity, or materials produced by or on behalf of the returning officer for the purposes of conducting an election.

This Policy does not prevent publications by Council which merely announce the holding of an election or relate only to the election process itself for the purposes of Section 12(b) of the Local Government (Elections) Act 1999 or otherwise.

Council have a statutory responsibility to publish certain information regarding general elections. Under s12(b) of the Elections Act, Council is responsible for the provision of~~may provide~~ information, education and publicity designed to promote public participation in the electoral processes for its area, and to inform potential voters about the candidates who are standing for election in its area~~and to advise its local community about the outcome of the elections conducted in its area.~~

All election materials published by Council should fall within the types of material described in s12(b) of the Elections Act and not contain any material which would advantage a particular candidate or candidates.

'Electoral material' is defined in the Elections Act as 'an advertisement, notice, statement or representation calculated to affect the result of an election or poll'. Given that the purpose of electoral material is to persuade voters towards a particular candidate or group of candidates, it will not be appropriate for Council to publish electoral material. ~~It will not publish material that refers to, or comments on, an issue submitted to or is otherwise before voters in connection with the election.~~

Council Members are, however, permitted to publish campaign material on their own behalf (provided that they comply with ss 27 and 28 of the Elections Act)), but cannot Council Members should not assert or imply for that the electoral material to be originating from, or authorised or endorsed by, Council. A Council Member also should not use Council resources to create or distribute his or her electoral material, including through the use of Council stationary, computers, printers, photocopiers, Council Employees or the application of ~~(eg by the use of Council logos).~~

*NOTE: 'Publication' means any type of publication, including but not limited to leaflets, newspapers, posters, email, website, radio etc.*

### **8.3.2 Council website**

During an 'election period', new material which is prohibited by this Policy will not be placed on the Council website. Any information which refers to the election will only relate to the election process by way of information, education or publicity. Information about Council Members will be restricted to names, contact details, titles, membership of committees and other bodies to which they have been appointed by the Council.

The Council's website will include an express link or reference to the Local Government Association publication of candidate profiles and electoral statements for the purposes of section 19A of Elections Act

### **8.3.3 Other Council publications**

Insofar as any Council publications, such as the Annual Report, are required to be published during an election period, the content contained within them regarding Council Members will be restricted to that strictly required by the *Local Government Act 1999* and Regulations.

Council publications produced before an election period containing material which might be construed as electoral material will not be circulated or displayed during the election period. However, they may be made available to members of the public on request.

## **8.4 Attendance at Events and Functions During an Election Period**

In this clause, reference to events and functions means gatherings involving external stakeholders to discuss, review, acknowledge, communicate, celebrate or promote a program, strategy or issue which is of relevance to Council and its community and may take the form of conferences, workshops, forums, launches, promotional activities, and social occasions such as dinners, receptions and balls.

A key consideration is the capacity in which they have been to the event. If they have been invited as a Council Member (i.e. Councillor Smith is invited to..) then their attendance will be in the course of Council duties. If however they are invited in a

[private capacity \(i.e. Mr Smith is invited to...\) then their attendance will not be taken to be in the course of Council duties.](#)

[It is therefore important for the Council Member to clarify the nature of the invitation to the event and prudent for the Council Member to use their best endeavours to clarify to event participants the capacity in which they are attending, particularly if intending to address the participants or undertake campaigning activities.](#)

#### **8.4.1 Events etc staged by external bodies**

Council Members may continue to attend meeting, events and functions staged by external bodies during an election period. This includes but is not limited to LGA and regional LGA meetings, including the LGA Annual General Meeting held in October.

#### **8.4.2 Council organised events and functions**

Council organised events and functions held during the election period will be reduced to only those essential to the operation of the Council.

#### **8.4.3 Addresses by Council Members**

Council Members must not give speeches or keynote addresses at Council organised or sponsored events and functions during an election period.

Council Members may, however, make short welcome speeches or closing remarks at Council organised or sponsored events and functions during an election period.

#### **8.4.4 Publication of promotional material**

In preparing any material concerning a Council organised or sponsored function or event which will be published or distributed during the election period, such preparation will be consistent with Clause 7.3 of this policy.

### **8.5 Access to Council Information**

Council Members continue during an election period to have a statutory right [under s61 of the Local Government Act 1999](#) to access Council information relevant to the performance of their functions as a Council Member. This right should be exercised with caution and limited to matters that the Council is dealing with within the objectives and intent of this Policy. Any Council information so accessed that is not publicly available must not be used for election purposes.

[Council Members should take care that access to Council documents is in connection with the performance or discharge of their functions or duties of the member. Access to Council documents for the purpose of campaigning or to gain an advantage in an election is an improper use of information gained by virtue of the Council Member's position as a member of Council.](#)

All candidates (including those that are Council Members) have equal rights of access to public information relevant to their election campaigns from Council administration. Neither Council Members nor candidates will be provided with information or advice from Council Employees that might be perceived to support an election campaign, and there shall be transparency in the provision of all information and advice during an election period.

**8.5.1 Information and briefing material**

Information and briefing material prepared or secured by Council Employees for a Council Member during an election period must be necessary to the carrying out of the Council Member's role and, where appropriate, provided to any candidate seeking the same information. Queries by Council Employees regarding the provision of information will be directed to the Chief Executive Officer in the first instance.

**8.6 Media Service**

Council's media services are directly managed by or under the supervision of the Chief Executive Officer, are provided solely to promote Council activities or initiatives and must not be used in any manner that might favour a candidate during an election period.

**8.6.1 Media advice**

Any request for media advice or assistance from Council Members during an election period will be referred to the Chief Executive Officer. No media advice will be provided in relation to election issues or in regard to publicity that involves specific Council Members.

**8.6.2 Media releases / spokespersons**

Media releases will not refer to specific Council Members during an election period. Where it is necessary to identify a spokesperson in relation to an issue, the Chief Executive Officer will generally be the appropriate person.

**8.6.3 Publicity campaigns**

During the election period, publicity campaigns, other than for the purpose of conducting the election in accordance with the requirements of Section 12(b) of the Elections Act, will be avoided wherever possible. Where a publicity campaign is deemed necessary for a Council activity, it must be approved by the Chief Executive Officer.

In any event, Council publicity during an election period will be restricted to communicating normal Council activities and initiatives without any variation in form or size.

**8.6.4 Council Members**

Council Members will not use their position as an elected representative or their access to Council Employees and other Council resources to gain media attention in support of an election campaign.

**8.6.5 Council Employee [Public Statements](#)**

During an 'election period', no Council Employee may make any public statement that relates to an election issue unless such statements have been approved by the Chief Executive Officer.

**8.7 Stationary and Equipment****8.7.1 Council branding and stationery**

No Council logos, letterheads, or other Council branding or Council resources or facilities may be used for, or linked in any way with, a candidate's election campaign.

### **8.7.2 Equipment and facilities**

Equipment and facilities provided to Council Members for the purpose of conducting normal Council business (i.e. iPads, phones, and vehicles) must not be used for campaigning purposes.

## **9. COUNCIL MEMBER CORRESPONDENCE DURING AND ELECTION PERIOD**

- 9.1 All correspondence addressed to Council Members regarding Council business will continue to be forwarded to the Council Member.
- 9.2 Correspondence received directly by Council Members (e.g. direct mail, email) can continue to be answered directly by the Council Member.
- 9.3 Council Members should be mindful of their obligations under s62(4) of the *Local Government Act 1999* regarding making improper use of their position as a member of the council for advantage and also the obligations under the *State Records Act 1997* and the *Council's Records and Information Management Policy*.

## **9.10. COUNCIL EMPLOYEE RESPONSIBILITIES DURING AND ELECTION PERIOD**

Prior to any election period, the Chief Executive Officer will ensure that all Council Members of and Council Employees are advised in relation to the application of this Caretaker Policy.

### **8.1 Correspondence**

~~All correspondence addressed to Council Members regarding Council business will be answered by the Chief Executive Officer during the 'election period'. Correspondence of a personal or election campaign nature will be forwarded to the Council Member.~~

## **10.1 Activities that may affect voting**

Council Employees in the course of their duties must not:

- (a) Undertake an activity that may affect voting in the election, except where the activity relates to the election process and is authorised by the Chief Executive Officer;
- (b) Authorise, use or allocate a Council resource for any purpose which may influence voting in the election, except where it only relates to the election process and is authorised by the Chief Executive Officer; and
- (c) Assist Council Members in ways that are or could create a perception that they are being used for electoral purposes. In any circumstances where the use of Council resources might be construed as being related to a candidate's election campaign, the incident must be reported to and advice sought from the Chief Executive Officer.

## **10.11. EQUITY IN ASSISTANCE TO CANDIDATES**

Council confirms that all candidates for the Council election will be treated equally.

**11.1 Candidate assistance and advice**

Any assistance and advice provided to candidates as part of the conduct of the Council elections will be provided equally to all candidates. The types of assistance that are available will be documented and communicated to candidates in advance.

**11.2 Election process enquiries**

All election process enquiries from candidates, whether current Council Members or not, are to be directed to the Local Deputy Returning Officer or, where the matter is outside of the responsibilities of the Local Deputy Returning Officer, to the Chief Executive Officer or his/her nominee.

**11.3 Expenses incurred by Council Members**

Payment or reimbursement of costs relating to Council Members out-of-pocket expenses incurred during an election period will only apply to necessary costs that have been incurred in the performance of normal Council duties. No reimbursements will be provided for campaigning, or for expenses that could be perceived as supporting or being connected with a candidate's election campaign.

**11.12. PUBLIC CONSULTATION DURING AN 'ELECTION PERIOD'****12.1 Prohibition**

It is prohibited under this Policy for discretionary public consultation to be undertaken during the 'election period' on an issue which is contentious unless Council specifically resolves otherwise.

For the purpose of this provision, discretionary public consultation means consultation which is not legislatively mandated and is a process which involves an invitation or invitations to individuals, groups or organisations or the community generally to comment on an issue, proposed action or proposed policy.

This Policy does not prevent any mandatory public consultation required by the *Local Government Act 1999* or any other Act which is required to be undertaken to enable the Council to fulfil its functions in relation to any matter or decisions which are not prohibited by law or by this Policy.

**12.2 Approval for public consultation**

Where public consultation is approved to occur during an election period, the results of that consultation will not be reported to Council until after the 'election period', except where it is necessary for the performance of functions as set out at clause 10.1 above.

**12.13. HANDLING CODE OF CONDUCT COMPLAINTS DURING AN ELECTION PERIOD**

13.1 Any complaint against a Council Member who is also a candidate for re-election made under the Council's Council Member Conduct Policy during an election period will not be heard or determined by the Council during that period.

13.2 The Chief Executive Officer, upon receiving a complaint against a Council Member, who is also a candidate for re-election about conduct relating to the Council's Council Member Conduct Policy, will assume the responsibilities allocated to the Mayor in the Code of Conduct Complaint Handling Procedure under the Council Member Conduct Policy.

- 13.3 If the Council Member against whom the complaint is made is not returned to office after the election, the complaint will lapse.
- 13.4 Council recognises that the Electoral Commissioner has the role of investigating any alleged breach of the *Local Government (Election) Act 1999*, including alleged illegal practices.

#### **14. DELEGATION**

**14.1 The Chief Executive Officer has the delegation to:**

- Approve, amend and review any procedures that shall be consistent with this Policy; and
- Make any formatting, nomenclature or other minor changes to the Policy during the period of its currency.

#### **15. AVAILABILITY OF THE POLICY**

- 15.1 This Policy will be available for inspection at the Council's Offices during ordinary business hours and via the Council's website [www.ahc.sa.gov.au](http://www.ahc.sa.gov.au). Copies will also be provided to the public upon request, and upon payment of a fee in accordance with the Council's Schedule of Fees and Charges.**

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 May 2018  
AGENDA BUSINESS ITEM**

**Item:** 12.7

**Originating Officer:** Aliza Fuller, Waste Management Coordinator

**Responsible Director:** Marc Salver, Director Strategy & Development

**Subject:** East Waste Draft 2018/19 Annual Plan and Budget

**For:** Decision

---

**SUMMARY**

In March 2018 Council received correspondence from the Eastern Waste Management Authority (East Waste) seeking endorsement of the East Waste Draft 2018/19 Annual Plan and Budget (**Appendix 1**). East Waste is a regional subsidiary established under the *Local Government Act 1999* providing waste management (kerbside collection) services to seven Constituent Councils, including the Adelaide Hills Council.

The preparation of an Annual Plan and Budget is a requirement of the East Waste Charter. The draft 2018/19 East Waste Budget is attached to the draft Annual Plan. The draft Annual Plan documents the objectives, activities, financial requirements and metrics for East Waste to undertake the collection and management of waste, organics and recycling for Constituent Councils in a sustainable, efficient and competitive manner.

East Waste is seeking the consent (endorsement) of the draft 2018/19 Annual Plan by Constituent Councils by 31 May 2018.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted
  2. That the East Waste draft 2018/19 Annual Plan and Budget be given consent.
- 

**1. GOVERNANCE**

➤ **Strategic Management Plan/Council Policy**

Goal 3	Places for people and nature
Strategy 3.7	We will drive further reduction in waste consigned to landfill



Consent of the East Waste Draft 2018/19 Annual Plan will assist Council in providing an efficient and effective kerbside waste collection service, working towards reducing waste to landfill and increase recycling.

➤ **Legal Implications**

East Waste is a Regional Subsidiary established under Section 43 and Schedule 2 of the *Local Government Act 1999*. Clause 19 of Schedule 2 of the *Local Government Act 1999* requires a charter to be prepared for a regional subsidiary by the constituent Councils.

The East Waste Charter contains a requirement for the development of an Annual Plan and that prior to adopting this plan, the Authority must obtain the consent of an absolute majority of the Constituent Councils. Further information on the Charter requirement is contained in the background section below.

➤ **Risk Management Implications**

Consenting to the East Waste draft 2018/19 Annual Plan will assist in mitigating the risk of:

*Failure to consent to the East Waste draft 2018/19 Annual Plan leading to reduced ability of the Authority to provide kerbside waste management services in a sustainable, efficient and cost effective manner.*

Inherent Risk	Residual Risk	Target Risk
High (3B)	Low (2D)	Low

The recommended consenting to the East Waste Draft 2018/19 Annual Plan involves no further mitigating actions.

➤ **Financial and Resource Implications**

In accordance with Clause 52.2 of the East Waste Charter, the Constituent Councils are being asked to provide consent to the East Waste draft 2018/19 Annual Plan, not the budget. The East Waste Board reviews and approves the budget after receiving confirmation of the absolute majority of Constituent Councils consenting to the East Waste draft 2018/19 Annual Plan. The following financial information is however provided to Council Members for information.

The East Waste draft 2018/19 Budget (attached to the draft Annual Plan - refer to **Appendix 1**) outlines a total cost to Council of \$2,894,080 for the provision of waste management (kerbside collection) services. Also included is a predicted income of \$16,020, subject to contamination rate, from kerbside recyclables which will offset some of the waste management costs incurred. Note, this predicted amount is essentially the remainder of predicted income from the 2017/18 FY. However, this will change as a result of the impacts of the recent 'China Sword' action (i.e. that China is currently not accepting recyclables from 24 countries including Australia) on the recycling industry. Whilst local recyclers are currently identifying new markets for recyclables, it is at a much lower commodity price. This has resulted in a predicted shift from being an income stream of around \$110,000 in previous years to a predicted cost impost on our Council's 2018/19 draft Budget of around \$228,000. This anticipated cost has been factored into Council's 2018/19 draft Budget. Note that the final costs in this regard are still subject to negotiation between East Waste and their recyclables contractor. It is anticipated that this will be concluded in June/July this

year. However, note that this issue does not impact on East Waste's draft Budget bottom line as it is a flow on cost which is passed onto Council to pay. Further, identified in the draft 2018/19 Annual Plan, the 10 year Business Plan is to be reviewed, which will include consultation with Member Councils. During this process, the future considerations of these impacts on the recycling markets and the Authority's approaches to them will be captured.

A saving of \$18,000 is included within the East Waste draft 2018/19 Budget. The saving is as a direct result of the East Waste Board considering and endorsing (with amendments) the East Waste Draft 2018/19 Annual Plan and Budget to fund the existing Highbury Landfill Loan (equity Loan) from existing cash reserves. The equity loan relates to the loan liability incurred by East Waste Constituent Councils which involves the "after life" costs associated with decommissioning a landfill site. East Waste previously owned and operated a landfill site at Highbury. All Constituent Councils have for the past 8-9 years been responsible for contributing to this loan amount, as per the requirements of the East Waste Charter. The loan is due to expire in February 2020. East Waste is proposing to cover the Highbury loan repayments for the 2018/19 financial year, and therefore no contribution from Adelaide Hills Council will be required in this instance.

➤ **Customer Service and Community/Cultural Implications**

The East Waste Draft 2018/19 Annual Plan provides for ongoing customer services provided by East Waste including kerbside collections; the hard waste collection service; bin repairs, maintenance and replacements; and the emptying of the street litter and reserve collection bins.

The Annual Plan includes an action to develop new Service Level Agreements for all Constituent Councils and Services. Adelaide Hills Council has an outdated Service Level Agreement with East Waste that will be reviewed and updated as part of the Annual Plan. The reviewed agreement will capture all services and document performance and reporting requirements, as well as any idiosyncrasies required to deliver waste services across the Adelaide Hills Council area.

As part of East Waste's ongoing service improvement, it is proposed that a Customer Service Improvement Program be undertaken by East Waste Staff. Customer Service training involving all levels of customer-facing staff and administrative staff will include an agreement of a 'one-way, same-way' process to create consistency when dealing with customers.

➤ **Environmental Implications**

Activities within the East Waste Draft 2018/19 Annual Plan and Budget contribute to the minimising of waste to landfill and maximising recycling where possible.

An example of assisting the reduction of waste to landfill is the ongoing 'Why Waste it?' education campaign. During 2017/18 the campaign introduced the My Local Service App in conjunction with the Local Government Association. The app will be further enhanced in 2018/19 by providing bin messaging and reminders in regards to changes in bin collection cycles.

➤ **Engagement/Consultation conducted with Council Committee, Regional Subsidiary, Advisory Group, the Administration and Community**

East Waste is engaging with Constituent Councils seeking consent of the East Waste draft 2018/19 Annual Plan and Budget.

*Council Committees:* Not Applicable

*Council Workshops:* Not applicable

*Advisory Groups:* Not applicable

*Administration:* Director Strategy and Development  
Manager Waste Health & Regulatory Services  
Manager Financial Services

*Community:* Not Applicable

## **2. BACKGROUND**

The East Waste Charter requires that the Authority has in place for each financial year an Annual Plan that supports and informs its budget. Pursuant with the Charter the Annual Plan must:

*“51.1 Include an outline of the Authority’s objectives for the financial year, the activities that the Authority intends to undertake to achieve those objectives and the measures that the Authority intends to use to assess its performance against its objectives over the financial year.*

*51.2 Assess the financial requirements of the Authority for the financial year and taking those requirements into account, set out a summary of the Authority’s proposed operating expenditure, capital expenditure and sources of revenue.*

*51.3 Take into account the objectives set out in the Business Plan and in particular, the Long Term Financial Plan and issues relevant to the management of assets and resources by the Authority.*

*51.4 Set out proposals for the recovery of overheads over the financial year for the constituent Councils.*

*51.5 Address or include any other matter prescribed by the constituent Councils or determined to be relevant by the Board.”*

Before the Authority adopts its Annual Plan and Budget pursuant to clause 51.3 of the Charter, it must prepare and provide a copy to all Constituent Councils on or before 31 May each financial year and obtain their consent to that plan. In response to the requirements of the Charter, East Waste has prepared an East Waste draft 2018/19 Annual Plan and Budget for Council’s consideration and consent.

### 3. ANALYSIS

In accordance with the requirements of the Charter, the East Waste draft 2018/19 Annual Plan and Budget contains objectives, activities and measurement tools designed to assess the Authority's performance. The objectives and activities within the draft relate to the areas of Governance, Operational Management, Communication, Workplace Health and Safety and Financial Management Performance. The East Waste 10 Year Business Plan 2014-2024 lists sixteen actions to be undertaken towards achieving the stated objectives.

The East Waste draft 2018/19 Annual Plan and Budget includes financial information as required by the Charter including operational, capital expenditure and sources of revenue. The draft 2018/19 Budget (refer to **Appendix 1**) has been created in combination with the development of the East Waste draft 2018/19 Annual Plan and Budget.

Performance metrics (refer to Table 4 on page 12 of the Plan), as required by the Charter, are included within the East Waste draft 2018/19 Annual Plan and Budget. The Charter requires the Annual Plan to take into account the East Waste 10 Year Business Plan and the Long Term Financial Plan. The East Waste Business Plan 2014-2024 was developed with a 1 year Annual Plan, 4 year Delivery Plan and 10 year Strategic intent.

Review of the 10 year Business Plan was due to be actioned in the 2017/18 financial year. However, with a change of key Executive staff this action has not progressed. It has been identified that it is more appropriate to initially review the strategic intent and direction of the organisation. A workshop will be held with the East Waste Board with the detailed review of the 10 year Business Plan to follow. It is envisaged that the review will follow the same process as outlined in the Annual Plan 2017/18 (10 Year Plan Link 3.4.5), that is, commencing with extensive consultation with Constituent Councils and identified stakeholders.

Constituent Councils are being asked to provide consent to the East Waste draft 2018/19 Annual Plan, not the budget. The budget is appended to the East Waste draft 2018/19 Annual Plan to satisfy the requirements of the Charter. The East Waste Board reviews and approves the budget after receiving confirmation of the absolute majority of Constituent Councils endorsing the Annual Plan.

As previously noted in this report, the current East Waste draft Annual Plan and Budget being considered by Constituent Councils does not include the recent impacts of the 'China Sword' action on the recycling industry. Whilst local recyclers are currently identifying new markets for recyclables, it is at a much lower commodity price. The predicted loss of our income stream of around \$110,000 in previous years to a predicted cost impost on our Council's 2018/19 draft Budget of around \$228,000 has therefore not been included in the draft East Waste Plan and Budget. However, this anticipated cost has been factored into Council's 2018/19 draft Budget.

As mentioned earlier, the final costs in this regard are still subject to negotiation between East Waste and their recyclables contractor. It is anticipated that this will be concluded in June/July this year. However, note that this issue does not impact on East Waste's draft Budget bottom line as it is a flow on cost which is passed onto Council to pay. Further, as identified in the draft 2018/19 Annual Plan, the 10 year Business Plan is to be reviewed, which will include consultation with Member Councils. During this process, the future considerations of these impacts on the recycling markets and the Authority's approaches to

them will be captured. With this in mind, it is still considered appropriate that Council provides its consent to the East Waste 2018/19 draft Annual Plan and Budget, noting that the Board will make adjustments to the Budget once this matter has been bedded down in the coming months.

Administration is therefore recommending that the East Waste draft 2018/19 Annual Plan be given consent.

#### **4. OPTIONS**

Council can determine to either:

- I. Give consent to the East Waste draft 2018/19 Annual Plan as provided in **Appendix 1**. This is the recommended option as it will assist facilitate the adoption of the 2018/19 East Waste Budget providing for the ongoing provision of East Waste services to Constituent Councils (Recommended)
- II. Give consent to the East Waste draft 2018/19 Annual Plan as provided in **Appendix 1** with requested changes as determined by Council. This option can be considered. However, as the East Waste Annual Plan requires consent by the absolute majority of Constituent Councils, any changes suggested or requested need to be considered carefully so as not to delay or prevent adoption of the East Waste 2018/19 Annual Plan by the Board (Not Recommended)
- III. Do not give consent to the East Waste draft 2018/19 Annual Plan provided in **Appendix 1**. This option is not recommended as it may lead to delays in the Board of East Waste Board adopting the 2018/19 Budget (Not Recommended).

#### **5. APPENDIX**

- (1) East Waste draft 2018/19 Annual Plan and Budget

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# **Appendix 1**

*East Waste draft 2018/19 Annual Plan and Budget*

---

7 March 2018

Mr Andrew Aitken  
Chief Executive Officer  
Adelaide Hills Council  
PO Box 44  
WOODSIDE SA 5244

SCANNED

08 MAR 2018

ADELAIDE HILLS COUNCIL  
RECEIVED

08 MAR 2018

Dear Andrew,

Re: East Waste Draft 2018/19 Annual Plan and Budget

I am pleased to provide to you the East Waste 2018/2019 Draft Annual Plan, inclusive of a draft budget and your proposed 2018/19 fees.

As you are aware, Clause 51 of the East Waste Charter mandates that East Waste must have an Annual Plan which supports and informs the Budget and additionally Clause 52.3, stipulates the Plan must be presented to Member Councils for the purpose of obtaining their consent prior to 31 May.

The East Waste 2018/2019 Draft Annual Plan builds on the recent strategic and operational success of East Waste and while the plan has a focus on governance, increased education and ongoing adoption of technology advancements, the central ethos of East Waste will always be providing the most efficient, effective and respected waste collection service possible.

The past twelve months have seen significant growth in the East Waste business, not least the City of Prospect officially joining as a Member Council and services commencing on 2 October 2017. Coupled with the introduction of additional services for other Councils and a refinement of our GPS technology, it has resulted in a number of amendments to the budget and common fleet costing percentages across Councils and within the individual services offered to each Council. As such it is not possible to provide a meaningful year to year comparison at the East Waste level.

The East Waste Board considered and endorsed (with amendments) the 2018/2019 Draft Annual Plan and draft budget at the 22 February 2018 meeting. In doing so the Board made the decision to fund the Highbury Landfill Loan (Equity Loan) from existing cash reserves, rather than charge Member Councils as has occurred in the past. This results in a direct \$18,000 saving for Adelaide Hills Council. Taking into account your Collection Fees across the five areas (household waste, recycling, green organics, street and reserve litter and hard waste), administration fee, green organics processing, hard waste disposal and bin financing costs, the Adelaide Hills Council is projected to have a saving of \$35,670 in 2018/19 compared to the 2017/18 adopted budget. This is presented in tabular form in Attachment 7, the last page of the 2018/2019 Draft Annual Plan.

The above figure does not include your own waste disposal costs and also does not include the recycling rebate which currently provides a healthy income for Council. East Waste hold the receipt and processing of the recyclables contract on behalf of all Member Councils and the income received is passed directly through to the Councils. East Waste does not charge for the administrative management of the contract. The impact of the China Sword National Program on the



# EastWaste

Australian recycling industry has been devastating and has seen the majority of markets associated with the kerbside recycling commodities significantly contract. As an example fibre (paper and cardboard), which accounts for approximately 50-60% (by weight) of material received, two years ago was worth over \$220/tonne. Currently it is approximately 20% of that price at less than \$45/tonne. Interstate a major recycling company has withdrawn recycling contracts with Councils citing the unviable nature in the current market.

There is no reason at this point in time to suggest Member Councils are facing a similar predicament and while local recyclers are still finding markets for sorted recyclables, albeit at significantly lower commodities, it would suggest rebates will diminish and/or gate fees will rise in order to offset this. I raise this as I believe the long term viability of the current recycling rebate is in jeopardy and while I do not have any indication as to how long it will continue and whether it decreases or reverts back to a charge for Council, I believe it is a risk Council should consider in the development of their 2018/19 budget.

Shane Raymond, Manager Corporate Services and myself are available to brief yourself, other Executive, staff and/or Elected Members on the contents of the Draft 2018/19 Annual Plan and budget if required, so please do not hesitate to contact me on mobile, 0417 466 929, or email [robq@eastwaste.com](mailto:robq@eastwaste.com), if you wish to take up this offer. I eagerly await receiving your written consent to the Draft 2018/19 Annual Plan prior to Thursday 31 May 2018. Please note there is no requirement for Council to approve/consent to the Draft Budget. The Plan will then be presented to the East Waste Board for endorsement in late June, with a final copy sent to Member Councils following this.

East Waste looks forward to continuing our long and successful partnership with Adelaide Hills Council and providing tailored collections to suit your geographical and demographical needs. Should you wish to explore further waste options, bespoke programs, or believe there are opportunities for efficiencies, please don't hesitate to contact me.

Yours sincerely,



**ROB GREGORY**  
**GENERAL MANAGER**



# EastWaste



## Annual Plan 2018/2019



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# Introduction

East Waste is the trading name of Eastern Waste Management Authority, which was established in 1928. The Authority is a regional subsidiary of the Adelaide Hills Council, City of Burnside, Campbelltown City Council, City of Norwood, Payneham & St Peters, City of Mitcham, City of Prospect and Town of Walkerville. East Waste is governed by a Charter (the Charter) pursuant to *Section 43* of the *Local Government Act 1999* and administered by a Board, which includes a director appointed by each Council and an Independent Chair.

Clause 51 of the Charter requires the Authority each year to have an Annual Plan which supports and informs the budget. Specifically it is to include an outline of East Waste's objectives, the activities intended to be pursued, and the measurement tools defined to assess performance. It must also assess and summarise the financial requirements of East Waste, and set out the proposals to recover overheads and costs from the Member Councils.

The *Draft Annual Plan 2018/19* is to be read in conjunction with East Waste's broader strategic planning framework including the *10 Year Business Plan 2015 - 2024*, Asset Management Plan and Long Term Financial Plan, and Risk Management Planning Framework.

The *Draft Annual Plan 2018/19* builds on the recent success of East Waste in delivering waste collection logistics and education, and documents the objectives, activities, financial requirements and metrics of East Waste to ensure continued collection and management of waste, organics, and recycling for Member Councils in a sustainable, efficient, and competitive manner.

The 10 Year Business Plan sets out five (5) Key Focus Areas for the activities of East Waste. These are listed in Table 1. The activities to be undertaken by East Waste in the coming year to work toward achieving these are detailed further in the 'Delivery' section of this document.

**Table 1: East Waste Business Plan 2015 -2024 Key Focus Areas**

Business Plan Key Areas	Included Items
Governance	<ul style="list-style-type: none"><li>• Organisational Structure</li><li>• Collective Workplace Agreement</li><li>• Risk Management</li><li>• Market Evaluation</li></ul>
Operational Management	<ul style="list-style-type: none"><li>• Enhanced Service Offerings</li><li>• Service Level Agreements</li><li>• Key Performance Indicators</li><li>• Operational Committee</li><li>• Recycling and Disposal Contracts</li><li>• Additional Customer Offerings and Flexibility</li><li>• Asset Management</li></ul>
Communication	<ul style="list-style-type: none"><li>• Customer Service</li><li>• Community Waste and Recycling Education</li></ul>
Workplace Health and Safety	<ul style="list-style-type: none"><li>• Health and Safety</li><li>• Vehicle Safety</li></ul>
Financial Management and Performance	<ul style="list-style-type: none"><li>• Budget Forecasting and Reporting Timeframes</li><li>• Long Term Financial Plan</li></ul>

# Delivery

Appendix 2 of the *10 Year Business Plan 2015-2024* sets out a 10 Year Action Summary, with key tasks listed to ensure delivery of the Plan. Table 2 presents the Action Summary with an update on the activities - those completed are shaded Green and those outstanding are shaded Red. This Plan is scheduled to deliver on Year 5 (2019) actions however it will also be a focus of the Annual Plan 2018/19 to complete all outstanding actions as a priority.

As part of a broader plan to maximise the efficiency of assets and resources, East Waste has taken on a number of new services in recent time and also expanded its service offerings. Most notably the City of Prospect joined East Waste as a Member Council in September 2017. The range of services currently provided to Member Councils is detailed in Table 3. East Waste currently does not provide any non-core activities to non-Member Councils or Organisations, however this does not preclude East Waste from investigating and/or pursuing these opportunities as they arise.

Other key activities for delivery in 2018/19 are detailed on the following pages against the *10 Year Business Plan 2015-2024* Key Focus Areas.

DRAFT



Table 2: East Waste Business Plan 2015 -2024 Action Summary

East Waste 10 Year Business Plan 2015-2024					4 Year Delivery Plan		10 Year Business Plan							
Actions					Year 1 - 2015	Year 2 - 2016	Year 3 - 2017	Year 4 - 2018	Year 5 - 2019	Year 6 - 2020	Year 7 - 2021	Year 8 - 2022	Year 9 - 2023	Year 10 - 2024
Action 1: East Waste to continue to provide core services to Member Councils, and advise Member Councils of the capacity to deliver the full range of core services which could further drive efficiencies and alignment between Member Councils and East Waste.					X									
Action 2: East Waste to determine current performance of Member Councils against the two key ZWSA Waste Strategy targets and report annually.					X	X	X	X	X	X	X	X	X	X
Action 3: East Waste to undertake an internal, and where required, independent, Market Evaluation of the East Waste model versus alternative waste and recycling service delivery models.					X									
Action 4: East Waste to prepare SLA's for Member Councils within 12 months.					X									
Action 5: East Waste to establish operations KPIs as per Table 3 within 12 months. KPIs to be reported monthly to Member Councils once established.					X	X	X	X	X	X	X	X	X	X
Action 6: East Waste to prepare a suitable recyclables processing specification and tender by February 2015 on behalf of Member Councils. Issue to market by March 2015 and proceed to board approval with recommended contractor for approval ready for 1 July 2015 commencement.					X									
Action 7: East Waste to prepare a suitable organics processing specification and tender by February 2015 on behalf of Member Councils. Issue to market by March 2015 and proceed to board approval with recommended contractor for approval ready for 1 July 2015 commencement.					X									
Action 8: East Waste to assess the disposal contract opportunity and provide a business case for Member Councils to consider by year 4 of the Business Plan and provide a waste disposal specification and tender to the market for Councils that choose to take up this option.								X						
Action 9: East Waste to demonstrate the potential of the Customer Service software to Member Councils and seek interest in moving to this solution by year 3 of the Business Plan.							X							
Action 10: East Waste to develop an employee satisfaction survey to be conducted at a frequency to be determined by the end of the first year of the Business Plan.					X	X	X	X	X	X	X	X	X	X
Action 11: East Waste to develop a fleet management plan to achieve an average fleet age of 7 years by end of year three of the Business Plan, and continually commit to implementing best practice technologies.							X							
Action 12: East Waste to prepare an example or trial presentation of one vehicle for Member Councils to consider and business case for broader fleet implementation over time by year 2 of the Business Plan.						X								
Action 13: East Waste to prepare example or trial demonstrate capabilities and benefits of RFID bins to Member Councils by year 3 of the Business Plan.							X							
Action 14: East Waste to develop customer satisfaction KPIs, and a process regarding resident customer service surveys, to identify and track customer satisfaction at a frequency to be determined.						X		X		X		X		X
Action 15: East Waste to investigate a service offer for community waste and recycling education and propose a model(s) to Member Councils that indicate and interest by Year 1-2 of the Business Plan.					X	X								
Action 16: East Waste initiate an independent mechanical and operational audit of the entire collection fleet at least annually, commencing in year 1 of the Business Plan.					X	X	X	X	X	X	X	X	X	X



Table 3: East Waste Service Offering to Member Councils

	Service Offerings (as at 1 January 2018)																		
	Field Services								Procurement & Contract Management					Customer Service		Innovation		Education and Marketing	
Council	Weekly collection of Waste	Fortnightly collection of Recyclables	Fortnightly collection of Organics	Hard Waste Collection	Street & Reserve Litter Collection	MUD/Bulk Bin Collections	Bin Repairs/Maintenance/Replacements	Depot Cardboard & Paper Recycling	MGB Procurement	Kitchen Caddy and BioBag Procurement	Dog Poo Bag Procurement	Recyclables Contract	Organics Contract	Customer Service	Second Bin Permits	GPS tracking	RFID tracking	Education and Promotion	Personalised Truck Advertising
Adelaide Hills Council	x	x	x	x	x		x		x			x	x	x		x		x	x
City of Burnside	x	x	x	x				x	x			x	x	x	x	x	x	x	
Campbelltown City Council	x	x	x	x	x		x		x		x	x	x	x		x		x	
City of Mitcham		x	x	x			x		x			x	x	x		x		x	
City of NPSP	x	x	x	x	x	x	x	x	x			x	x	x		x		x	
Town of Walkerville	x	x	x	x	x		x	N/A	x			x	x	x	x	x		x	
City of Prospect	x	x	x	x	x				x	x	x	x	x	x	x	x	x	x	



# Governance

## G1. Collective Workplace Agreement

Since at least 2003 the employment conditions of Collection Vehicle Operators (inclusive of Robotic Arm Collection Vehicles and Rear Loader) has been in accordance with a Collective Workplace Agreement. The current Agreement expires on 31 August 2018 and therefore requires renegotiation. With the existing Agreement containing a number of outdated clauses and critical omissions, extensive resources will be required to develop a new mutually acceptable agreement.

Remaining East Waste staff are employed directly against the South Australian Municipal Salaried Officers Award, Local Government Employees Award or are on Individual Contracts and are not directly affected by these negotiations.

## G2. Implementation of a compliant Records Management System

East Waste currently maintains all hard copy files on site, with electronic records now backed up nightly on cloud storage since the implementation of an ICT upgrade in mid-2017. In order to be compliant with our requirements against the *State Records Act 1997*, a system and process for the storage of hard copy files needs to be implemented and the storage of electronic files refined (eg. Implementation of a consistent file naming convention). As well as ensuring appropriate conformance, significant future time savings will occur when documents are required to be called upon.

## G3. Review all Policies and Procedures

Significant advances in the development of Policies and Procedures has occurred at East Waste over the past 2-3 years to ensure improved governance, WHS practices, consistency, efficiency and operational delivery. An internal review of all Policies and Procedures will ensure these remain relevant, up to date and are included on a newly created Policy and Procedures Register.

## G4. Implementation of 2017 Risk Assessment, Payroll & Accounts Payable Actions

In late 2017 East Waste voluntarily underwent a Local Government Association Risk Evaluation which audited East Waste's Work, Health & Safety (WHS), Injury Management (IM) and Risk Management (RM) systems. Pleasingly, and testament to the Organisation's Governance improvement and credentials, a high level of conformance was achieved ensuring a 100% rebate. The audit however identified a number of areas for improvement and implementation of these will ensure East Waste continues to match industry best standards in the above-mentioned areas.

Additionally, an Independent Payroll and Accounts Payable audit, identified a number of actions to improve the consistency and controls in these areas. Implementation Plans will be established to ensure all actions are delivered in a responsive and timely matter for the betterment of the business.



# Operational Management

## OM1. Continue & expand Existing Core Services

East Waste will continue to pursue a complete suite of service offerings to all Member Councils. Where gaps exist with the current service offerings (refer Table 3), East Waste will work with the respective Council(s) to provide business case(s) for a superior and financially more efficient service. Ultimately this will be undertaken with a goal of ensuring all assets and resources are fully utilised, however where required additional resources and/or vehicles will be procured to meet service demand.

## OM2. Develop Service Level Agreements for all Councils & Services

This is an outstanding Action from Year 1 of *East Waste's 10 Year Business Plan 2015-2024* (refer Action 4). A full Service Level Agreement (SLA) currently exists with the City of Burnside and Adelaide Hills Council, while some other Member Councils have one enacted for specific services.

SLAs will be established for all Member Councils, encapsulating all services and documenting performance and reporting requirements as well as the idiosyncrasies required to deliver common services across spatially and demographically diverse Councils. A review of the City of Burnside and Adelaide Hills Council SLAs will also be undertaken to ensure they remain relevant and consistent.

## OM3. Establish Key Performance Indicators and Reporting Framework

This is largely an outstanding Action from Year 1 of *East Waste's 10 Year Business Plan 2015-2024* (refer Action 2 and Action 5). While work has previously been undertaken in this field and Councils currently receive regular reports, the nature of this reporting is disjointed, does not reflect Service Level Agreement (SLAs) requirements and could be significantly improved to provide a superior product.

As a first step, Key Performance Indicators will be established out of the SLAs and with the Board at an Organisational Level. Utilising these and other reporting metrics, a consistent, detailed reporting system is proposed to be established, from the rich pool of data which East Waste currently has. Additionally it is envisaged this information would be aggregated for the benefit of organisational performance monitoring and decision making by the Audit & Risk Management Committee and Board. This process would include extensive consultation with the key stakeholder groups to ensure the products delivered are mutually beneficial.

## OM4. China Sword: Local Government Response & Opportunities

All evidence suggests the impacts of the global downturn in the recycling markets are yet to be fully realised at a local level within either South Australia or Australia. As a generalisation the Australian (kerbside) recycling market has been built upon providing a commodity for sale overseas and with this market now drastically contracted and not matching the benefits previously realised, alternate uses and markets need to be sourced. Local Government through the kerbside collection is a significant contributor to recycling volumes, particularly in plastics, paper and cardboard, and in order to ensure recycling remains viable, generating and/or supporting local initiatives which enhance recycled products (or have a component of) is critical. Through the establishment of localised circular economies long-term sustainability can be achieved and market fluctuations tempered.

East Waste as a Council subsidiary and through our education program has a number of potential avenues for involvement and/or influence in this space. Our activity in this space will largely be guided by future industry and Government actions, but regardless of these it is important East Waste is agile, adaptable to advocate and respond on behalf of Member Councils.



## OM5. Alternate Fuels/Power Option

The East Waste *Annual Plan 2017/18* included an action to have a detailed investigation into transforming the fleet to High Density Compressed Natural Gas (refer Action 3.2.1), following some encouraging preliminary results. Additionally Action 3.2.6 sought the procurement of a generator to call upon during blackouts and enable East Waste to continue frontline communications and office activities.

Since this proposal the State Government has (arguably) improved the reliability of power supply, which calls into question the longer-term value of purchasing an expensive generator, sufficient in size to power Depot Operations, for what is likely to only be required for 3-6 hours per year. Advances in alternate truck fuels has rapidly progressed, to a point where 100% electric residual waste collection trucks are now a real and potential option. There are a small number currently operating within New Zealand (built by an Australian manufacturer) in like environments and an investigation into their local applicability is warranted.

Given both of the points above it is proposed to undertake a holistic investigation into the generation and local storage of power (ie. solar/wind system with battery back-up) and ability to use all or some of this system to power a suite of electric-powered vehicles. In simple terms it is proposed that East Waste could power itself via renewable energy throughout the day (resulting in long-term electricity savings and reduced carbon footprint), with excess power stored in batteries to be drawn upon at night for the charging of a collection vehicle(s) and to provide an uninterrupted power supply during times of mains power loss. Of benefit, as the vast majority of the infrastructure required for this is temporary or easily relocatable, it does not tie East Waste to a long term rental deal in the existing location to justify life-cycle costs.

## OM6. Purchase of replacement RACVs

In line with the East Waste's Vehicle Asset Register, five (5) collection vehicles are due to be replaced in the 2018/19 Financial Year. Replacement of five, will ensure no collection vehicle is greater than seven (7) years old and assist with the delivery of seamless service and minimal lost time due to breakdowns and maintenance costs. Additionally these purchases will upgrade the technological capabilities of the existing fleet, as they will be fitted standard with RFID readers and additional cameras, which the oldest trucks in the fleet do not have. With the current contract expiring in June 2018, it is proposed at this stage to undertake another multi-year tender for the supply of Cab Chassis and Compactors. The feasibility of OM5 will be factored into this.

## OM7. Waste Disposal Opportunities

This is an outstanding Action from Year 4 (2018) of *East Waste's 10 Year Business Plan 2015-2024* (refer Action 8). Currently Member Councils individually hold waste disposal contracts, unlike Green Organics Disposal and Recycling, which is managed under a head contract by East Waste. With the expiration of a number of contracts occurring in early 2018, some preliminary work was undertaken in late 2017 to determine the appetite of commencing work towards a common waste disposal agreement. This preliminary work identified that as a collective of Councils, waste disposal tonnes are significant and savings could be realised with the buy-in of all, however, due to a number of factors (eg. contract maturity and potentially new waste treatment options on the horizon) the timing was not right for progression. In order for East Waste to better position itself and provide Member Councils with information well in advance of the next opportunity (circa 2021-2022), it is proposed to undertake a preliminary Business Case around a joint waste collection contract.

## OM8. Review feasibility of Bin Sensor technology

As part of its technology and innovation advancements, East Waste has partnered with a Company to trial the use of bin capacity sensors, with a view to minimising over-servicing of street and reserve litter bins, ultimately aiming to improve the efficiency of our service. Sensors have been placed across four Councils as a trial (Adelaide Hills-50, Campbelltown-41, Walkerville-8 and Burnside-4) and towards the end of the 2018 calendar year there will be sufficient data to determine their value and merits for retention and/or expansion.



## Communication

As shown in Table 2, *East Waste's 10 Year Business Plan 2015-2024* identifies the need to undertake an employee satisfaction survey annually (refer Action 10). This has previously been deemed as excessive and is now undertaken on a biennial basis in conjunction with the Customer Satisfaction Survey (efficiencies are derived by running the two jointly). The surveys will next be undertaken in the second half of 2019 (2019/2020 Financial Year).

### C1. Continued implementation of 'Why Waste It?' Program

The 'Why Waste It?' campaign has been a highly successful educational and exposure campaign across Member Councils. Incorporating the 'Which Bin' website and My Local Services App, spotlight on waste messaging service, it provides a strong and valuable base educational message and reminder service. Over the past 12 months the offerings under this program have expanded to include educational stalls and bin labelling at community events.

To continue to drive the community towards reducing waste to landfill and minimisation of recycling contamination, both of which have significant financial and environmental implications for Member Councils, it is critical for the community messaging to remain. Continued partnering with the Local Government Association and improvement of the *My Local Services* App in the 2018/19 financial year, will see targeted bin messaging and reminders pushed out that can also be responsive to changes in the collection cycle (eg. Public Holidays, Catastrophic Fire Ban Days).

School Programs will continue to be run through the well-received and highly successful KESAB Wipe Out Waste and *Litter Less* Programs.

### C2. Pilot Education Program focussing on greater utilisation of acquired technologies

East Waste and specific Member Councils have invested heavily in the application of technology advancements in recent years and a wealth of data now exists that can potentially drive new and alternative education and behaviour change programs.

Work will be undertaken in the coming year to determine the best way to progress with this information to derive real behaviour change within our communities and ultimately develop a program to be delivered across multiple years. Part of this work will be identifying potential partners and additional funding sources. Should time, funding and the program permit, a pilot program will be delivered.

In the event this investigation doesn't lead to the development of a longer-term tangible behaviour change program, resources will be invested to identify and scope such a program.

### C3. Present benefits of East Waste Customer Service Software

This is an outstanding Action from Year 3 (2017) of *East Waste's 10 Year Business Plan 2015-2024* (refer Action 9), principally due to an evolution of East Waste's preferred Customer Service software. Prior to the end of the 2017/18 financial year, East Waste will move completely to *Waste Track II* which will see both the GPS and Customer Service system integrated into one. Following a bedding down of this, the software and capabilities will be demonstrated to Member Councils and where advantageous, integrations explored.

### C4. Undertake a Customer Service Improvement Program

As part of East Waste's ongoing service improvement, it is proposed to invest time and resources into advancing the quality and consistency of Customer Service across the Organisation. This will involve customer service training, establishment of agreed 'one-way, same-way' processes and the refinement of scripts and procedures to ensure repeatable quality. While principally focussed on the Administrative staff, it is envisaged it will rolled out to all customer-facing staff.



# Workplace Health & Safety

## WS1. Independent Truck Fleet Audit (A16)

An annual requirement of *East Waste's 10 Year Business Plan 2015-2024 (refer Action 16)*, the independent truck audit provides invaluable mechanical information and peace of mind around the integrity and operational conformance of all collection vehicles. Pleasingly the most recent audit undertaken in September 2017, found very few faults, which is reflective of the quality of mechanics and operational oversight of the workshop within the last 12 months.

Additional benefits of the program include, reducing downtime (faults identified before they become an issue) and a positive contributing factor towards being an employer of choice for Drivers (the additional safety factor is well regarded).

## WS2. Refinement of Hazard & Risk Register

Identified out of the 2017 Risk Management Audit, both the Hazard Register and Risk Register need to be reviewed and updated. While there is some linkage between the two documents, they are largely independent pieces of work. It is envisaged the updating of the registers will be undertaken internally and will ensure East Waste continues to manage its risks in a responsive and proactive manner. This work will also provide a very solid basis for the Local Government Risk Services (LGRS) requirements.

## WS3. Establishment of more detailed reporting and trends of Incidents

This piece of work will be undertaken in conjunction with OM3 and ultimately will enable East Waste to better manage and target staff education in response to data trends. East Waste has implemented the LGRS's preferred WHS and risk management software tool, Skytrust, and while there are a number of shortcomings with the product, East Waste will have a concerted focus on maximising the value of the reporting functions.

This will involve feeding into Audit and Risk Management Committee and Board reporting (OM3) as well as importantly, internal reviews and the guiding of future management strategies and staff training and development.

# Financial Management & Performance

## FM1. Establishment of Budget Framework

Preliminary development of the 2018/19 budget identified a number of areas where greater clarity and transparency is required and can be provided. Some of this work relates to historical interpretations along with an evolution of the business and the activities and coding of financial information not keeping up-to-date.

The Financial statements and existing processes meet all current day financial, auditing and legislative requirements, however to enable better tracking into the future and provide greater clarity, it is proposed to establish a Budget Framework which will further enhance the integrity of East Waste's finances.

## FM2. Review of 10Yr Business Plan

This presents as a carryover function from the current financial year (refer *Annual Plan 2017/18 Action 3.4.5*). With a change of key Executive staff this action has not progressed and it has been determined that it is more appropriate to initially review the strategic intent and direction of the Organisation. A strategic workshop will be held with the Board prior to the commencement of the Financial Year, with the detailed review of the 10Yr Business Plan to follow. It is envisaged the review will follow the same process as outlined in the *Annual Plan 2017/18 (3.4.5)*, that is, commencing with extensive consultation with Member Councils and identified stakeholders.

## FM3. Procurement of Kitchen Caddies & Biobags

All Councils currently include Kitchen Caddies and biobags as part of their service provisions to residents and this is predominately managed by individual Councils. Similar to the Mobile Garbage Bin (MGB) head contract that East Waste holds, it is envisaged savings can be derived for Councils by aggregating purchases of uniformed products under a single contract. This consolidation would also aid in the delivery of education programs and messaging across Member Councils. In addition to financial savings, a review of the storage and delivery requirements by Member Councils would be undertaken in a bid to derive non-financial benefits and improved service delivery.



# Performance Metrics

**Table 4: Summary of Activities and Performance Metrics**

Activity Code	Activity	10YR Business Plan Link	Metric
G1	Collective Workplace Agreement	2.3.2	Commission Approved Enterprise Agreement by 30 August 2018
G2	Implementation of a compliant Records Management System	2.3	<i>State Records Act 1997</i> Compliant Records Management System integrated into business activities
G3	Review all Policies & Procedures	2.3	Up to date Policies & Procedures Register
G4	Implementation of 2017 Risk, Payroll & Accounts Payable Actions	2.3.3	All actions addressed
OM1	Continue & expand Existing Core Services	1.3, 2.4.1	Expansion of existing Service Provisions
OM2	Develop Service Level Agreements for all Councils & Services	2.4.2	Implementation of 7 full Member Council Service Level Agreements
OM3	Establish Key Performance Indicators and Reporting Framework	2.4.3	Suite of KPIs and reporting framework established
OM4	China Sword: Local Government Response & Opportunities	2.4.5	Range of opportunities identified and updates provided to Board
OM5	Alternate Fuels/Power Option	2.4.7.1.	Report identifying preferred options and costing
OM6	Purchase of replacement RACVs	2.4.7	Purchase of replacement vehicles in accord with AMP
OM7	Waste Disposal Opportunities	2.4.5	Business case presented to Board
OM8	Review feasibility of Bin Sensor technology	2.4.6.4	Feasibility Report Undertaken
C1	Continued implementation of 'Why Waste It?' Program	2.5.2	Rollout of <i>Why Waste It?</i> Campaign
C2	Pilot Education Program focusing on greater utilisation of acquired technologies	2.5.2	Development and implementation of pilot Behaviour change program
C3	Present benefits of EW Customer Service Software	2.5.1	Presentation to key Member Council staff
C4	Undertake a Customer Service Improvement Program	2.5.2	Implementation of formalised systems and processes to deliver consistent messaging
WS1	Independent Truck Fleet Audit	2.6.2	All trucks audited and identified issues corrected
WS2	Refinement of Hazard & Risk Register	2.6	Revised and up to date Risk and Hazard Registers
WS3	Establishment of more detailed reporting and trends of Incidents	2.6.1	Suite of KPIs and reporting framework established
FM1	Establishment of Budget Framework	2.7.1	Endorsed Budget Framework ready for F20
FM2	Review of 10Yr Business Plan	10 Y BP	Endorsed 10 Year Plan
FM3	Procurement of Kitchen Caddies & Biobags	2.4.1	Compliant contract established



## Budget Management

East Waste operates almost entirely on a Common Fleet Costing methodology, whereby Member Councils are charged directly against the time it takes to undertake their services. This is achieved through the utilisation of a specialised, highly accurate and powerful cloud-based, real-time GPS based system, supported by detailed reporting capabilities. As a result of this minor variations in the common fleet percentages (and therefore apportioning of Common Fleet costs) occurs throughout the year in response to efficiencies and increased collection costs (eg. Fire Ban days and events). Specific costs (and rebates where applicable) such as waste disposal are directly on-charged, to Member Councils.

The budget to deliver this Annual Plan, along with all of East Waste's Services and legislative requirements is detailed in the following proposed 2018/19 Financial Papers (refer Attachment 1 – 6).

Following on from this Attachments 7 detail the proposed 2018/19 Member Council fees for **Adelaide Hills Council**. With the City of Prospect joining in September 2017 and the inclusion of rear loader activities (street and reserve litter collection and hard waste collection) now incorporated into the Common Fleet costings, a direct comparison in budgeted Collection Fees at the Organisational level from the current year to 2018/19 does not provide any valuable meaning or guidance on the nature of costs. A more accurate determination can be derived at the Member Council level.

The total additional amount to be recovered from Member Councils in the 2018/19 financial year, compared to the revised BR2 budget forecast is \$371,690. This represents an overall increase in fees of 3.26%. The BR2 figure however does not account for a full year of servicing the City of Prospect (only nine months), so when this is extrapolated the increase in fees is **1.26%**. The addition of servicing the City of Prospect and the inclusion of rear loader activities (street and reserve litter collection and hard waste collection) also further adjust the common fleet percentages of all Member Councils, further changing the year to year impact of individual Member Councils.

## Attachment 1

### EAST WASTE

#### COMMON FLEET COSTING WORKSHEET (BUDGET) for the Financial Year Ending 30 June 2019

	FY2019 \$ PROPOSED BUDGET
Total Waste Collection Costs	10,707,912
Total Administrative & Corporate Overhead Costs	1,330,900
Total Expenses Per Profit & Loss	12,038,812
<b>Less: Member Council Non-Collection Income</b>	
Corporate Administration Income	215,800
Bin Maintenance Activities	64,578
	280,378
Total Recoverable Collection Costs - Member Councils	11,758,434
Add: Additional Charges - Board Approved Surplus Charges	-
Total Recoverable Collection Costs - Member Councils	11,758,434

Member Council	C&T %	Estimated Costs to be Allocated	FY2018 Proposed Budget (BR2)	Estimated Movement
Adelaide Hills Council	22.62%	2,659,758	2,598,455	61,303
City of Burnside	16.72%	1,966,010	1,951,688	14,322
Campbelltown City Council	19.24%	2,262,323	2,226,108	36,214
City of Mitcham	14.41%	1,694,390	1,643,107	51,283
City of Norwood Payneham & St Peters	16.21%	1,906,042	1,884,506	21,536
City of Prospect	7.32%	860,717	685,482	175,235
Corporation Town of Walkerville	3.48%	409,194	397,397	11,796
<b>Total</b>		<b>11,758,434</b>	<b>11,386,743</b>	<b>371,690</b>



**EAST WASTE****PROJECTED STATEMENT OF COMPREHENSIVE INCOME (BUDGET)**  
for the Financial Year Ending 30 June 2019

<b>FY 2017 AUDITED ACTUALS \$'000</b>		<b>FY 2018 PROPOSED BR2 \$'000</b>	<b>FY 2019 PROPOSED BUDGET \$'000</b>
	<b>INCOME</b>		
13,068	User Charges	13,849	14,423
30	Investment income	13	30
40	Grants, subsidies and contributions	15	4
408	Other	378	677
<b>13,546</b>	<b>TOTAL INCOME</b>	<b>14,254</b>	<b>15,134</b>
	<b>EXPENSES</b>		
5,164	Employee Costs	4,580	4,876
6,007	Materials, contracts & other expenses	7,486	7,776
332	Depreciation, amortisation & impairment	1,900	2,043
1,724	Finance costs	367	395
<b>13,227</b>	<b>TOTAL EXPENSES</b>	<b>14,333</b>	<b>15,090</b>
<b>319</b>	<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>(79)</b>	<b>45</b>
20	Asset disposals & fair value adjustments	-	20
<b>339</b>	<b>NET SURPLUS / (DEFICIT)</b>	<b>(79)</b>	<b>65</b>
-	Other Comprehensive Income	-	-
<b>339</b>	<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(79)</b>	<b>65</b>



**EAST WASTE****PROJECTED BALANCE SHEET (BUDGET)**

for the Financial Year Ending 30 June 2019

<b>FY 2017 AUDITED ACTUALS \$'000</b>		<b>FY 2018 PROPOSED BR2 \$'000</b>	<b>FY 2019 PROPOSED BUDGET \$'000</b>
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
1,984	Cash & Cash Equivalents	2,478	2,480
412	Trade & Other Receivables	411	411
-	Other Financial Assets	-	-
2,396	<b>TOTAL CURRENT ASSETS</b>	<b>2,889</b>	<b>2,891</b>
<b>NON-CURRENT ASSETS</b>			
6,046	Infrastructure, Property, Plant & Equipment	6,047	6,072
6,046	<b>TOTAL NON-CURRENT ASSETS</b>	<b>6,047</b>	<b>6,072</b>
<b>8,442</b>	<b>TOTAL ASSETS</b>	<b>8,936</b>	<b>8,963</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
826	Trade & Other Payables	826	826
1,701	Borrowings	2,007	2,077
491	Provisions	574	574
3,018	<b>TOTAL CURRENT LIABILITIES</b>	<b>3,407</b>	<b>3,477</b>
<b>NON-CURRENT LIABILITIES</b>			
4,741	Borrowings	4,803	4,616
72	Provisions	72	72
4,813	<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>4,875</b>	<b>4,688</b>
<b>7,831</b>	<b>TOTAL LIABILITIES</b>	<b>8,282</b>	<b>8,165</b>
<b>611</b>	<b>NET ASSETS</b>	<b>654</b>	<b>798</b>
<b>EQUITY</b>			
611	Accumulated Surplus	654	798
<b>611</b>	<b>TOTAL EQUITY</b>	<b>654</b>	<b>798</b>

**EAST WASTE****PROJECTED STATEMENT OF CASH FLOWS (BUDGET)**

for the Financial Year Ending 30 June 2019

<b>FY 2017 AUDITED ACTUALS \$'000</b>		<b>FY 2018 PROPOSED BR2 \$'000</b>	<b>FY 2019 PROPOSED BUDGET \$'000</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
	<b>RECEIPTS</b>		
13,465	Operating Receipts	15,666	16,615
28	Investment Receipts	13	30
	<b>PAYMENTS</b>		
(5,279)	Employee costs	(4,580)	(4,876)
(7,063)	Materials, contracts & other expenses	(8,826)	(9,207)
(320)	Interest Payments	(367)	(395)
831	<b>NET CASH PROVIDED BY (OR USED IN) OPERATING ACTIVITIES</b>	1,905	2,167
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
	<b>RECEIPTS</b>		
104	Sale of Replaced Assets	-	20
	<b>PAYMENTS</b>		
(2,522)	Expenditure on Renewal/Replaced Assets	(1,901)	(2,067)
-	Expenditure of New/Upgraded Assets	-	-
-	Distribution to Councils	-	-
(2,418)	<b>NET CASH PROVIDED BY (OR USED IN) INVESTING ACTIVITIES</b>	(1,901)	(2,047)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
	<b>RECEIPTS</b>		
122	Capital Contributed by Member Councils	122	-
1,926	Proceeds from Borrowings	1,972	1,890
	<b>PAYMENTS</b>		
(1,275)	Repayment of Borrowings	(1,604)	(2,007)
773	<b>NET CASH PROVIDED BY (OR USED IN) FINANCING ACTIVITIES</b>	490	(117)
(814)	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	494	3
2,798	<b>CASH &amp; CASH EQUIVALENTS AT BEGINNING OF PERIOD</b>	1,984	2,478
1,984	<b>CASH &amp; CASH EQUIVALENTS AT END OF PERIOD</b>	2,478	2,480



**EAST WASTE****PROJECTED STATEMENT OF CHANGES IN EQUITY (BUDGET)**  
for the Financial Year Ending 30 June 2019

FY 2017 AUDITED ACTUALS \$		FY 2018 PROPOSED BR2 \$'000	FY 2019 PROPOSED BUDGET \$'000
150	BALANCE AT END OF PREVIOUS REPORTING PERIOD	611	611
339	Net Surplus / (Deficit) for Year	(79)	65
122	Contributed Equity	122	122
-	Distribution to Councils	-	-
<u>611</u>	<b>BALANCE AT END OF REPORTING PERIOD</b>	<u>654</u>	<u>798</u>

**EAST WASTE****PROJECTED UNIFORM PRESENTATION OF FINANCES STATEMENT (BUDGET)**  
for the Financial Year Ending 30 June 2019

FY2017		FY 2018	FY 2018
AUDITED ACTUALS		PROPOSED BR2	PROPOSED BUDGET
\$'000		\$'000	\$'000
13,546	Income	14,254	15,134
13,227	Expenses	14,333	15,090
319	<b>Operating Surplus / (Deficit)</b>	(79)	45
<b>less Net Outlays on Existing Assets</b>			
2,522	Capital Expenditure on Renewal and Replacement of Existing Assets	1,901	2,067
(332)	Depreciation, Amortisation and Impairment	(1,900)	(2,043)
(104)	Proceeds from Sale of Replaced Assets	-	(20)
2,086		1	5
<b>Less Net Outlays on New and Upgraded Assets</b>			
-	Capital Expenditure on New and Upgraded Assets	-	-
-	Amounts Specifically for New and Upgraded Assets	-	-
-	Proceeds from Sale of Surplus Assets	-	-
-		-	-
(1,767)	<b>NET LENDING / (BORROWING) FOR FINANCIAL YEAR</b>	(80)	40



DRAFT Member Council Fees 2018/19				
Adelaide Hills Council	Adopted 2017/2018 Fees	Draft Budget 2018/19	Movement	Comments
East Waste Equity Loan	\$ 18,140.00	\$ -	-\$ 18,140.00	To be funded by East Waste
Administration Fee Fixed	\$ 35,967.00	\$ 30,828.57	-\$ 5,138.43	Reduction due to City of Prospect inclusion
Collection Fees	\$ 2,658,255.00	\$ 2,659,757.76	\$ 1,502.76	
Green Organics Processing	\$ 125,724.00	\$ 120,322.33	-\$ 5,401.67	Charged at-cost to Council - based on projected tonnes
Hard Waste Disposal Fees	\$ 27,093.00	\$ 18,594.08	-\$ 8,498.93	Charged at-cost to Council - based on projected tonnes
Bin Finance	\$ 64,578.00	\$ 64,578.00	\$ -	Charged at-cost to Council
Waste Costs Sub Total	\$ 2,929,757.00	\$ 2,894,080.74	-\$ 35,676.26	
Recyclables Income	\$ 126,674.00	\$ 110,654.00	-\$ 16,020.00	Subject to contamination rate

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 May 2018  
AGENDA BUSINESS ITEM**

**Item:** 12.8

**Originating Officer:** Lachlan Miller, Executive Manager Governance & Performance

**Responsible Director:** Terry Crackett, Director Corporate Services

**Subject:** Location of Council's Principal Office

**For:** Decision

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**SUMMARY**

Council's Principal Office is located at 28 Onkaparinga Valley Road (the Woodside Office, not the Library/Service Centre).

The *Local Government Act 1999* (the Act) requires councils to resolve the location of the Principal Office and therefore any change to the location. Further the legislation requires councils to consult about the manner, places and times at which its offices will be open to the public to transact business and if there are any significant changes to these arrangements.

While the terminology implies that it is a significant matter, the actual impact of a change in the Principal Office is limited to the location at which specified documents must be available to the public and the eligibility for a travel time payment for Council Members. A change in the location does not impact the range of services provided or the hours of business at any of Council's Service Centres.

The purpose of this report is for Council to consider a proposal to change the location of the Principal Office from the Woodside Office to the Stirling Office.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted
  2. To determine the location of the Principal Office to be 63 Mount Barker Road, Stirling with the hours of business to be 8.30am – 5.00pm, Monday to Friday, except public holidays.
- 

**1. GOVERNANCE**

➤ **Strategic Management Plan/Council Policy**

Goal	Organisational Sustainability
Strategy	Governance

The determination of the location of the Principal Office influences Council's ability to adhere to legislative requirements to ensure public accountability and exceed those requirements where possible.

Council's Public Consultation Policy requires that, unless otherwise prescribed in legislation, Council's public consultations will be for a minimum of 21 clear days.

Council's Allowance & Benefits Policy sets out the allowances, reimbursements, facilities and support that are payable to Council Members under ss76-78 of the *Local Government Act 1999* (the Act). Clause 8 of the Policy provides for an annual travel time payment on the basis the distance between the usual residence of the Council Member and the location of the Principal Office.

➤ **Legal Implications**

Section 45(1) of the Act requires councils to nominate a place as its Principal Office for the purposes of the Act. Further subsection (2) requires the Principal Office to be open to the public for the transaction of business hours determined by the council.

Section 45(3) prescribes that councils should consult with its local community, in accordance with its public consultation policy about the manner, places and times at which its offices will be open to the public to transact business and if there are any significant changes to these arrangements.

A number of sections of the Act (ss 44, 48, 49, 50, 63, 68, 77(1)(b), 79, 80(A), 90(8), 92, 105, 110, 123, 188, 196, 207, 219, 231, 252, 259 and 270), *Local Government (Elections Act) 1999* (Part 14), *Freedom of Information Act 1991* (s9) and the *Local Government (Procedures at Meetings) Regulations 2013* (r7) require councils to have specified registers, codes and policies (the statutory documents) available for inspection at the Principal Office during ordinary office hours.

Section 280 identifies the locations and means by which a document may be served on or given to a council, subsection (1)(a) provides that one of these is by leaving it at the Principal Office of the council.

➤ **Risk Management Implications**

Determining the location of the Principal Office process in a manner that is compliant with legislation will assist in mitigating the risk of:

*Poor governance practices occur which lead to a loss of stakeholder (i.e. customer and regulator) confidence and/or legislative breaches.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	Medium (3D)	Medium (3D)

Note that there are many other controls that assist in mitigating this risk.

➤ **Financial and Resource Implications**

The foreseen financial implication of changing the location of the Principal Office is the requirement to provide travel time payments to Council Members who reside 30km – 50km from the Principal Office at the rate of \$336/annum. As such there is sufficient provision in the 2017/18 and the draft 2018/19 budgets.

There are no foreseen resource implications of changing the location of the Principal Office.

➤ **Customer Service and Community/Cultural Implications**

The foreseen customer service implication of changing the location of the Principal Office is that it will enhance the timeliness of statutory documentation provision and provide a greater opportunity for governance staff to answer queries arising from members of the public viewing the documentation in a face-to-face manner.

There are no anticipated decreases in customer service (either range of services or hours of business) for the Woodside Service Centre arising from the change of Principal Office.

It is not anticipated that the change will result in any community or cultural implications.

➤ **Environmental Implications**

Not applicable.

➤ **Engagement/Consultation conducted with Council Committee, Regional Subsidiary, Advisory Group, the Administration and Community**

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable

*Council Workshops:* The potential change of the location of the Principal Office was discussed at the 15 May 2018 Council Workshop.

*Advisory Groups:* Not Applicable

*Administration:* Chief Executive Officer  
Director Corporate Services  
Director Community & Customer Service  
A/Director Engineering & Assets  
Director Strategy & Development  
Manager Library & Customer Service  
Manager Information Systems  
Governance & Performance Project Officer  
Executive Assistant Mayor & CEO

*Community:* Not Applicable



## 2. BACKGROUND

At its meeting on 7 July 1997, the inaugural Adelaide Hills Council determined Council's Principal Office (under the s42(1) of the *Local Government Act 1934*, as follows:

### 14.1 Appointment of Principal Office of Council

**Moved Cr Taylor**

**S/- Cr Potter**

**and carried**

**That the principal office of the Adelaide Hills Council be:**

**28 Main Street**

**PO Box 44**

**WOODSIDE S A 5244**

**WOODSIDE S A 5244**

**Phone: 8408 0400**

**Fax: 8389 7440**

As per the above resolution Council's Principal Office is 28 Onkaparinga Valley Road (another name for Main Street) which is Woodside Office however this is not generally accessible to the public and the Library at No. 26 acts as the Service Centre (and entry portal) for that Office. The hours of business for the Woodside Service Centre are Monday, Tuesday, Wednesday and Friday 9.00am – 5.00pm and Thursday 9.00am – 8.00pm.

Council's Stirling Service Centre (as distinct from the Coventry Library) has the following hours of business for members of the public Monday to Friday 8:30am – 5.00pm.

## 3. ANALYSIS

### Postal Address

Previous discussions regarding the location of the Principal Office have (at times) erroneously been linked to the postal address of the Council (and the location of the Records function).

Council's current postal address at PO Box 44, Woodside is located outside of the metropolitan delivery zone which results in additional days for delivery.

While there is desirability for the postal address to be within the metropolitan delivery zone (and correspondingly the Records function to be located at Stirling), it is an unrelated issue to the location of the Principal Office and will be pursued as part of Council's Accommodation Review project.

### Council Member Payments

As identified in the Governance Section above, Council's Allowance & Benefits Policy (Policy) provides for an annual travel time payment on the basis the distance by the nearest roads between the usual residence of the Council Member and the location of the Principal Office.

While the composition of the post-November 2018 Council is unknown, the financial implications for the current Council from a change to the location to the Principal Office would most likely be two annual payments of \$336 each (subject to the eligibility criteria of the Policy). This rate is likely to be reviewed as part of the Determination for the allowances and reimbursements for Council Members to apply from the upcoming election however it is not anticipated to rise by more than the CPI index.

#### Statutory Documents Access and Queries

The statutory documents required to be available for viewing at the Principal Office (as identified in the Governance Section above) are maintained by the Governance & Performance Department located at the Stirling Office. In addition to meeting the legislative requirements regarding availability at the Principal Office, the majority of these documents are also made available at all Service Centres and on Council's website.

The majority of requests for these statutory documents have, anecdotally, been made at the Woodside Office (current Principal Office). This can be problematic for the following reasons:

- There can, depending on the document being requested, be a delay in the provision of the document while the Governance Department verifies its currency and completeness. This involves phone calls from the Woodside to the Stirling Office and the transmission of electronic files; and
- When the member of the public, upon viewing the documents, has queries in relation to those documents responses are not able to be provided by the on-site staff. The staffing of the Woodside Library is the rotating Customer Service/Library Officers who do not have, and could not reasonably be expected to have, the technical knowledge or skills to answer these queries.

While the first delay is largely unavoidable, for the latter either a call is made at the time to the Stirling Office and member of the Governance Department will answer the query or the contact details of the Governance Department are provided and the query is dealt with at a later time. The frequency of these situations fluctuates and can be driven by unrelated Council issues gaining prominence in the community but would average at 1-2/month.

Locating the Principal Office to Stirling would most likely reduce the delays in the former and provide for richer and more immediate communication in the latter.

#### Council Office Hours of Business and Service Provision

The hours of business identified above for the Woodside and Stirling Service Centres, and the range of services provided by each, are considered by the Administration as being reasonable and appropriate for members of the public to transact business. As such no change to these hours or range of services is proposed or anticipated as a result of the Principal Office location change.

#### Public Consultation on the Change of Location of the Principal Office

The Administration has received legal advice which advises that, as the proposed change of location does not entail changes to hours of business or range of services at either Service Centre, it does not result in a significant change for the purposes of s45(3).

Nevertheless it remains Council's option to undertake a discretionary consultation, in accordance with the Public Consultation Policy.

The Administration's position is that the absence of any discernible negative impact and only a modest positive impact on the community would appear to make public consultation unnecessary.

**4. OPTIONS**

Council has the following options:

- I. If Council desires to change the Principal Office location:
  - a. To resolve the change (Recommended)
  - b. To resolve to commence public consultation on the change of location for the Principal Office to Stirling (Not Recommended)
- II. If Council does not desire to change the location of the Principal Office, Council needs only to receive and note the report.

**5. APPENDIX**

Nil

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 May 2018  
AGENDA BUSINESS ITEM**

**Item:** 12.9

**Originating Officer:** Deryn Atkinson, Manager Development Services

**Responsible Director:** Marc Salver, Director Strategy & Development

**Subject:** DA Fee Waiver Request for Bridgewater Uniting Church

**For:** Decision

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**SUMMARY**

The Bridgewater Uniting Church has lodged Development Application 473/291/18 with Council for alterations and additions to the existing place of worship at 407 & 409 Mount Barker Road Bridgewater.

The Bridgewater Uniting Church is a community not for profit organisation and seeks a waiver of a portion of the fees associated with Development Application 473/291/18. The cost of the development is \$140,000. As the development cost exceeds \$100,000 in accordance with point 11 of the Council's *Development Application Fee Waiver Policy* the request must be reported to Council for approval.

In this instance, if the fee waiver is granted \$515.00 of the \$906.75 development application fees due will be waived in accordance with Council's Development Application Fee Waiver Policy. The balance of fees (\$391.75) will be payable by the Bridgewater Uniting Church.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted.
  2. That a maximum of \$515.00 in development fees be authorised to be waived for the Bridgewater Uniting Church for Development Application 473/291/18 in accordance with Council's Development Application Fee Waiver Policy.
- 

**1. GOVERNANCE**

➤ **Strategic Management Plan/Council Policy**

Goal: Organisational Sustainability  
Strategy: Governance

The request has been considered in accordance with Council's adopted *Development Application Fee Waiver Policy* (DEV-05).

➤ **Legal Implications**

Section 39(4)(c) of the Development Act 1993 allows the relevant authority to waive payment of whole or part of the application fees for the assessment of a development application.

➤ **Risk Management Implications**

The authorisation of the development application fee waiver by Council will assist in mitigating the risk of:

*Poor governance practices occurring which may lead to a loss of stakeholder (i.e. customer and audit) confidence and/or legislative breaches.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	Medium (3D)	Medium (3D)

➤ **Financial and Resource Implications**

If the waiver of fees is granted Council will forego up to \$515.00 of income (if building rules consent is issued by Council) or \$415.00 if only development plan consent is sought, noting that a private certifier maybe engaged to undertake the building rules assessment.

The Council Policy requires a community group to pay all the building rules assessment fees associated with the application except for the first \$100 of these fees. On this basis, the Bridgewater Uniting Church is required to pay \$391.75 of the \$491.75 building assessment fees if the fee waiver is approved by the Council.

➤ **Customer Service and Community/Cultural Implications**

By authorising the waiver of the development application fees Council will be supporting a community group to improve a community facility.

➤ **Environmental Implications**

Not applicable

➤ **Engagement/Consultation conducted with Council Committee, Regional Subsidiary, Advisory Group, the Administration and Community**

No public consultation is required in this instance as Council is only considering the merits the fee waiver request in accord with Council's adopted Policy.

*Council Committees:* Not applicable

*Council Workshops:* Not applicable

*Advisory Groups:* Not applicable

*Administration:* Not applicable

*Community:* Not applicable

**2. BACKGROUND**

The Bridgewater Uniting Church has lodged Development Application 473/291/18 with Council to undertake alterations and additions at the place of worship situated at 407 & 409 Mount Barker Road, Bridgewater.

The Bridgewater Uniting Church is a community not for profit organisation providing services to the local community.

**3. ANALYSIS**

The Bridgewater Uniting Church has applied for a waiver of the relevant fees in accordance with the Council's *Development Application Fee Waiver Policy*. Pursuant to the Policy, the Manager Development Services has delegation to waive fees for developments with a construction value of up to \$100,000 for community organisations. The construction value of this proposal is stated as \$140,000 and Council is the relevant authority to determine if the fees should be waived.

The following fees are ordinarily payable:

Lodgement fees	\$ 133.00
Planning assessment fee	\$ 175.00
Category 2 public notification fee	\$ 107.00
Building assessment fee	\$ 351.00
Essential safety provisions fee	\$ 96.00
Certificate of occupancy	\$ 44.75
TOTAL	\$ 906.75

In accordance with the *Development Application Fee Waiver Policy*, \$415.00 in planning fees and \$100.00 in building fees could be waived, a total of \$515.00. The remaining fees of \$391.75 is payable by the community organisation.

The proposed development is likely to benefit the community and the waiver of the development application fees above will assist the Bridgewater Uniting Church in undertaking the alterations and additions to their facility.

Administration is recommending:

1. That the report be received and noted.
2. That a maximum of \$515.00 in development fees be waived for the Bridgewater Uniting Church for Development Application 473/291/18 in accordance with Council's *Development Application Fee Waiver Policy*.

**4. OPTIONS**

Council can determine to either:

- I. To approve the waiver of up to \$515.00 in development fees (Recommended).
- II. To not approve the waiver of development fees (Not Recommended).

**5. APPENDIX**

Nil

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
22 May 2018  
AGENDA BUSINESS ITEM**

**Item:** 12.10

**Originating Officer:** Marc Salver, Director Strategy and Development

**Responsible Director:** Marc Salver, Director Strategy and Development

**Subject:** Gawler River Floodplain Management Authority (GRFMA)  
2018/21 Business Plan and Draft 2018/19 Budget

**For:** Decision

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**SUMMARY**

The GRFMA is a regional subsidiary established under the Local Government Act 1999 to co-ordinate the construction, operation and maintenance of flood mitigation infrastructure for the Gawler River and associated activities. In accordance with the Charter for the Gawler River Floodplain Management Authority (GRFMA), Council received correspondence from the Executive Officer of the Authority on 27 March 2018 providing a copy of 2018/21 Business Plan (**Appendix 1**) and draft 2018/19 Budget (**Appendix 2**) seeking approval from Council for its annual contribution.

The GRFMA maintains a three-year Business Plan and is required to review the Plan annually in consultation with its Constituent Councils. The draft 2018/19 Budget has been prepared to be consistent with the activities and circumstances referred to in the Business Plan, and recommends a 2.5% CPI increase in Constituent Councils contributions, plus an additional contribution of \$150,000 towards the maintenance and operational costs for the Bruce Eastick Dam. For our Council this translates to an increase of \$14,802 for the 2018/19 Financial Year as compared with the \$10,429 contribution last FY. Our Council's total contribution for the 2018/19 Financial Year will therefore be \$25,231. Note that this amount has been included in the Council's draft Budget for 2018/19.

In accordance with clause 11.2.3 of the Charter, the GRFMA is seeking approval from all of the Constituent Councils in relation to their respective contributions in preparation for the adoption of the GRFMA's 2018/19 draft Budget by the Authority's Board at its 21 June 2018 meeting.

**RECOMMENDATION**

**Council resolves:**

- 1. That the report be received and noted.**
  - 2. To advise that it has reviewed the Gawler River Floodplain Management Authority's 2018/21 Business Plan and approves the Adelaide Hills Council's contribution of \$25,231 as set out in the draft 2018/19 Budget.**
-



## 1. GOVERNANCE

### ➤ Strategic Plan/Council Policy

**Goal 1**                      **People and business prosper**  
**Goal 4**                      **Explore ideas and work with others**

Strategy 4.6              Pursue opportunities to share resources and partner with others for better community outcomes

### ➤ Legal Implications

The GRFMA is a Regional Subsidiary established under Section 43 and Schedule 2 of the *Local Government Act 1999*.

Schedule 2 requires that a regional subsidiary must prepare and adopt a business plan. The Plan must set out the performance targets, a statement of the financial and other resources, and the performance measures to be used to monitor and assess performance against the performance targets. The plan can be a multi-year plan but the regional subsidiary must review its business plan on an annual basis in consultation with its Constituent Councils. It does not however, require approval from the Constituent Councils.

Schedule 2 also requires the regional subsidiary to prepare a budget for each financial year. This budget must deal with each principal activity of the subsidiary, be consistent with the business plan, comply with the regulations and must be provided to the Constituent Councils within 5 days after adoption.

The Authority's Charter states that the Authority will have a rolling Business Plan in respect of the ensuing three years. Further the Charter states that the budget must be submitted in draft form to each Constituent Council before 31 March for approval of its contribution for the following financial year.

### ➤ Risk Management Implications

Review the Business Plan and approving the AHC contribution to the Authority will assist in mitigating the risk of:

*Failure to approve the AHC contribution to GRFMA leading to reduced ability of the Authority to discharge its role as set out in the GRFMA Charter.*

Inherent Risk	Residual Risk	Target Risk
High (3B)	Low (2D)	Low (2D)

### ➤ Financial and Resource Implications

The Constituent Councils are being asked to review the Business Plan and to approve their contribution but not approve the Budget per se.

The GRFMA Board will review and approve the draft Budget after receiving advice from each of the Constituent Councils is received. This will be done at the forthcoming Board meeting scheduled for 21 June 2018.

The GRFMA's key sources of revenue are the contributions from the Constituent Councils for both administration and maintenance which have been increased by 2.5% for 2018/19 to achieve a balanced budget given the expenditure outlined below.

Council's contribution to the GRFMA is 1.73% in terms of Capital Works and maintenance of Assets, and 16.66% (equal share) of the Operational Costs.

The GRFMA is planning to undertake some minor Capital Works (\$70,000) to repair the scouring on the right abutment of the Bruce Eastick Dam in the 2018/19 year. A total amount of \$150,000 has been included in the draft Budget for operational and capital works to the said Dam. However, the impending \$27 million Northern Floodway project proposal will be consulted on at the relevant time, noting our Council's previous resolution that such works be funded primarily from State and Federal Government and not the Constituent Councils.

Operational costs for 2018/19 relate entirely to administration of the GRFMA at \$76,662. Our Council's total contribution to the capital, maintenance and operational costs of the GRFMA for the 2018/19 FY amounts to \$25,231. Note that the Authority projects a total income of \$233,088, and a Net Loss of \$94.

➤ **Customer Service and Community/Cultural Implications**

Not applicable

➤ **Environmental Implications**

Not applicable

➤ **Engagement/Consultation conducted with Council Committee, Regional Subsidiary, Advisory Group, the Administration and Community**

The GRFMA has engaged with Constituent Councils regarding the review and adoption of its Annual Business Plan and Budget. There is no requirement to consult with the community in this regard.

*Council Committees:* The draft Annual Business Plan and Budget will be considered by the Board of the GRFMA at its meeting scheduled for 21 June 2018

*Council Workshops:* Not Applicable

*Advisory Groups:* Not Applicable

*Administration:* Director Corporate Services  
Manager Financial Services

*Community:* The anticipated increase for our Council's contribution as proposed in the draft GRFMA Budget has been included in Council's draft 2018/19 Budget which went out for public consultation in April. No further community consultation is required for the GRFMA Annual Business Plan and draft Budget.

## **2. BACKGROUND**

The Constituent Councils for the Authority are City of Playford, Adelaide Plains Council (formerly the District Council of Mallala), Town of Gawler, The Barossa Council, Light Regional Council and the Adelaide Hills Council.

The Gawler River catchment is fed predominantly by the North and South Para Rivers and it is via the latter that AHC is an interest in the Authority.

Before the Authority adopts its Budget, it requires approval from each of the Constituent Councils for their respective contributions for the year.

## **3. ANALYSIS**

The scope of the GRFMA Annual Budget is small in comparison to the extensive undertakings by Constituent Councils.

The 2018/19 draft Budget has been prepared based on 2017/18 Budget estimates with an annual increase (September 2017 Local Government Price Index) of 2.5% to general expenses. No increase has been applied to the Chair honorarium or Executive Officer costs. In considering the 2018/19 Budget the Board noted the recent Bruce Eastick North Para Flood Mitigation Dam Inspection Report undertaken by Newman Engineering which made a number of recommendations in relation to management of the Dam. As a result, the Board at its 15 February 2018 meeting resolved as follows:

*“The Board has resolved that an additional amount of \$150,000 be included in the draft GRFMA 2018/2019 Budget document for Dam operations and maintenance item requirements identified at item 8, page 7 of the report. GRB 17/104”*

At the request of the GRFMA Board, the 26 March 2018 Audit Committee Meeting discussed the proposed works (\$150,000) to determine which elements were capital, maintenance or operational.

The Audit Committee determined that of the \$150,000:

- works associated with reinstatement of the road access and repairs to scouring on the right abutment to be capital expenses (total budget cost \$70,000), with
- the remaining items to be operational (total budget cost \$80,000).

The Board also noted ongoing discussions with the State and Federal Government regarding the capital cost and funding requirements for the proposed \$27 million in flood mitigation initiatives (Northern Floodways Project) as recommended in the 2016 Gawler River Flood Review Report.

It was agreed that costings related to the Northern Floodways Project will not be included in the 2018/19 GRFMA Budget considerations and the Board resolved that:

*“A separate consultation process with Constituent Councils, outside the 2018/19 annual budget process, will be undertaken, as appropriate, by the GRFMA on the solution designs, costings and funding mechanisms required by Local, State and Federal Governments and other funding partners. Councils and the GRFMA should then subsequently agree the most appropriate process to recognise and achieve required contributions.”*

With the above in mind, the 2018/19 Draft Budget for the Authority reflects a Net loss of \$94.

Key elements of the 2018/21 Business Plan include:

- The Gawler River 2016 Flood Review report recommendations for flood mitigation works to be undertaken in the lower Gawler River with a first stage indicative cost of \$27 million:
  - a) proposed Gawler River Northern Floodway Project
  - b) upgrade and maintenance of the levee system, and
  - c) management of silt and pest vegetation.

The GRFMA has resolved to progress the report recommendations in 2018.

- Maintenance and operations of the scheme during 2018 to 2021 which will include:
  - Establishment of a detailed Consequence Assessment of the Dam pursuant to ANCOLD guidelines
  - Preparation of Dam Safety Emergency Plans and Operation and Maintenance Manuals
  - Reinstatement of Dam access roads
  - Dewatering and inspection of the low-level inlet
  - Survey of survey monuments on the Dam, and
  - Scheduled inspections and environmental management of land associated with the Dam's location.

With all the above in mind, Administration recommends that Council advises the Authority that it has reviewed the Gawler River Floodplain Management Authority's 2018/21 Business Plan and approves the Adelaide Hills Council's contribution of \$25,231 as set out in the draft 2018/19 Budget.

#### **4. OPTIONS**

Council can determine to either:

- I. Endorse the Council's contribution of \$25,231 as contained in the draft 2018/19 GRFMA Budget (Recommended).
- II. Not endorse the Council's contribution as contained in the draft 2018/19 GRFMA Budget (Not Recommended).

#### **5. APPENDICES**

- (1) 2018/21 GRFMA Business Plan
- (2) Draft 2018/19 GRFMA Budget

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# **Appendix 1**

*2018/21 GRFMA Business Plan*

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# BUSINESS PLAN

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## 2018-2021

### Gawler River Floodplain Management Authority

Constituent Councils:

*Adelaide Hills Council*

*Adelaide Plains Council*

*The Barossa Council*

*Town of Gawler*

*Light Regional Council*

*City of Playford*

# GRFMA

# Business Plan 2018-2021

## Gawler River Floodplain Management Authority (GRFMA)

### The Gawler River

The Gawler River is formed by the confluence of the North Para and South Para in the town of Gawler, and is located in the Adelaide Plains district of South Australia. The district surrounding the river produces cereal crops and sheep for both meat and wool, as well as market gardens, almond orchards and vineyards. The farm gate output of the Mallala, Gawler Belt and Virginia area horticultural areas is estimated to be at least \$225 million.

### History

The river is subject to periodic flood events.

Desirable Levels of Protection Cost of Flooding	
Flood Frequency (ARI)	Estimated Damages
1 in 10	\$15m
1 in 20	\$24m
1 in 50	\$102m
1 in 100	\$182m
1 in 200	\$212m
Average Annual Damage	\$7.40m
Present Value of Damages*	\$109m



Properties at Risk				
Flood Frequency (ARI)	Number of residential properties within each hazard rating			
	Low	Medium	High	Extreme
1 in 50	1056	785	483	236
1 in 100	1559	1451	1179	457
1 in 200	1814	1652	1419	615

Following the November 2005 flood, which flooded the Virginia district and township, a series of meetings of the major stakeholders led to the approval of \$20 million in funding from Federal, State and Local Governments to fund the Gawler River Flood Mitigation Scheme (Scheme Works).

The Scheme Works had three parts:

- One The construction of a flood control dam on the North Para River near Turretfield designed to control a 1 in 100 year flood.
- Two The modification of the South Para Reservoir dam wall and spillway to provide 1 in 100 year flood control storage on top of full reservoir storage (completed 2012).
- Three The formalisation of controlled flow paths for floodwaters along the lower reaches of the Gawler River.

Following successful construction of the flood control Dam on the North Para (Bruce Eastick North Para Flood Mitigation Dam) in 2007 and modification of the South Para Reservoir Dam and spillway in 2012, the GRFMA Board initiated the Gawler River Flood Mitigation Scheme – Mark Two. The Gawler River Flood Mitigation Scheme – Mark Two includes:

- further development of the preliminary assessment of possible local area levees prepared in the 2008 Gawler River Floodplain Mapping Study at Gawler, Angle Vale and Two Wells and to develop a levee strategy for Virginia.
- establishment of a protocol with the Floodplain Councils that where development of land in areas identified as ‘at risk of flooding’ is planned to proceed by the implementation of a local area levee that mapping of the proposed levees on the Gawler River Floodplain Mapping Study Model will be required.
- to develop a funding strategy for flood protection that is delivered by local area levees on the questions of who should own and maintain the levees and whether local area levees are regional works that the GRFMA should fund or are they local works that are the responsibility of the local Council.
- investigate opportunities for funding partners and grants to undertake the necessary assessments and designs.

The GRFMA Board is continuing flood mitigation initiatives outlined in Mark Two.

## **Purpose of the GRFMA**

The Gawler River Floodplain Management Authority (GRFMA) was formed as a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999 on 22 August 2002. The Constituent Councils are the Adelaide Hills Council, The Adelaide Plains Council, The Barossa Council, The Town of Gawler, Light Regional Council, and the City of Playford.

The Charter provides for one independent person, who is not an officer, employee or elected member of a Constituent Council, to be appointed as the Chairperson of the Board of Management of the GRFMA for a term of two years.

The Charter sets down the powers, functions, safeguards, accountabilities and an operational framework and the Business Plan sets down the operational plan and financial plan to achieve agreed objectives.



The Authority has been established for the following purposes:

- to co-ordinate the construction, operation and maintenance of flood mitigation infrastructure for the Gawler River. This purpose is the core business of the Authority;
- to raise finance for the purpose of developing, managing and operating and maintaining works approved by the Board;
- to provide a forum for the discussion and consideration of topics relating to the Constituent Council's obligations and responsibilities in relation to management of flood mitigation for the Gawler River; and
- upon application of one or more Constituent Councils pursuant to clause 12.4:
  - to coordinate the construction, maintenance and promotion and enhancement of the Gawler River and areas adjacent to the Gawler River as recreational open space for the adjacent communities; and
  - to enter into agreements with one or more of the Constituent Councils for the purpose of managing and developing the Gawler River.

A Technical Assessment Panel has been appointed to support the decision-making processes of the Board with delegated powers to provide advice and manage the technical aspects of the design, assessment and construction of the various parts of the Scheme

An Audit Committee has been appointed to review:

- the annual financial statements to ensure that they present fairly the state of affairs of the Board; and
- the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the Board on a regular basis.

The following Policies have been adopted to provide management guidelines for the day-to-day business of the GRFMA:

- Access to Meetings and Documents
- Internal Review of Decisions
- Procurement and Operations
- Dam Valuation
- Public Consultation
- Treasury Management



Further work will be undertaken to complete the Asset Management Plan in relation to the Bruce Eastick North Para Flood Mitigation Dam and associated land. This will provide a longer-term approach to management of GRFA assets.

To meet the statutory and operational responsibilities the GRFMA will maintain appointment of a part time Executive Officer, and an Auditor, on a contract basis.

The Board is required to hold a minimum of 6 meetings per year and to provide the required, Business Plans, Budgets Reports and Audited Statements to its Constituent Councils required by the Charter and Local Government 1999.

The Board will conduct two reviews each year of its performance against the targets set in this Business Plan that will form part of the report to its Constituent Councils and will be included in its Annual Report.

## Cost of Operations

The scope of the GRFMA annual Budget and operations is small in comparison to the extensive undertakings by constituent councils.

Principally the budget revenue is sourced from predetermined “formulae based” financial contributions by the six constituent councils, opportunistic funding applications and some interest from financial institutions. Recently any shortfalls in income (over expenditure) have been met from reserves.

Expenditure is principally budgeted on estimated costs of Executive Management and administrative and governance requirements of the Authority according to its charter. Some costs are incurred with maintenance of the Bruce Eastick North Para River Flood Mitigation Dam site and access.

The contributions of the Constituent Councils are based on the following percentage shares for capital works, maintenance of Scheme assets and operational costs of the Authority. (GRFMA Charter Clause 10)

## Constituent Council Shares for Contributions

Constituent Council	Capital Works Percentage Share	Maintenance of Assets Percentage Share	Operational Costs Percentage Share
Adelaide Hills Council	1.73%	1.73%	16.66%
The Barossa Council	8.67%	8.67%	16.66%
Town of Gawler	17.34%	17.34%	16.66%
Light Regional Council	8.67%	8.67%	16.66%
Adelaide Plains Council	28.91%	28.91%	16.66%
City of Playford	34.68%	34.68%	16.66%
Total	100%	100%	100%

## Work Priorities 2018/2021



In 2016/17 the GRFMA engaged:

ECOM to provide a fatal flaw screening assessment for the potential raising of the North Para Dam by up to 10 metres to provide additional flood protection for a 1 in 100 Annual Event Probability(AEP) event to the township of Gawler and further downstream.

Australian Water Environments to undertake the Gawler River 2016 Flood Review.

Both reports have been subsequently completed and following consultation with constituent councils the GRFMA have resolved not to facilitate any further consideration of extending the height (10mtr) of the dam until initiatives recommended in the Gawler River 2016 Flood Review report are implemented and outcomes considered.

The Gawler River 2016 Flood Review report provides three recommendations for works to be undertaken and provides first stage indicative costs of \$27 million:

- a) proposed Gawler River northern floodway;
- b) upgrade and maintenance of the levee system; and
- c) management of silt and pest vegetation.

The GRFMA has resolved to progress the report recommendations in 2018.

Maintenance and operations of the scheme during 2018 to 2021 will include:

- establishment of a detailed Consequence Assessment of the Dam pursuant to ANCOLD guidelines;
- preparation of Dam Safety Emergency Plans and Operation and Maintenance Manuals;
- reinstatement of Dam access roads;
- dewatering and inspection of the low-level inlet;
- survey of survey monuments on the Dam; and
- scheduled inspections and environmental management of land associated with the Dams location.

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## **Appendix 2**

*Draft 2018/19 GRFMA Budget*

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# Gawler River Floodplain Management Authority

266 Seacombe Road

Seacliff Park SA 5049

ABN: 12 925 534 861

Email: [davidehitchcock@bigpond.com](mailto:davidehitchcock@bigpond.com)

## Profit & Loss [Budget Analysis]

July 2018 To June 2019

	Selected Period	Budgeted
<b>Income</b>		
Admin of GRFMA		
Member Subscriptions	\$0	\$132,100
Interest LGFA	\$0	\$1,500
Interest Bank SA	\$0	\$12
<b>Total Admin of GRFMA</b>	<b>\$0</b>	<b>\$133,612</b>
Operations Flood Maint		
Scheme Council		
Subscriptions	\$0	\$99,476
Total Operations Flood Maint Scheme	\$0	\$99,476
<b>Total Income</b>	<b>\$0</b>	<b>\$233,088</b>
<b>Gross Profit</b>	<b>\$0</b>	<b>\$233,088</b>
<b>Expenses</b>		
Admin of GRFMA		
Executive Officer Contract	\$0	\$50,004
Adv, printing, stationery post	\$0	\$1,230
Travelling Expenses	\$0	\$1,320
Insurance PL & PI	\$0	\$6,240
Audit Committee	\$0	\$2,800
Audit Fees	\$0	\$6,660
Bank Fees	\$0	\$120
Legal Fees	\$0	\$1,000
Honorarium - Chairperson	\$0	\$7,008
Other	\$0	\$240
<b>Total Admin of GRFMA</b>	<b>\$0</b>	<b>\$76,622</b>
Maint Flood Mitigation Scheme		
Maintenance Contractors	\$0	\$6,300
Property Capital	\$0	\$150,000
Rates & Levies	\$0	\$260
Total Maint Flood Mitigation Scheme	\$0	\$156,560
Total Expenses	\$0	\$233,182
Operating Profit	\$0	(\$94)
Total Other Income	\$0	\$0
Total Other Expenses	\$0	\$0
<b>Net Profit/(Loss)</b>	<b>\$0</b>	<b>(\$94)</b>

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 May 2018  
AGENDA BUSINESS ITEM**

**Item:** 12.11

**Originating Officer:** Lachlan Miller, Executive Manager Governance & Performance

**Responsible Director:** Terry Crackett, Director Corporate Services

**Subject:** Attendance at National General Assembly of Local Government, 17 to 20 June 2018

**For:** Decision

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**SUMMARY**

The National General Assembly of Local Government (NGA18) is being held in Canberra from 17 to 20 June 2018.

Consistent with the *Council Member Training & Development Policy* (the Policy), the attendance at a conference or seminar in an official (representative) capacity is not considered a developmental activity. Mayor Spragg has advised that he will not be attending and Deputy Mayor Cr Jan-Claire Wisdom will deputise for him at the Assembly.

Other Council Members may apply to attend NGA18 as a developmental opportunity.

The overall cost of attendance at NGA18 , including registration, fares and accommodation is approximately \$3,700.

These application(s) are to be considered for approval by the Council under the provisions of the Policy given that the indicative costs exceed the \$1,500 threshold.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted
  2. To note the attendance of Deputy Mayor Cr Jan-Claire Wisdom in a representative capacity.
  3. To approve Cr.....as a developmental opportunity at the National General Assembly of Local Government in Canberra in June 2018 and coverage of related costs estimated at \$3,700, in accordance with the *Council Member Training and Development Policy*.
-

## 1. GOVERNANCE

### ➤ Strategic Management Plan/Council Policy

Goal: Organisational Sustainability  
Strategy: Collaboration on public policy setting  
Governance

Clause 5 of the Policy provides that attendance at conferences and seminars where the estimated costs are greater than \$1,500 must be approved by the Council.

The Policy further provides that Council Members who have attended a conference or seminar will provide a summary written report at the next Council meeting outlining the nature of the program/activity, the benefits gained from attendance along with feedback on ideas to enhance Council's activities.

### ➤ Legal Implications

There are no direct legal implications in regard the matters contained in this report.

Section 80A of the *Local Government Act 1999* requires that a council must prepare and adopt a training and development policy for its members. Council's current policy was adopted on 8 September 2015.

### ➤ Risk Management Implications

Council Members who attend a range of professional development activities, including Local Government assemblies and conferences, ensure they continue to be informed and improve their understanding of current issues across local government which will assist in mitigating the risk of:

*Poor representation of the community by Council Members leading to formal decisions that do not appropriately take account of the community needs.*

Inherent Risk	Residual Risk	Target Risk
High 3B	Medium 2C	Medium 2C

### ➤ Financial and Resource Implications

Sufficient funds are available in the CEO's budget for the costs associated with the attendance of Deputy Mayor Cr Wisdom and a Council Member(s) approved to attend.

### ➤ Customer Service and Community/Cultural Implications

Attendance at the National General Assembly may build up to date knowledge of local government issues and improve understanding of local community requirements.

### ➤ Environmental Implications

Not applicable

➤ **Engagement/Consultation with Committee, Regional Subsidiary, Advisory Group and Community**

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable

*Council Workshops:* The Policy was discussed in terms of potential revisions at the 15 May 2018 workshop and the NGA18 was briefly mentioned.

*Advisory Groups:* Not Applicable

*Administration:* Chief Executive Officer  
Executive Assistant Mayor & CEO

*Community:* Not Applicable

## **2. BACKGROUND**

The National General Assembly of Local Government is being held in Canberra from 17 to 20 June 2018. A copy of the NGA18 Program is at **Appendix 1**.

Mayor David O'Loughlin, the ALGA President, states:

*"Our theme for this year's NGA – Australia's future: make it local – reflects not just the wide scope and importance of Local Government, but its ability to influence and affect fundamental change and improvement at the community level".*

This NGA18 will incorporate (among other things):

- Keynote speakers including the Prime Minister, Leader of the Opposition, speakers David Speers (Political Editor), Virginia Haussegger (Journalist, Media Commentator), Stephen Jones MP (Shadow Minister for Local Government) and Bernard Salt (Author & Columnist)
- The Australian Political Landscape
- The Case of Gender Diversity in Local Government
- Balancing Innovation and the Public Interest
- Population and the Policy Imperative
- Setting ALGA's Election Priorities
- Local Government and the Federal Election
- How to Create Resilient Local Communities.

In past years the Mayor has attended the Assembly as the Council's representative, however, the Mayor is unable to attend NGA18 and the Deputy Mayor will be attending in the Mayor's place.



The Council Member Training & Development policy states:

*For the purposes of this Policy, attendance at meetings as a representative of Council (i.e. ALGA National Assembly, LGASA General Meetings) is not a Training and Development activity although it is acknowledged that there is a development element in attendance at these fora.*

The cost of attending the Conference, Regional Cooperation & Development Forum and formal dinners is \$1,665. Travel, accommodation, taxis and meals over 4 days are estimated to be an extra \$2,000.

### **3. ANALYSIS**

The National General Assembly of Local Government is a significant gathering of local government representatives and other key stakeholders from across the country. It is the peak decision making forum for local government in Australia and provides direction as well as formal and informal discussion on topical issues.

All Council Members may apply to attend NGA18 as a developmental opportunity.

As the overall cost of attendance at the Assembly, including registration, fares and accommodation is in excess of \$1,500, in accordance with the Policy, any such requests from Council Members to attend the Assembly, requires approval by Council.

Council Members have been provided with the details of NGA18 and either prior to, or at the meeting, will indicate their willingness to be considered for approval to attend.

### **4. OPTIONS**

Council can determine to either:

1. Approve Council Members' attendance at NGA18 and payment of related costs in accordance with the *Council Member Training and Development Policy* (Recommended).
2. Not approve the attendance of Council Members at NGA18 (Not Recommended).

### **5. APPENDIX**

- (1) NGA Program

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# Appendix 1

*NGA Program*

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# NGA18

National General Assembly  
of Local Government

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## AUSTRALIA'S FUTURE **MAKE IT LOCAL**

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17–20 June 2018 // Canberra

**Program + Registration**

Register online [www.alga.asn.au](http://www.alga.asn.au)



AUSTRALIAN LOCAL  
GOVERNMENT ASSOCIATION





## President's Message

Welcome to the Australian Local Government Association's 2018 National General Assembly – Australia's largest and most influential gathering of Local Government councillors, mayors, chairs and officials.

Our theme for this year's NGA – Australia's future: make it local – reflects not just the wide scope and importance of Local Government, but its ability to influence and affect fundamental change and improvement at the community level.

The 2018 theme also hints at the strong possibility a federal election being called later this year or early next. That being the case, Local Government will need to be ready and able to speak up on behalf of our constituents.

ALGA and the State and Territory Local Government Associations are already well advanced in their election advocacy strategies, but this conference will provide important input into the fine-tuning of those plans.

A significant number of motions will be put to the Assembly, generating lively, vigorous and constructive debate. And, thanks to the introduction of keypad voting machines – a first for a National General Assembly – there'll be less time wasted on procedural matters and more time available for the things that matter: ideas, discussion, persuasion and consensus.

All of the motions that are supported at the NGA are submitted to the ALGA Board for consideration and aim, ultimately, to advance the cause of Local Government and the communities we seek to serve.

The program for this year's NGA is extensive, with multiple streams of specialist presentations for you to select from, and a range of keynote speakers to inform and inspire us.

Not surprisingly for a NGA that's being staged with a federal election in the wings, our expert panels will also boast plenty of individuals with insider views of Capital Hill.



Whilst the temperatures in the nation's capital may be decidedly brisk at this time of the year, I offer you a very warm welcome to the Australian Local Government Association's 25th National General Assembly.

I encourage you to meet new colleagues, to listen to experts and specialists, participate in discussions and to learn from the very best we have gathered on your behalf. Enjoy the experience, and take-home ideas and inspiration to help make your communities the very best they can be.

*"...make it local – reflects not just the wide scope and importance of Local Government, but its ability to influence and affect fundamental change and improvement at the community level."*

Mayor David O'Loughlin  
ALGA President



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## Platinum Sponsors







# NGA18

National General Assembly  
of Local Government

## AUSTRALIA'S FUTURE MAKE IT LOCAL

17–20 June 2018 // Canberra

### Provisional Program

#### Sunday 17 June

5:00pm	Service NSW Welcome Reception National Convention Centre	 <b>Service NSW</b>
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#### Monday 18 June

9:00am	Opening Ceremony
9:20am	Mayor David O'Loughlin, ALGA President's Opening
9:30am	The Hon Malcolm Turnbull MP, Prime Minister (invited)
10:00am	Morning Tea
10:30am	► Keynote Speaker – <b>David Speers</b> , Political Editor, SKY NEWS <i>The Australian Political Landscape</i>
11:00am	► Keynote Speaker – <b>Virginia Haussegger AM</b> , Australian Journalist, Media Commentator and Television Presenter <i>The Case of Gender Diversity in Local Government</i>
11:30am	► Panel Session – <i>Changing Political Culture</i>
12:30pm	Lunch 
1:30pm	► Panel Session – <i>Balancing Innovation and the Public Interest</i>
3:00pm	Afternoon Tea
3:30pm	► Debate on Motions
4:30pm	<b>Mr Stephen Jones MP</b> , Shadow Minister for Regional Services, Territories and Local Government (invited)
5:00pm	Close
7:00pm	Networking Dinner – National Arboretum 

#### Tuesday 19 June

9:00am	► Keynote Speaker – <b>Bernard Salt AM</b> , Author and Columnist <i>Population and the Policy Imperative</i>
9:45am	► Panel Session – <i>Building Tomorrow's Communities: Livability</i>
10:30am	Morning Tea
11:00am	► Debate on Motions
12:30pm	Lunch 
1:30pm	► Concurrent Sessions – <ul style="list-style-type: none"><li>• Energy and Climate Change</li><li>• Arts and Culture</li><li>• Digital Technology</li><li>• Recycling and Waste</li></ul>
3:00pm	Afternoon Tea
3:30pm	► Debate on Motions
4:30pm	<b>The Hon Bill Shorten MP</b> , Leader of the Opposition (invited)
5:00pm	Close
7:00pm	NGA Dinner – Australian Institute of Sport

#### Wednesday 20 June

9:00am	<i>Setting ALGA's Election Priorities</i>
9:30am	► Panel of Mayors – <i>Local Government and the Federal Election</i>
10:30am	Morning Tea
11:00am	► Panel Session – <i>How to Create Resilient Local Communities</i>
12:30pm	ALGA President's Close



# REGIONAL COOPERATION & DEVELOPMENT FORUM 2018

Sun 17 June 2018 // Canberra



## Collaboration: A catalyst for success

The 2018 Regional Forum will bring together noted regional campaigners, academics, industry innovators and government officials to explore the challenges of successful collaboration, as a catalyst for region-scale prosperous metropolitan, regional and rural community growth.

Collaborative case studies and models will be shared, along with practical tools for delegates to test and disseminate within their own regions upon their return.

Once again, this year's State of the Regions Report, prepared in partnership between ALGA and the National Institute of Economic and Industry Research, will be launched with opportunities to discuss the data arising in the energy sector as well as international influences on local government at region-wide scales. The Forum also aims to prompt lively discussion about some of the country's most vulnerable household types – metro- and non-metro – and the crucial service delivery role and pressures at the local government level.

## Preliminary Program

Sunday 17 June	
9:30am	ALGA President's Welcome
9:40am	► Keynote Address – <i>Observations of Australian economic development trends and regional impacts/challenges</i> Saul Eslake, Leading Australian Economist Katherine O'Regan, Executive Director, Cities Leadership Institute
10:30am	► Government Address – The Hon Dr John McVeigh MP, Minister for Regional Development, Territories and Local Government
11:00am	Morning Tea
11:30am	► Regional Showcase & 2018 State of the Regions Report Launch – <ul style="list-style-type: none"><li>• <i>Snapshot of programs/initiatives that have benefited from region-scale collaboration</i></li><li>• <i>Metro to non-metro vulnerable household types and challenges ahead</i></li></ul>
12:15pm	► Panel Session – <i>State of the Regions Q&amp;A</i>
12:45pm	Lunch
1:45pm	► Workshop – <i>A practical, fast-paced workshop applying tools to assist region-scale collaboration (metro and non-metro), led by Collaboration for Impact Facilitators</i>
3:00pm	Afternoon Tea
3:30pm	► Opposition Address – Mr Stephen Jones, Regional Services, Territories and Local Government (invited)
4:00pm	ALGA President's Close



## Key Dates

- ▶ Submission of Motions for Debate – By 11:59pm Friday 30 March 2018
- ▶ Early Bird Registration – On or before Friday 4 May 2018
- ▶ Standard Registration – On or before Friday 1 June 2018
- ▶ Late Registration – After Friday 1 June 2018

## Motions for Debate

The NGA is an important opportunity for you and your council to influence the national policy agenda. The primary focus of all motions should be to strengthen the capacity of local government to provide services and infrastructure in Australia.

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

- 1 Be **relevant** to the work of local government **nationally**
- 2 Be **consistent with the theme** of the NGA
- 3 **Complement or build on** the policy objectives of your state and territory local government association

- 4 Be submitted by a council which is a **financial member** of their state or territory local government association
- 5 Propose a **clear action and outcome**
- 6 **Not be advanced** on behalf of external third parties that may seek to use the NGA to apply pressure to Board members or to gain national political exposure for positions that are not **directly** relevant to the work of, or in the national interests of, local government.

To assist you to identify motions that address the 2018 theme, 'Australia's Future: Make it Local', the Australian Local Government Association Secretariat has prepared a short discussion paper and is available on the NGA Website: [www.alga.asn.au](http://www.alga.asn.au).

Motions should be submitted electronically via the online form at: [www.alga.asn.au/tecms/forms/motions\\_2018/](http://www.alga.asn.au/tecms/forms/motions_2018/) and should be received by the Australian Local Government Association no later than Friday 30 March 2018. For more information contact ALGA on (02) 6122 9400.

## Voting Procedures

Each council is entitled to one voting delegate in debating sessions. Councils will need to determine who their voting delegate will be. Electronic voting keypads can be collected at the assembly.





## Speaker Profiles

### The Hon Malcolm Turnbull MP



Prime Minister of Australia  
Malcolm Turnbull became the 29th Prime Minister of Australia on 15 September 2015 and was sworn in for a second term on 19 July 2016.

Mr Turnbull was elected to Federal Parliament as the Member for Wentworth in 2004. Since entering public life, Mr Turnbull has held a number of parliamentary positions including Shadow Treasurer, Parliamentary Secretary to the Prime Minister with responsibility for national water policy and Minister for Environment and Water Resources.

He was Leader of the Opposition from 16 September 2008 to 1 December 2009 and was later Shadow Minister for Communications and Broadband.

Most recently, Mr Turnbull was Minister for Communications from 18 September 2013 to 21 September 2015.

Malcolm was educated at Vaucluse Public School and Sydney Grammar School and graduated from Sydney University with a BA LLB. He was awarded a Rhodes Scholarship and completed a further law degree at Oxford.

He is married to Lucy, and has two adult children, Alex and Daisy, and two grandchildren, Jack and Isla.

### The Hon Bill Shorten MP



Bill Shorten is the Federal Member for Maribyrnong and was elected leader of the Australian Labor Party and Leader of the Opposition on 13 October 2013.

Mr Shorten completed a Bachelors' degree in Arts and Law from Monash University, as well as an MBA from the Melbourne Business School.

Bill has since worked as a union organiser, union secretary, as a member of the ACTU executive, as a Member of Parliament and as a Minister in a Labor Government.

As a senior member of the Rudd/Gillard Labor Governments, Bill played a key role in securing a number of historic reforms including establishing the National Disability Insurance Scheme and increasing universal superannuation to 12 per cent.

As Minister for Workplace Relations, Bill continued the Labor Government's ongoing commitment to a fair and productive workplace relations system and during his time as Minister for Education helped secure the Better Schools reforms.

Prior to entering Parliament, Bill worked at the Australian Workers' Union, holding key leadership positions including State Secretary of the AWU Victoria Branch from 1998 to 2006 and National Secretary from 2001 to 2007.



### The Hon Dr John McVeigh MP



John McVeigh was declared as the Federal Member for Groom on 22 July, 2016.

He was sworn in as the Minister for Regional Development, Territories and Local Government on December 20, 2017.

Before his elevation to Cabinet he was a member of the Joint Standing Committee on Foreign Affairs, Defence and Trade; the Joint Committee of Public Accounts and Audit; and the Standing Committees on Industry, Innovation Science and Resources; and Agriculture and Water Resources.

John also chaired the Coalition's Policy Committee for Industry, Innovation, Science and Northern Australia and was the chair of the Federal Government's Select Committee on Regional Development and Decentralisation.

He was previously a Councillor on the Toowoomba Regional Council from 2008 to 2012 where he held the Corporate Services Portfolio and Chaired the Audit Committee.

John has a Bachelor of Business (Marketing & Economics) (University of Southern Queensland), Master of Business Administration (Bond University) and a PhD in Agribusiness Management (University of Queensland).

John is proud to live with his wife, Anita, and six children in Toowoomba and is passionate about the role that regional Queensland will play in the future of our nation.

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### Mr Stephen Jones MP



Stephen Jones is the Federal Member for Whitlam and Shadow Minister for Shadow Minister for Regional Services, Territories and Local Government and Regional Communications.

Stephen was first elected to the Federal Parliament in 2010 representing the Southern Illawarra seat of Throsby. He was re-elected at the 2013 election and elected to the re-named seat of Whitlam in the 2016 election.

Stephen holds a Bachelor of Arts degree from the University of Wollongong and a Bachelor of Laws degree from Macquarie University.

Prior to entering the Federal Parliament, he worked as a community worker for various front line disability services, youth and health services and as a lawyer with the Australian Council of Trade Unions (ACTU) and as the Secretary of the Community and Public Sector Union (CPSU).



## Virginia Haussegger AM



Virginia Haussegger AM is a gender diversity advocate and communication specialist. She is also an award-winning television journalist, writer and commentator, whose extensive media career spans more than 25 years.

Virginia has reported from around the globe for leading current affair programs on Channel 9, the Seven Network and the ABC. For 15 years (2001–2016) she anchored the ABC's flagship TV News in Canberra. She is widely published, both as a former columnist with the Canberra Times, and a regular contributor to the Sydney Morning Herald and The Age.

In 2016 Virginia was appointed Director of a new, national gender equality initiative, the 50/50 by 2030 Foundation, at the University of Canberra's Institute for Governance and Policy Analysis (IGPA), where she is an Adjunct Professor.

She has run a series of co-design workshops with local government leaders focused on diversity strategies and increasing the representation of women in

leadership positions. Virginia also runs a suite of Masterclasses on Strategic Communication and Persuasive Presentation.

In 2017 she launched an innovative gender equality news media platform, BroadAgenda, and currently serves as Chief Editor.

In 2014 Virginia was made a Member of the Order of Australia (AM) for service to the community, as an advocate for women's rights and gender equity, and to the media.

Virginia has served on a number of boards and committees including; UN Women National Committee Australia; the Snowy Hydro SouthCare Trust, and the Australia Forum Steering Committee. She currently sits on the Board of the ACT Government's Cultural Facilities Corporation; Women in Media Canberra; Our Watch, Media Advisory Committee; and is Patron of the Canberra Rape Crisis Centre.





## David Speers



David Speers is Political Editor at SKY NEWS and anchor of agenda-setting political programs SPEERS and SPEERS ON SUNDAY on SKY NEWS LIVE.

David is one of Australia's most respected political journalists and interviewers, leading the SKY NEWS Walkley and Logie award-winning political news coverage.

David joined SKY NEWS as Political Editor in 2000 and has seen the channel grow to become the unrivalled destination for political and national affairs coverage in Australia.

He has been chosen to host Leaders' debates and forums at the last five federal elections and covered the last four Presidential elections in the United States.

Between elections David is one of the busiest and best connected correspondents in Canberra.

He has interviewed numerous world leaders, including US President George W. Bush at the White House and travelled extensively reporting from China, India, Afghanistan, Indonesia and Europe.

In 2014 David was awarded Australia's highest journalism honour, a Walkley Award for his global headline-making "What is Metadata" interview with the

Australian Attorney General. He received his second Walkley award in 2015 for his "The Fixer" interview featuring then Minister for Education and Training Christopher Pyne. In 2016 David and the SKY NEWS Political team were recognised with both a Walkley and TV Week Logie award for the team's outstanding coverage of the 2016 Federal Election.

David is also the recipient of the 2016 Kennedy Award for Most Outstanding Political Reporting, the 2017 AACTA Best Presenter Award for and the winner of more than 10 ASTRA Awards for excellence in broadcast journalism.

David served for three years as President of the Parliamentary Press Gallery. He has also served as a Director of the National Press Club since 2005.

Prior to joining SKY NEWS, David worked as a Political Reporter for a number of radio stations in Canberra and at New South Wales Parliament in Sydney.



## Bernard Salt



Bernard Salt, a former partner at KPMG, is one of the most well-known writers, media personalities, and business advisors in Australia. Used to large crowds and the cameras, Bernard has the uncanny ability to explain even the most complex ideas in a way that everyone in the room can understand. Well-spoken, engaging, and enlightening, a business event featuring Bernard is sure to be a hit.

In business, Bernard's specialties lie in tracking and understanding demographic and social changes in his country of origin and the rest of the world, including the United States, New Zealand, and Asia. He focuses on the evolution of consumer cultures, how the most recent generation will fit into today's business world, and how companies can get the most out of their customer base and employees.

Bernard writes two weekly columns for The Australian newspaper that deal with social, generational and demographic matters, and

has authored six books, the most recent was published in 2014 titled *More Decent Obsessions: The small things that tell the big picture*. His other books include, *The Big Shift: Welcome to the Third Australian Culture*, *The Big Picture*, *Man Drought: Why are there so many single women in their 30's?*, *What is it with Generation Y?* and lastly, *Decent Obsessions: Why it's okay to sweat the small stuff*. He routinely appears as a commentator on a variety of television shows in Australia, including *Business Sunday*, *A Current Affair*, *60 Minutes*, *Today Tonight*, *Today Show*, and *Nightline*.

Bernard's unique skill is to take the latest data and then transfer this into a highly entertaining, very informative and above all else extremely relevant presentation on what the future environment will be for both businesses and individuals.

## Saul Eslake



Saul Eslake worked as an economist in the Australian financial markets for more than 25 years, including as Chief Economist at McIntosh Securities (a stockbroking firm) in the late 1980s, Chief Economist (International) at National Mutual Funds Management in the early 1990s, as Chief Economist at the Australia & New Zealand Banking Group (ANZ) from 1995 to 2009, and as Chief Economist (Australia & New Zealand) for Bank of America Merrill Lynch from 2011 until June 2015. In between these last two positions he was Director of the Productivity Growth program at the then newly-established Grattan Institute, a 'think tank'.

In July 2015 Saul started up his own economics consultancy business, operating out of Hobart, and in April 2016 took up a part-time position as a Vice-Chancellor's Fellow at the University of Tasmania.

Saul is a member of the Australian Parliamentary Budget Office's Expert Advisory Panel, and is on

the Advisory Board of Jamieson Coote Bonds, a Melbourne-based specialist bond investment manager.

Saul is a non-executive director of Hydro Tasmania, an energy business owned by the Tasmanian State Government; and of Housing Choices Australia Ltd, a not-for-profit provider of affordable rental housing. He is also Chairman of Ten Days on the Island, Tasmania's bi-ennial state-wide multi-arts festival.

Saul has a first class honours degree in Economics from the University of Tasmania, and a Graduate Diploma in Applied Finance and Investment from the Securities Institute of Australia. In December 2012 he was awarded an Honorary LL.D degree by the University of Tasmania. He has also completed the Senior Executive Program at Columbia University's Graduate School of Business in New York.



## Katherine O'Regan



Katherine O'Regan has over 30 years' experience in developing and implementing growth strategies for business and government. Having served as a Chief of Staff and Advisor to Federal and State Government Ministers and Deputy Mayor, Woollahra Municipal Council where she served as a Councillor for five years, Katherine has unique insights into the policy, process and priorities of government.

This is complimented by a corporate executive career centred on the banking, financial and property sectors where she gained experience in public private partnerships, corporate transactions and mergers and acquisitions.

In 2013 Katherine established her own a consultancy firm providing strategic advice to government and business specialising in developing innovative solutions to the challenges and priorities facing

cities and communities. Katherine has led forums and workshops, written policy submissions and articles, and advocated for change for clients including NSW Small Business Commissioner's small business friendly Councils and regional activation programs, the NSW Department of Industry's Future Towns Program, energy start up Star Scientific and the Australian Banking Association.

In 2017 Katherine was appointed Executive Director of the Cities Leadership Institute a not for profit dedicated to building the capacity of urban leaders to make cities, towns and communities great places.

Katherine holds a Bachelor of Applied Science, Masters of Business Administration and a Masters of US Studies (with Merit) and is Director of leading public policy think tank, The Sydney Institute and Chair of her local Chamber of Commerce.





## NGA 2018 Charity

### Enormity – National Coat Day

Enormity is a not for profit, community based teenage committee.

Enormity started "Coat Day" 20 years ago when one of the member's friends became homeless and they "borrowed" a coat from the back of their mentor's car. This opened Enormity's eyes as to a community need and the collection of public donated coats begun, "Coat Day".

Enormity has collected around 99,200 coats in that time and with the assistance of charitable agencies such as St. Vincent de Pauls, Salvation Army and Devonport's Gran's Van all have redistributed to the homeless and those in need.

Homelessness can affect all members of our community including the young or old, families or single people, Aboriginal people or people from culturally diverse backgrounds, resulting in great social and economic costs to the individual, and the community as a whole.

Enormity has for a long time worked towards helping those in need by providing the simplest basic need of warmth and protection from the elements of winter – warm coats and clothing.

In year 2000, former Prime Minister John Howard launched our campaign nationally by donating his own coat. Since then Prime Ministers Kevin Rudd, Julia Gillard, Tony Abbott and last year Malcolm Turnbull have also donated a coat.

"Coat Day" is held annually on the 1st Saturday in July, this year being Saturday 7th July 2018. Please bring a coat to donate at the 2018 Local Government National General Assembly. Your donation of a winter coat will help someone who is sleeping rough. Collection will be available through the entirety of the conference, 17–20 June 2018.



## Associated Events



### Australian Local Government Women's Association Breakfast

**Monday 18 June 2018 –  
7:00am–8:15am**

The ALGWA National President is pleased to invite members, friends and colleagues to our Annual Networking Breakfast as part of the National General Assembly.

The hot Outback Breakfast will be held from 7:00-8:15am on Monday 18 June.

**Speaker:** Cr Alwyn Friedersdorff, President of the National Rural Women's Coalition, (NRWC) freshly returned from addressing the UN and participation on issues faced by rural women.

Seating is strictly limited; find booking details on [www.algwa.net.au](http://www.algwa.net.au)



## General Registration Details

### General Assembly Registration Fees

#### Registration Fees – Early bird

**\$969.00**

*(payment received by  
Friday 4 May 2018)*

#### Registration Fees – Standard

**\$1,290.00**

*(payment received on or before  
Friday 1 June 2018)*

#### Registration Fees – Late

**\$1,429.00**

*(payment received after  
Friday 1 June 2018)*

#### General Assembly Registration Includes

- ▶ Attendance at all General Assembly sessions
- ▶ Morning tea, lunch and afternoon tea as per the General Assembly program
- ▶ One ticket to the Welcome Drinks, Sunday
- ▶ General Assembly satchel and materials

### Day Registration Fees

Monday 18 June 2018

**\$529.00**

Tuesday 19 June 2018

**\$529.00**

Wednesday 20 June 2018

**\$320.00**

#### Day Registration Includes

- ▶ Attendance at all General Assembly sessions on the day of registration
- ▶ Morning tea, lunch and afternoon tea as per the General Assembly program on that day
- ▶ General Assembly satchel and materials

### Sunday Regional Development Forum Registration Fees (Sunday 17 June 2018)

Forum Only

**\$445.00**

NGA Delegate

**\$245.00**

*(Delegates attending the Regional  
Form and the NGA are entitled to  
this discount)*

### Accompanying Partners Registration Fees

#### Accompanying Partners Registration Fee

**\$280.00**

#### Accompanying Partners Registration Includes

- ▶ 1 ticket to the Welcome Reception, Sunday 17 June
- ▶ Day tour Monday 18 June
- ▶ Day tour Tuesday 19 June
- ▶ Lunch with General Assembly Delegates on Wednesday 20 June