



## ORDINARY COUNCIL MEETING

### NOTICE OF MEETING

To: Mayor Jan-Claire Wisdom

Councillor Ian Bailey
Councillor Kirilee Boyd
Councillor Nathan Daniell
Councillor Pauline Gill
Councillor Chris Grant
Councillor Linda Green
Councillor Malcolm Herrmann
Councillor John Kemp
Councillor Leith Mudge
Councillor Mark Osterstock
Councillor Kirsty Parkin
Councillor Andrew Stratford

Notice is 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 25 February 2020**  
**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 25 February 2020  
6.30pm  
63 Mt Barker Road Stirling**

### **ORDER OF BUSINESS**

**1. COMMENCEMENT**

**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.”

**3. APOLOGIES/LEAVE OF ABSENCE**

- 3.1. Apology  
Apologies were received from .....
- 3.2. Leave of Absence  
Mayor Jan-Claire Wisdom (10 February to 26 February 2020) approved 28 January 2020
- 3.3. Absent

**4. MINUTES OF PREVIOUS MEETINGS**

Council Meeting – 28 January 2020

*That the minutes of the ordinary meeting held on 28 January 2020 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. MAYOR’S OPENING REMARKS**

**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
  - 8.1.1. Council Reserve, Woodside
- 8.2. Deputations
  - 8.2.1. Chelsea Lewis re Gumeracha Main Street Project
  - 8.2.2. Mandy Hughes, Lobethal & Districts Community Banking Project
- 8.3. Public Forum

**9. PRESENTATIONS (by exception)**  
Nil

**10. QUESTIONS ON NOTICE**

- 10.1. Woodside Hall Toilets

**11. MOTIONS ON NOTICE**

- 11.1. NBN Access for greater Mylor district
- 11.2. Bushfire Recovery – Lobethal
- 11.3. Storm Water Management Grevillea Way Woodside

**12. ADMINISTRATION REPORTS – DECISION ITEMS**

- 12.1. Gumeracha Main Street Project
  - 1. *That the report be received and noted.*
  - 2. *That the Detailed Design for streetscape improvements for Albert Street, Gumeracha be approved.*
- 12.2. West Street Mylor
  - 1. *That the report be received and noted*
  - 2. *To approve an increase in the 2019/20 capital expenditure budget by \$162k and fund the upfront cost of designing and constructing West Street Mylor including associated stormwater works*
  - 3. *That Council recoup the costs of up to \$54k by entering into Infrastructure Agreements with the affected landowners along West Street Mylor, to a maximum value of \$9k each.*

12.3. Budget Review 2

3. *That the report be received and noted.*
4. *To adopt the Operating Budget adjustments presented in Budget Review 2 which result in no change to the Operating Surplus of \$411k for the 2019-20 financial year.*
5. *To adopt the proposed deferral of capital project income of \$1m and expenditure of \$496k to the 2020-21 financial year resulting in a revised capital expenditure budget for 2019-20 of \$18.626m.*
6. *To adopt the change in Council's current Net Borrowing Result of \$3.433m increasing to a Net Borrowing Result of \$3.938m for the 2019-20 financial year as a result of the operating budget and capital program adjustments.*

12.4. Long Term Financial Plan for Consultation

1. *That the report be received and noted*
2. *To endorse the Draft Long Term Financial Plan, as contained in Appendix 1 for community consultation in accordance with Section 122 of the Local Government Act 1999.*
3. *That the CEO be authorised to:*
  - a. *Make any formatting, nomenclature or other minor changes to the Plan prior to being released for public consultation and*
  - b. *Determine the consultation timings, media and processes while ensuring consistency and compliance with the provisions of applicable legislation and Council's Public Consultation Policy.*

12.5. 2020 – 2024 Strategic Plan for Consultation

1. *That the report be received and noted.*
2. *To endorse the draft 2020-24 Strategic Plan, as contained in Appendix 1 for community consultation in accordance with Section 122 of the Local Government Act 1999.*
3. *That the CEO be authorised to:*
  - a. *Make any formatting, nomenclature or other minor changes to the Plan prior to being released for public consultation and*
  - b. *Determine the consultation timings, media and processes while ensuring consistency and compliance with the provisions of applicable legislation and Council's Public Consultation Policy.*

12.6. Safe Environments Policy

1. *That the report be received and noted.*
2. *With an effective date of 10 March 2020, to revoke the 5 June 2019 Safe Environments Policy and to adopt the 25 February 2020 Safe Environments Policy as per Appendix 1.*
3. *That the Chief Executive Officer be authorised to make any formatting, nomenclature or other minor changes to the 25 February 2020 Safe Environments Policy prior to the effective date.*



12.7. Confidential Items Review

1. *That the report be received and noted.*
2. *Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(i) of the Act:*
  - *The Report of 27 February 2018, Item No. 19.2, Adelaide Hills Swimming Centre Shade Sail.*

*On the grounds that the document(s) (or part) relates to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council, the disclosure of which could reasonably be expected to prejudice the commercial position of person/agency/business involved with any litigation that may be undertaken.*

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

12.8. Permission to Use Council Minutes

1. *That the report be received and noted*
2. *To approve the use of Minutes from the District Council of Stirling as requested in Appendix 1 for a publication on the history of Silver Lake, Mylor.*
3. *To delegate to the Chief Executive Officer or their delegate, permission to consider and, if so determined, approve all future requests for use of Councils' Copyright Protected material.*

12.9. External Audit Plan

1. *That the report be received and noted*
2. *To approve the 2019/20 External Audit Plan by Galpins Accountants, Auditors and Business Consultants as contained in Appendix 1.*

12.10. Strategic Internal Audit Plan 2018 – 23 Revision

1. *That the report be received and noted.*
2. *That Council approve the revised Strategic Internal Audit Plan (v1.3a) as contained in Appendix 1.*

12.11. Status Report – Council Resolutions Update  
*Refer to Report*

12.12. Nomination for Casual Vacancy of GAROC

1. *That the report be received and noted*
2. *To nominate \_\_\_\_\_ for the casual member vacancy of GAROC*
3. *Delegate to the Chief Executive to complete and lodge the nomination in accordance with the process set out in Appendix 1*

**13. ADMINISTRATION REPORTS – INFORMATION ITEMS**

- 13.1. Quarterly Performance Report Q2
- 13.2. Risk Management Plan – Quarterly Update Report

**14. QUESTIONS WITHOUT NOTICE**

**15. MOTIONS WITHOUT NOTICE**

**16. REPORTS**

- 16.1. Council Member Function or Activity on the Business of Council
- 16.2. Reports of Members/Officers as Council Representatives on External Organisations
- 16.3. CEO Report

**17. REPORTS OF COMMITTEES**

- 17.1. Council Assessment Panel  
*Nil*
- 17.2. Audit Committee - 17 February 2020  
*That the minutes of the Audit Committee meeting held on 17 February 2020 as supplied, be received and noted*
- 17.3. Special Strategic Planning & Development Policy Committee – 18 February 2020  
*That the minutes of the Special SPDPC meeting held on 18 February 2020 as supplied, be received and noted.*
- 17.4. CEO Performance Review Panel  
*Nil*

**18. CONFIDENTIAL ITEMS**

**19. NEXT MEETING**

Tuesday 24 March 2020, 6.30pm, 63 Mt Barker Road, Stirling

**20. CLOSE MEETING**

## Council Meeting/Workshop Venues 2020

DATE	TYPE	LOCATION	MINUTE TAKER
<b>MARCH 2020</b>			
Tues 10 March	Workshop	Woodside	N/A
Wed 11 March	CAP	TBA	Karen Savage
Tues 17 March	Professional Development	Stirling	N/A
Tues 24 March	Council	Stirling	Pam Williams
<b>APRIL 2020</b>			
Wed 8 April	CAP	TBA	Karen Savage
Tues 14 April	Workshop	Woodside	N/A
Mon 20 April	Audit	Stirling	TBA
Tues 21 April	Professional Development	Stirling	N/A
Tues 28 April	Council	Stirling	Pam Williams
<b>MAY 2020</b>			
Tues 12 May	Workshop	Woodside	N/A
Wed 13 May	CAP	TBA	Karen Savage
Mon 18 May	Audit	Stirling	TBA
Tues 19 May	Professional Development	Stirling	N/A
Tues 26 May	Council	Stirling	Pam Williams

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

## Community Forums 2020

**6.00 for 6.30pm**

DATE	LOCATION
Tues 31 March	Mylor
Tues 30 June	Basket Range
Tues 29 September	Birdwood

# Conflict of Interest Disclosure Form

**CONFLICTS MUST BE DECLARED VERBALLY DURING MEETINGS**

Councillor:

Date:

Meeting name:

Agenda item no:

**1. I have identified a conflict of interest as:**

MATERIAL ☐

ACTUAL ☐

PERCEIVED ☐

**MATERIAL**: Conflict arises when a council member or a nominated person will gain a benefit or suffer a loss (whether directly or indirectly and whether pecuniary or personal) if the matter is decided in a particular manner. If declaring a material conflict of interest, Councillors must declare the conflict and leave the meeting at any time the item is discussed.

**ACTUAL**: Conflict arises when there is a conflict between a council member's interests (whether direct or indirect, personal or pecuniary) and the public interest, which might lead to decision that, is contrary to the public interest.

**PERCEIVED**: Conflict arises in relation to a matter to be discussed at a meeting of council, if a council member could reasonably be taken, from the perspective of an impartial, fair-minded person, to have a conflict of interest in the matter – whether or not this is in fact the case.

**2. The nature of my conflict of interest is as follows:**

(Describe the nature of the interest, including whether the interest is direct or indirect and personal or pecuniary)

**3. I intend to deal with my conflict of interest in the following transparent and accountable way:**

☐ I intend to **leave** the meeting *(mandatory if you intend to declare a Material conflict of interest)*

**OR**

☐ I intend to **stay** in the meeting *(complete part 4) (only applicable if you intend to declare a Perceived (Actual conflict of interest)*

**4. The reason I intend to stay in the meeting and consider this matter is as follows:**

*(This section must be filled in. Ensure sufficient detail is recorded of the specific circumstances of your interest.)*

and that I will receive no benefit or detriment direct or indirect, personal or pecuniary from considering and voting on this matter.

**CONFLICTS MUST ALSO BE DECLARED VERBALLY DURING MEETINGS**

Governance use only: Member voted FOR/AGAINST the motion.



## Ordinary Business Matters

A **material, actual or perceived** Conflict of Interest does not apply to a matter of ordinary business of the council of a kind prescribed by regulation.

The following ordinary business matters are prescribed under Regulation 8AAA of the Local Government (General) Regulations 2013.

- (a) the preparation, discussion, conduct, consideration or determination of a review under section 12 of the Act
- (b) the preparation, discussion, adoption or revision of a policy relating to allowances and benefits payable to members if the policy relates to allowances and benefits payable equally to each member (rather than allowances and benefits payable to particular members or particular office holders)
- (c) the preparation, discussion, adoption or alteration of a training and development policy under section 80A of the Act
- (d) the preparation, discussion, adoption or amendment of a strategic management plan under section 122 of the Act
- (e) the adoption or revision of an annual business plan
- (f) the adoption or revision of a budget
- (g) the declaration of rates (other than a separate rate) or a charge with the character of a rate, and any preparation or discussion in relation to such a declaration
- (h) a discussion or decision of a matter at a meeting of a council if the matter—
  - (i) relates to a matter that was discussed before a meeting of a subsidiary or committee of the council
  - (ii) the relevant interest in the matter is the interest of the council that established the committee or which appointed, or nominated for appointment, a member of the board of management of the council subsidiary or regional subsidiary.
- (2) For the purposes of section 75(3)(b) of the Act, a member of a council who is a member, officer or employee of an agency or instrumentality of the Crown (within the meaning of section 73(4) of the Act) will not be regarded as having an interest in a matter before the council by virtue of being a member, officer or employee.

## Engagement and membership with groups and organisations exemption

A member will not be regarded as having a conflict of interest **actual or perceived** in a matter to be discussed at a meeting of council by reason only of:

- an engagement with a community group, sporting club or similar organisation undertaken by the member in his or her capacity as a member; or membership of a political party
- membership of a community group, sporting club or similar organisation (as long as the member **is not** an office holder for the group, club or organisation)
- the member having been a student of a particular school or his or her involvement with a school as parent of a student at the school
- a nomination or appointment as a member of a board of a corporation or other association, if the member was nominated for appointment by a Council.

However, the member will still be required to give careful consideration to the nature of their association with the above bodies. Refer Conflict of Interest Guidelines.

**For example:** If your **only** involvement with a group is in your role as a Council appointed liaison as outlined in the Council appointed liaison policy, you will not be regarded as having a conflict of interest actual or perceived in a matter, and are NOT required to declare your interest.

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 8.1.1

**Responsible Officer:** Lachlan Miller  
Executive Manager Governance & Performance  
CEO's Office

**Subject:** Petition re Council Reserve near St Marks Drive, Clayfield Court,  
Grevillea Way

**For:** Decision

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**SUMMARY**

A petition has been received with 48 signatories stating:

This submission is made by residents in the Woodside area whose properties are bordering/adjacent to a council reserve near the following streets:

- a. St Marks Drive
- b. Clayfield Court
- c. Grevillea Way

In the wake of the recent bush fires of 20 December 2019, residents have severe concerns regarding the present state of overgrown trees, shrubbery and ground litter in the reserve. In the event of future bush fires, arson or severe storms there is the potential to cause loss or damage to the bordering properties in the aforementioned streets as well as neighbouring properties.

It is requested that the council take the following immediate action:

- a. Trim and clear all branches overhanging neighbouring properties
- b. Remove hazardous/overgrown shrubbery
- c. Clear all ground leaf litter and grass
- d. Clear out the creek on St Marks Drive

It would be beneficial to all residents if the reserve and creek were then maintained in order to prevent possible fires and storm damage to properties.

If the above actions cannot be achieved due to lack of resources or Council personnel, it has been identified that the Council can contact the Commanding Officer at 16 Regiment, Royal Australian Artillery located at Woodside Barracks, Inverbrackie in order to request Non-Emergent Defence Assistance to the Civil Community (DACC) tasking to achieve the required outcome.

## **RECOMMENDATION**

**Council resolves that the petition signed by 48 signatories, concerning the council reserve near St Marks Drive, Clayfield Court and Grevillea Way Woodside, be received and noted.**

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Council has received a petition organised by C Ross Deere and signed by 48 signatories.

Following Council's consideration, the head petitioner will be advised of Council's noting of the petition and of any other resolutions arising from the matter.

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 10.1 Question on Notice

**Originating from:** Cr Andrew Stratford

**Subject:** Woodside Hall toilets

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**1. QUESTION**

- 1 Is the construction of purpose built toilets to the Woodside Hall an appropriate project which could be submitted as part of the SA Grant scheme, indicatively opening in April this year? <https://dhs.sa.gov.au/services/grants-for-organisations/grants-sa/major-round>
- 2 If so, and given that Council is the owner of this State Heritage listed property – is it more appropriate for Council to submit this application or the Hall Management Committee?
- 3 If not, is there a more appropriate grant opportunity?

**Background**

This is a Council owned property which has no dedicated toilet facilities within the building. Patrons using the hall have no option but to use the public toilet facilities located to the rear of the property. These are not accessed via any weather-proof walkways, are limited in their available facilities and are often not in a clean and / or healthy condition (given their general public use). These conditions all have a detrimental impact on the long term financial sustainability of the hall, the venue suitability as a commercially available premises, as well as patron safety and comfort.

Given that the local Woodside district has been severely impacted by bushfires, it may be an opportune time to source and submit a grant application along these lines, as it may attract an added level of acceptance from those making the assessment.



**2. OFFICER'S RESPONSE – Natalie Westover, Manager Property Services**

The Grants SA program (major round) provides grants to not-for-profit organisations for programs, services and facility upgrades. Taken from the Grants SA website *"The priority groups for Grants SA funding are people and/or communities experiencing disadvantage, meaning those with less access to social and economic activities"*.

In response to the questions posed:

1. New toilets, as a facility upgrade, are likely to be eligible for the Grants SA funding program.

It is important to note the following requirements for eligibility for funding under the Grants SA program:

- Funding is up to 75% of the total project cost
- There needs to be a lease with a minimum 2 year term remaining at the close of the funding round
- Development Approval is required to be submitted with the application (Council consent as the land owner is not sufficient)

Consideration needs to be given to the following:

- Where the additional funding for the toilets will be sourced from
  - The current lease for the Woodside Institute is in "holding over" so would not meet the eligibility criteria (note that leases are being held in holding over until the Community & Recreation Facility Framework is adopted by Council)
  - A Development Approval is required for the application. As no scoping or designs have commenced at this time, it is highly unlikely that a Development Approval could be obtained to meet the timeframe required to submit in this next round of funding.
  - What is the proposal for the existing toilets at the rear of the Hall, noting that Council are undertaking a public toilet audit/review for the development of a framework for the delivery of these services?
2. The Grants SA funding is only eligible to not-for-profit associations, Local Government are not an eligible applicant. Whilst Council could assist with the preparation of the application, it will need to be submitted by the lessee of the building. Dependent on the intention of the Woodside Hall Committee Inc, it may be beneficial for the Country Women's Association and Meals on Wheels to either be joint applicants or supporters of the proposal.
  3. Funding for community associations is limited however there are a number of funding options worth exploring including the Office for Recreation & Sport ( if a suitable grant is released), Council's facility grants, Federal Government Building Better Regions funding and the like.

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 11.1 Motion on Notice

**Originating from:** Cr Leith Mudge

**Subject:** NBN access for greater Mylor district

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**1. MOTION**

**That the Mayor writes to the CEO of the NBN Co and the Federal Communications Minister, asking them to reconsider their decision to provide access to the NBN via Satellite technology in the greater Mylor area (outside of Mylor town boundaries), rather than the previously promised Fixed Wireless technology. This decision will have a detrimental effect on residents and businesses in this area as Satellite NBN suffers from high latency and low download limits and is a last resort technology designed to provide access to the NBN in remote areas.**

**2. BACKGROUND**

After approximately 6 years of exploration and negotiation the NBN Co announced in a Media Statement on Friday, 9 January 2020 (Attachment A) that the major part of the greater Mylor area (outside of town boundaries) would receive access to the National Broadband Network (NBN) through the Sky Muster Satellite service rather than the previously promised Fixed Wireless service.

Much of this area of Mylor is classified as Metropolitan Adelaide and is less than 20 km from the Adelaide GPO. However, up to approximately 495 premises in the region are now compelled to accept an inferior NBN option than their neighbours. NBN Sky Muster Satellite service is designed for remote areas such as the outback. Satellite NBN suffers from high latency, low download limits, access and stability problems and is relatively expensive. There are only limited retailers that offer the technology, leading to lack of choice and competition. The decision to offer Satellite technology to Mylor is driven by a rush to complete the NBN rollout before 30 June 2020 rather than a desire to offer the best possible technology to residents and businesses in this area.

**1. OFFICER'S RESPONSE – Marc Salver, Director Development & Regulatory Services**

➤ **Strategic Management Plan/Functional Strategy/Council Policy Alignment**

Goal 1. People and business prosper  
Strategy 1.5 We recognise that small and micro business is the backbone of our regional economy and will work with stakeholders to make it easier to do business in the Hills.

In an age when digital profiles and access to the internet is a crucial part of doing business and connecting with the world, it is important for communities to have the best internet services available. NBN Co. is rolling out the National Broadband Network which is aimed at providing a fast and reliable internet service to the public. However, they have opted to provide a satellite rather than fibre service to Mylor which is considered to be less reliable and relatively more expensive service.

➤ **Legal Implications**

The National Broadband Network (NBN) regulatory framework is governed by the following Acts:

- *Telecommunications Act 1997*
- *National Broadband Network Companies Act 2011*
- *Telecommunications Legislation Amendment (National Broadband Network Measures—Access Arrangements) Act 2011*

Local government has no jurisdiction in any of the abovementioned Acts.

➤ **Risk Management Implications**

The recommendation that the Mayor write to the CEO of the NBN Co. to reconsider its decision regarding the proposed NBN service to Mylor will assist in mitigating the risk of:

*Not advocating on behalf of the residents of Mylor for the review of NBN Co.'s decision leading to reputational risks for, and loss of confidence in Council to perform its advocacy role in this instance.*

Inherent Risk	Residual Risk	Target Risk
2(C)	2(D)	Low

Council has no jurisdiction or responsibilities in the roll out of the National Broadband services or network. The Federal Government has sole responsibility for this and implements this commitment via NBN Co. However, one of Council's roles is, where it decides to do so, to advocate on behalf of its ratepayers and residents to other levels of Government or agencies.

➤ **Financial and Resource Implications**

Not applicable.

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

Advocating on behalf of the residents of Mylor to seek the NBN Co. to review its decision regarding the type of NBN service to be provided to that locality will be supporting the community's interests in this regard.

➤ **Sustainability Implications**

Not applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Not applicable

*Council Workshops:* Not applicable

*Advisory Groups:* Not applicable

*Administration:* Not applicable

*External Agencies:* Not applicable

*Community:* Not applicable

**2. ANALYSIS**

Councils have no jurisdiction and very little role to play in the roll out of the National Broadband Network. This is the sole responsibility of the NBN Co. which was established by the Federal Government for this purpose. However, local government can advocate on behalf of its ratepayers and residents to other levels of government or agencies on matters which it considers are important to its community. With this in mind, Administration supports the intent of the Motion on Notice to have the Mayor write to the CEO of NBN Co. to have them reconsider its decision regarding the proposed use of satellite service delivery of internet services to the Mylor community.

**3. APPENDIX**

(1) Media Statement from NBN

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# **Appendix 1**

*Media Statement from NBN*

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# Media Statement

Friday, 9 January 2020

## Update on planned rollout of nbn™ access network to greater Mylor district, SA

NBN Co, the company building Australia's open access broadband network, has undertaken and completed a detailed review into the planned rollout of broadband access to premises in the greater Mylor district of the Adelaide Hills, an area outside of the township of Mylor, South Australia.

Premises in the greater Mylor district are outside the Mylor fixed line footprint. NBN Co has investigated the feasibility of building a Fixed Wireless tower on private land and the possible co-location of **nbn™** infrastructure on existing mobile phone towers in the area.

However, in addition to requiring access to a suitably located parcel of private land, a tower site must be strategically located in relation to other towers in the region.

From a co-location perspective, tower height and available space on existing towers were technical considerations which needed to be taken into account when assessing whether towers owned by other telecommunications providers could be used to host **nbn™** infrastructure.

After conducting technical feasibility assessments into the possible establishment of standalone or co-located Fixed Wireless infrastructure, both options have been ruled out.

Accordingly, NBN Co has determined that the majority of premises in the greater Mylor district will be able to connect to the **nbn** via the Sky Muster™ satellite service.

Some premises in the greater Mylor district may be able to connect to neighbouring Fixed Wireless towers at Echunga North, Littlehampton, Scott Creek and Cherry Gardens – eligibility will be assessed on a case-by-case basis.

NBN Co is currently completing detailed planning, to determine which premises may be able to connect to the existing fixed wireless network and which will be serviced by satellite.

All premises in this region will be able to connect to the nbn™ access network by June 30, 2020. Residents in the area are encouraged to visit [nbnco.com.au](http://nbnco.com.au) and enter their address in the marked field to receive updates specific to their property.

Premises connected to the nbn™ Fixed Wireless and nbn™ Sky Muster™ networks will not be disconnected from their existing phone and internet services by NBN Co. Premises within these areas that connect to the **nbn** access network over SkyMuster™ or Fixed Wireless have the choice of keeping their existing landline phone service over the copper network, or, switching to a VoIP (Voice over Internet Protocol) service on the nbn™ access network.



## Media enquiries

**Kym Morgan**

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**nbn™ Media Hotline**

Phone: 02 9927 4200

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 11.2 Motion on Notice

**Originating from:** Cr Malcolm Herrmann

**Subject:** Bushfire Recovery – Lobethal

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**1. MOTION**

That the CEO provide a report on implementing the issues raised by Mr Lynton Vonow representing the Lobethal Community Association at the Council meeting held on 27 January 2020 viz

1. provide a fresh avenue of trees along Woodside Road leading into Lobethal
2. provide a subsidy program to assist businesses put a fresh coat of paint on their buildings, replace signage
3. Mr Vonow also raised the matter of holding a possible "Healing of the Land" ceremony near the bottom lake. The advice of the Adelaide Hills Reconciliation Working Group should be sought during the investigation.

Should the findings have financial implications, the report should inform the budget workshop on 27-28 March 2020.

**2. BACKGROUND**

Speaking at the Public Forum on behalf of the Lobethal Community Association, at the January meeting, Mr Vonow raised a number of issues in regard to reinvigorating Lobethal and surrounds. There does not appear to have any administration actions resulting from the address in the minutes of the meeting.

There may be external sources which could assist in the provision of funds.

Mr Vonow has also paid tribute to Council for rescheduling the Re-Gathered Market on 8/9 February 2020.



### 3. OFFICER'S RESPONSE – David Waters, Director Community Capacity

#### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Goal 1 People and business prosper  
Strategy 1.12 We will seek opportunities to increase the wellbeing and resilience of our community to withstand, recover and grow in the face of challenges.

It is important that activities undertaken in recovery from the recent fire contributing to building wellbeing and resilience in both the residential and business community.

#### ➤ Legal Implications

Not applicable.

#### ➤ Risk Management Implications

Prudent decision making in determining the level and type of initiatives undertaken in the recovery phases of the fire will assist in mitigating the risk of:

*Inability to discharge the role and functions of a local government entity leading to a loss of community confidence*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	High (5E)	High (5E)

#### ➤ Financial and Resource Implications

Producing a report addressing these specific suggestions will require resources to be specifically diverted.

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

Any activities undertaken in recovery from a disaster have the potential to have community and cultural implications. It is important to be 'community-led' as per the National Principles of Disaster Recovery, to ensure community and cultural needs are met.

#### ➤ Sustainability Implications

Not applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Not applicable.

*Council Workshops:* Not applicable.

*Advisory Groups:* Not applicable.

*Administration:* Community Recovery Officer

*External Agencies:* Nil.

*Community:* Not applicable.

**4. ANALYSIS**

The ideas raised by Mr Vonow are among a range of suggestions being put forward by members of the community. One of the roles of the State Government funded Community Recovery Officer is to engage directly with the impacted community and identify appropriate recovery initiatives. The ideas presented in this case will be among those considered and developed with further engagement.

A Community Recovery Fund, administered by the State Government, may provide a source for funding for these and similar activities, however there are a range of other funding sources including benevolent institutions, commercial donors and government.

A report, as contemplated by this motion, can be produced, however it is suggested that this occur in the context of a broader fire recovery update report which will cover a range of subjects and ideas, including approaches to funding.

**5. APPENDIX**

Nil

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 11.3 Motion on Notice

**Originating from:** Cr Malcolm Herrmann

**Subject:** Storm Water Management Grevillea Way Woodside

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**1. MOTION**

That the CEO investigates storm water management in Grevillea Way Woodside and provide information for consideration with the preparation of the 2020/21 draft budget workshop on 27/28 March 2020.

**2. BACKGROUND**

The residents who live at the bottom of Grevillea Way Woodside have suffered flooding twice in the last six months. They have resorted to the use of sand bags in an attempt to prevent water entering their homes. Sandbags remain in place.

No. 87 bears the brunt of the flooding. No 87 is situated at the bottom on the rather steep slope and water collects from approximately 200-300 metres from No. 67. Water also collects from Banksia Court. There is a double side entry pit to collect the water but it appears that water travelling at velocity due to the steepness bypasses it, or maybe that the drainage pipe is too small or blocked.

At no. 87, there is also an issue with the disposal of surface water, which includes storm water from Grevillea Avenue. I am advised that an investigation has been commenced by staff in this regard, but a progress report would be welcomed.

**3. OFFICER'S RESPONSE – Peter Bice, Director Infrastructure & Operations**

➤ **Strategic Management Plan/Functional Strategy/Council Policy Alignment**

Goal 3 Places for people and nature.

Strategy 3.5 We will take a proactive approach, and a long term view, to infrastructure maintenance and renewal.

➤ **Legal Implications**

Not Applicable

➤ **Risk Management Implications**

*The investigation of stormwater management to help inform the Annual Business Planning development will help mitigate the risk of investment decisions being made without an evidence base to justify them*

Inherent Risk	Residual Risk	Target Risk
High (3B)	Low (2D)	Low (2D)

➤ **Financial and Resource Implications**

If capital works are deemed warranted, then this will require inclusion in 3 year capital program and inclusion in the appropriate years Annual Business Plan and Budget depending on priority.

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

Should works be deemed warranted following investigation of in the stormwater management in this area, this will be received by affected residents.

➤ **Sustainability Implications**

Not Applicable

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable

*Council Workshops:* Not Applicable

*Advisory Groups:* Not Applicable

*Administration:* Coordinator Civil Services  
Senior Infrastructure Planning Engineer  
Manager Civil Services  
Director Infrastructure & Operations

*External Agencies:* Not Applicable

*Community:* Affected resident has been consulted

**4. ANALYSIS**

It is recommended that a formal investigation is completed by a Stormwater Engineering Consultant to ascertain how the impact on residents and infrastructure can be alleviated with a capacity assessment, existing functionality and indicative costings to be formalised so Council can make an informed decision. It is suggested that preliminary works can be undertaken this financial year, and an inclusion will also be factored in to the 20/21 Annual Business Plan.

**5. APPENDICES**

- (1) Photographs
- (2) Map

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# **Appendix 1**

## *Photographs*

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## **Appendix 2**

*Map*

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**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 12.1

**Responsible Officer:** Ashley Curtis  
Manager Civil Services  
Infrastructure & Operations

**Subject:** Gumeracha Main Street Project

**For:** Decision

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**SUMMARY**

This report is to provide a status update for the Gumeracha Main Street Project as well as seeking endorsement for the proposed Detailed Design of the streetscape improvements to enable the tender process to get underway.

Council is working closely with the Gumeracha Main Street Group and other stakeholders to deliver a number of improvements for Albert Street. These include:

- Undergrounding of power lines.
- Installation of a stormwater drainage system.
- Installation of streetscape improvements.

The detailed design was developed following the Council-endorsed Master Plan. It contains the installation of new protuberances and corner kerb built-outs, as well as new street trees and new street furniture. Temporary protuberances were installed as a trial adjacent the kindergarten.

The protuberances will be installed to provide improved pedestrian safety and to better connect the town centre. The protuberances at the top and bottom of Albert Street also act as gateways to the Gumeracha centre and will be planted out with new trees and shrubs. The middle protuberance is currently designed to be located between the medical centre and the take-away shop. This received some unfavourable feedback from the community, and subsequently this report lists two alternative locations. A potential alternative would be to shift the bus stop towards the police station and reduce the dedicated car parks for the police station from two to one.

A dedicated bike lane on the back of the top protuberance between the protuberance and the retaining wall was considered but not progressed as it proved to be not feasible as well as impractical and cost prohibitive.

Protuberances provide a narrower carriageway, making the road less prone to speeding. All kerb build-outs and protuberances are in the process to be approved by DPTI as per the Traffic Impact Statement.

Federal and State grants were received to progress the works along with a Council contribution.

## RECOMMENDATION

### Council resolves:

1. That the report be received and noted.
  2. That the Detailed Design for streetscape improvements for Albert Street, Gumeracha be approved.
- 

## 1. GOVERNANCE

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Goal 1	Prosper
Strategy 1.9	We will work to make the district more age-friendly
Goal 3	Place
Strategy 3.9	We will encourage community – led placemaking approaches to enhance townships and public spaces

### ➤ Legal Implications

Not Applicable

### ➤ Risk Management Implications

The endorsement of the Gumeracha streetscape detailed design will assist in mitigating the risk of:

*A lack of social and economic vibrancy, and a streetscape of severely pruned trees and unsafe pedestrian crossings within the Gumeracha Main Street leading to increased visual and economic degradation.*

Inherent Risk	Residual Risk	Target Risk
Medium (3C)	Medium (2C)	Low (2D)

The Gumeracha streetscape detailed design provides a document that will enable streetscape implementation to be implemented.

### ➤ Financial and Resource Implications

The Gumeracha streetscape upgrade, based on the Council-endorsed Master Plan is made possible through a grant from the Australian Government through the Building Better Regions Fund for \$20,000.

Council has provided a contribution of \$22,500 (exclusive of GST) for the next stage of the project resulting in \$55,000 including \$32,500 from Department of Planning Transport and Infrastructure (DPTI) being available for Stage 1 of the project.

Council has also been successful in obtaining further grant funding from DPTI of \$120,000 for Stage 2 implementation works. Council has bought forward \$100,000 from 2020/2021 to the 2019/2020 Long Term Financial Plan (LTFP) 3 year rolling plan. This was endorsed at a Special Council meeting on the 12 June 2018. This funding will ensure that implementation of some elements can be undertaken in 2019/2020, that momentum is not lost for this project and works can occur in a more timely manner.

**6. BUSINESS OF THE MEETING**

**6.1. Residents Win Stage 2 Funding Increase Proposal – Gumeracha Main Street**

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

126/18

**Council resolves:**

1. That the report be received and noted
2. That Council support the movement of the \$100,000 allocation in the 2020-21 Long Term Financial Plan Capital Allocation to 2019-20 to enable the receipt of \$120,000 grants funding to be received this current financial year 2017-18 as a contribution towards the Stage 2 works in Gumeracha.

	Carried Unanimously
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Council allocated \$500,000 in the 2019/2020 Annual Business Plan for Stage 1 of the undergrounding of power lines and a further \$550,000 has been allocated in 2020/2021 within the draft Long Term Financial Plan for potential inclusion in the 2020/2021 Annual Business Plan as Council's contribution towards Stage 2.

The Gumeracha Main Street Project Group has recently completed a further Building Better Regions Fund application process for infrastructure works that if successful would further progress the works. It is anticipated that further funding may be required to complete the implementation of the draft Masterplan outcomes and this will be incorporated within budget requests, priority determination and supplemented with grant funding.

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

The preparation of the Gumeracha streetscape detailed design is based on the Gumeracha Masterplan which has been a community driven place making approach that will ensure a coordinated staged and funded process to assist in the revitalisation of the Main Street. This will result in an improved benefit to the Gumeracha and Adelaide Hills community and visitors.

➤ **Sustainability Implications**

Not Applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable

*Council Workshops:* Not Applicable

*Advisory Groups:* Not Applicable

*Administration:* Manager Civil Services  
Sustainability Officer  
Civil Projects Coordinator

*Community:* Not Applicable

**2. BACKGROUND**

The Gumeracha Main Street Masterplan was endorsed in December 2018 and since that time further work has been undertaken on undergrounding of power lines, design of stormwater drainage system, detailed design of streetscape improvements, temporary protuberance trial and confirmation of art installation. A Concept Design was prepared as part of the Master Plan, refer Appendix 1.

This report focusses on seeking Council endorsement for the detailed design of streetscape improvements including the outcomes of the temporary protuberance trial. SA Power Networks is responsible for the design and construction of undergrounding the power lines. The stormwater system for Albert Street will be aligned with the proposed power lines design to avoid costly crossings of the two services.

At Council's December 2018 meeting Council Members acknowledged the extensive community engagement process and outcomes which received a national award. During the community engagement process many of the streetscape improvements were discussed. All streetscape elements were initiated by the community and a number of those proposed were changed or abandoned during the Master Plan process due to lack of support. This included protuberances near the Post Office, designated parking spaces down the road and cycle lanes.

**12.1 Gumeracha Main Street Masterplan**

Moved Cr Leith Mudge  
S/- Cr Pauline Gill

324/18

Council resolves:

1. That the report be received and noted
2. That Council approves the draft Masterplan taking into consideration the broader community engagement process and outcomes, with the inclusion that measures be considered in the detailed design phase to improve safety and amenity for cyclists following guidance in the Adelaide Hills Strategic Bicycle Plan and Cycling Aspects of Austroads Guides. Specifically the design should incorporate suitable measures to provide separation between cyclists and motor vehicles for safety, and bike rails for parking of bikes at appropriate locations.

Carried
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Following the Master Plan, Council engaged a consultant to prepare the detailed design including a Traffic Impact Statement for the streetscape improvements, Council also engaged a specialist consulting firm to prepare a Stormwater Master Plan for the township of Gumeracha and subsequently, designed a detailed stormwater system for Albert Street. Concurrent to the streetscape masterplanning and improvement process, Council lodged a successful application with the Power Lines Environment Committee (PLEC) for undergrounding of power lines along Albert Street as per Council's resolution at its 26 June 2018 meeting. The removal of power lines and stobie poles along Albert Street as well as in the first sections in Victoria St and John Fisher St will enable the planting of new street trees and the installation of light columns.

**12.1. Adelaide Hills Council PLEC Projects**

Moved Cr Malcolm Herrmann  
S/- Cr Linda Green

136/18

Council resolves:

1. That the report be received and noted.
2. That the CEO be authorised to lodge a formal application to the Power Line Environment Committee for stage 1 of undergrounding power lines in the township of Gumeracha to be undertaken in 2019/2020, with stage 2 to be undertaken at a later date.
3. That future allocation and prioritisation of PLEC projects be considered as part of the next review of the LTFP January 2019.

Carried Unanimously
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The proposed streetscape improvements cover kerb-built outs at the corners of Victoria Street and John Fisher Street plus three protuberances. The protuberances are proposed west of Victoria Street and opposite Federation Park to bookend the Gumeracha 'Centre' and one in the middle, between the Medical Centre and the take-away shop.

As part of the streetscape improvements process, a Quick Win initiative saw the placement of planted out wine barrels on Albert Street and some metal art installations on bus shelters and an entry statement. Between July and December 2019 there was also a temporary protuberance installed opposite Federation Park to provide road users and pedestrians an impression of the proposed size and benefit as well as impact on traffic.

A petition was tabled at Council's January 2020 meeting which had a number of members of the community oppose the temporarily installed protuberance.

#### Project Status Update

SA Power Networks and council staff are finalising designs to align the services for undergrounding of power lines and stormwater system along Albert Street.

Detailed design for the streetscape improvements is finalised and the associated Traffic Impact Statement (TIS) has been approved by DPTI.

A timeframe for the construction phase of the three parts can be established once contractors have been engaged and coordinated.

The retaining wall in front of the Gumeracha hospital will see the installation of public art.

### **3. ANALYSIS**

The proposed streetscape improvements includes the following elements:

- New trees.
- New street furniture.
- Art installations.
- Kerb build-outs and protuberances.

#### New Trees

The existing trees are pruned in an unsightful way to cater for the overhead power lines and will be removed. The new trees (Flowering Cherry *Prunus Serrulata* 'Mount Fuji') will be located in the rear of the road reserve to avoid services in the footpath and to allow the trees to grow naturally to their usual size of up to 3m height and 3m width and not impinge on the full width of the footpath.

#### New street furniture

The suite of new street furniture includes the installation of bicycle hoop racks, bins and benches as well as signage.

Bicycle hoop racks will be installed in close proximity to businesses and rest areas such as the post office, the hotel and Federation Park.

New bin enclosures have already been installed across the Albert Street precinct.

The existing four (4) benches will be replaced and a total of 16 new benches will be installed providing the footpath users with much more comfort in this steep road environment.



Signage in the style of gateway markers and wayfinding signs will be installed near the 'entries' to Gumeracha at Victoria Street, the post office and in front of Federation Park and the hotel. This will provide visitors with a welcoming message to Gumeracha as well as provide a guide to the area.

#### Art installations

The 170m long retaining wall in front of the hospital west of Victoria Street will see an art installation by Indigenous artist and landscape architect Paul Herzich. The piece will include etching and paint elements. This work is scheduled to be implemented during March and April 2020, weather permitting. Metal sculptures, such as feathers and butterflies have been installed in bus shelters and at the township entry coming from Lobethal.

#### Kerb build-outs and Protuberances

The corners at Victoria Street (eastern side) and John Fisher Street (western side) will see the installation of kerb build-outs. Three protuberances are proposed along Albert Street. These had originally proposed a different surface treatment across Albert Street, however this was rejected by the Department for Planning, Transport and Infrastructure (DPTI). All road narrowing changes to the area are approved by DPTI as per the Traffic Impact Statement which is part of the overall streetscape improvements design.

The protuberances are proposed at the following locations: one just west of Victoria Street (top of Albert Street), one opposite Federation Park just east of John Fisher Street and one in the middle to better connect the the medical centre and the pharmacy.

Albert Street is a relatively steep and wide road which is likely to invite road users to speed. Although the majority of road users adhere to the 50km/h speed limit, a traffic survey in August 2018 prior to the community engagement period showed 15% of traffic was above 50km/h with one incident above 90km/h.

The proposed protuberances are to be installed for a number of reasons. In terms of streetscape environment improvements the two 'outer' ones provide a gateway to the township and bookend the centre of Gumeracha. The protuberances at either end will be planted out with trees and shrubs and provide a green and welcoming entry statement to the area.

Further, by visually narrowing the road width, protuberances act as traffic calming devices and achieve slower speeds. It has been demonstrated and is now commonly accepted that just by visually narrowing the carriageway, motorists slow down and a safer road environment can be established. The removal of overhead power lines and the position of the new trees towards the back of footpath will make the road appear even wider, therefore potentially increasing the risk of speeding.

The protuberance on the bottom of Albert Street, opposite Federation Park, provides a much safer crossing point for the kindergarten when they regularly take children into Federation Park. It does not jut out any further than a parked car would require. The protuberance does not force truck drivers to veer into oncoming traffic when using the John Fisher– Albert Street intersection. Further to that the protuberance at the bottom end does not cause the loss of car parks as visitors will either park in the hotel car park or in Federation Park, depending on where they will visit.



Finally and foremost, the proposed protuberances provide a shorter distance for pedestrians when crossing the road, making the area more walkable and increasing pedestrian safety especially for older residents. The protuberance proposed to be located in the middle, placed between the medical centre and the take-away shop will improve the connection especially from the medical centre to the pharmacy. Given the width of Albert Street, bringing the two footpaths closer together at this location will result in a carriageway of approx. 7.5m, a much safer travel distance for pedestrians compared to the 11.5m kerb-to-kerb.

The middle protuberances will be connected to the main footpath via a metal checker plate or grate to provide a stormwater channel between the footpath and protuberance. This will avoid the need for placement of an extensive and unsightly number of side entry pits (SEPs) uphill of the middle protuberance.

The middle protuberance has a length of 6m and is approx. 2m deep. The protuberance has been designed to ensure pedestrian accessibility and is required to be located between driveways which are numerous and staggered along Albert Street.

#### Location of Middle Protuberances

##### Option 1 – Medical Centre / Take-away (Recommended)

The current detailed design has the middle protuberances located between the medical centre and the take-away shop. This location is most preferable as it is located right in the middle of Gumeracha, therefore providing the best pedestrian connectivity for the area and the most direct link between the medical centre to the other side of the road.

Designers and administration staff are aware of the unfavourable location of the protuberance directly in front of the take-away shop. However, the protuberance requires only the length of one (1) car park to gain much improved pedestrian safety.

To address the loss of the one car park either side of the road it is proposed to install a car park for people with disability in front of the medical centre. There are also two car parks allocated on Albert Street for the local police station. Whilst it is acknowledged that one car park is reserved for a marked police car to be parked in front of their office to show a presence, a dedicated visitor car park appears not warranted. It should also be noted that the SAPOL website lists the Gumeracha office opening hours Monday – Friday 9.30-11.30. It would be proposed to remove the one visitor car park in front of the police station to offset the loss of the one due to the protuberance installation. Subject to consultation with the police office if this option were to be pursued, there would only be the loss of one car park due to the middle protuberance to the northern side of Albert Street.

##### Option 2 – Protuberance opposite '123t Australia' T-Shirt place

An alternative location for the protuberance could be between 20B and 27 Albert Street. There is a tight spot between the staggered driveways which would allow a protuberance in slightly reduced size (approx. 5m width) to be placed.

This option has not been consulted with affected residents who might oppose the placement of the protuberance so close to their driveways.

This option would not necessitate the loss of the car parking space in front of the take-away shop, the other car parking re-arrangements as per Option 1 would still be applied.

### Option 3 – Relocate bus stop

As a second alternative, the bus stop could be shifted to the front of the police station and take up the space of one (1) of their allocated car parks. The protuberances would be located at the existing bus stop location.

This option would still have the disabled car park installed at the medical centre. The shift of the bus stop would actually provide one (1) extra car park on this side of the road. This option is subject to the DPTI approving the shift of the bus stop, as well as the further consultation with the Police station.

### Options for location of Middle Protuberances



### Cycling Lanes

At the December 2018 Council meeting Council requested to consider cyclist safety as part of the Albert Street design. Administration investigated the feasibility of suitable measures to improve cyclist safety specifically at the protuberances.

One design option was to provide bypass slip lanes around the protuberances along the street. However, this would have resulted in parking being removed on either side of the protuberance to allow cyclist movement, drainage issues, cyclist merging issues as they re-enter the road. This proved to be not feasible especially due to the fact that there's a long retaining wall at the top protuberance. These works were also considered cost prohibitive. This option also did not guarantee that the cyclist would actually use this specifically constructed lane but choose to simply continue on the road as it would be easier.

Another design option was to decrease the width of the protuberances which would be contrary to the intent of slowing traffic within the main street.

Based on the advice received from the Traffic Engineer and Design consultants it was decided to not proceed with either option.

On another level, designers investigated the implementation of cycling lanes in general on Albert Street. Community consultation made it very clear that any lines on the road which could cause loss of car parking would not be supported. This included a formal parking lane. Any cycling lane would require a parking lane between the cycling lane and the footpath. Furthermore, the carriageway on Albert Street is not wide enough to cater for parking lanes and cycling lanes either side.

Therefore cycling lanes were not included in the detailed design.

### Next steps

SA Power Networks are currently tendering their works for a March / April 2020 construction start.

Council and SAPN are finalising a Letter of Agreement outlining the roles and responsibilities as well as the payment structure for the PLEC project.

Council is completing the stormwater system design and will tender for construction during March 2020. A construction method will be established once a suitable contractor has been engaged.

Subject to Council endorsement for the streetscape detailed design, tender for construction will be called in March 2020 and a construction method and timeframe established once the contractor has been engaged. Streetscape works will follow the undergrounding of power lines to avoid rework in the footpath area and to minimise impact on residents and businesses.

#### **4. OPTIONS**

Council has the following options:

- I. Endorse the streetscape detailed design with the middle protuberance at the medical centre (Option 1) and proceed with the tender and construction of this project. (Recommended)

This option is consistent with the process established during the Master Plan process and will see the implementation of a number of improvements for Gumeracha. In particular, the installation of the three proposed protuberances will improve pedestrian safety and walkability for Gumeracha. The proposed changes to car parking along Albert Street will address sufficiently the removal of two car parks for the middle protuberance.

- II. Endorse the streetscape detailed design with the middle protuberance at '123t Australia' (Option 2) and proceed with the tender and construction of this project. (Not Recommended)

This option provides for a compromised protuberance in size and is placed too close at the adjacent driveways.

- III. Endorse the streetscape detailed design with the middle protuberance at the existing bus stop and move the bus stop to the police station (Option 3) and proceed with the tender and construction of this project. (Not Recommended)

This option is subject to consultation with the police station regarding the shift of car parks and also consultation with DPTI for the shift of the bus stop.

- IV. Approve the detailed design for streetscape improvements for Gumeracha but remove the middle protuberance from the design. (Not Recommended)

The streetscape improvements for Gumeracha rely on improving the walkability of the area for pedestrians. The removal of the middle protuberance would compromise significantly the benefits for the area as well increase the risk of speeding along Albert Street.

- V. Not approve the detailed design for the streetscape improvements for Gumeracha and not to proceed with the streetscape improvements. (Not Recommended)

#### **5. APPENDIX**

- (1) Gumeracha Streetscape Concept Design

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# **Appendix 1**

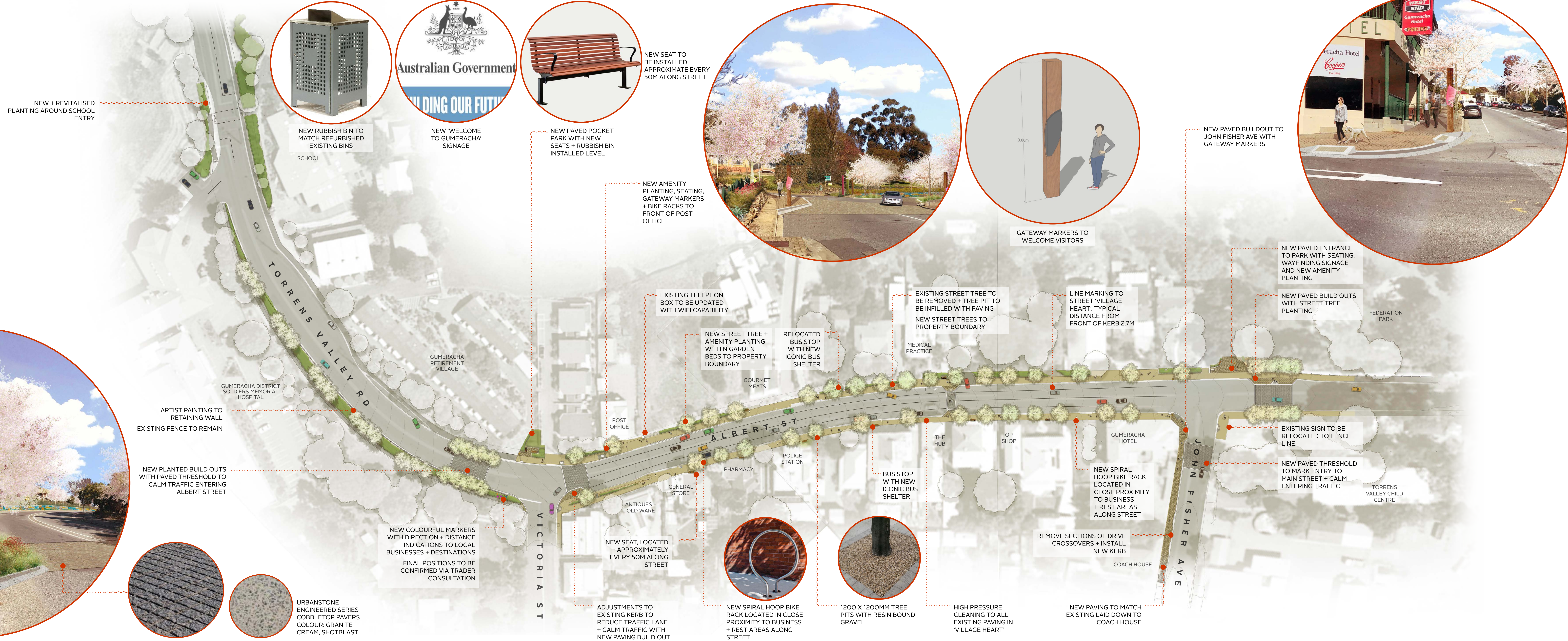
## *Gumeracha Streetscape Concept Design*

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**LEGEND**

- EXISTING TREES
- NEW STREET TREES
- NEW AMENITY PLANTING
- NEW SEAT
- NEW BIN
- NEW PAVED THRESHOLD TO MARK ENTRY TO MAIN STREET + CALM TRAFFIC
- NEW PAVING TO MATCH EXISTING
- NEW COLOURFUL MARKERS
- NEW GATEWAY MARKERS
- NEW ENTRY SIGNAGE



**PLANT SELECTION**

- NEW STREET TREES: PRUNUS SERRULATA 'MOUNT FUJI'
- ANIGOZANTHOS VIRIDIS
- LOMANDRA FLUVIATILIS 'ABUT SHARA'
- MELALEUCA THYMIFOLIA 'COTTON CANDY'
- CHAENOMELES JAPONICA
- CHAMELAUCIUM 'TEINAS DELIGHT'
- POA LABILLARDIERI
- LEUCOPOGON PARVIFLORUS
- ACACIA COGNATA 'LIMELIGHT'
- GREVILLEA LAVANDULACEA
- CORREA GLABRA
- SCAEVOLA 'SUPER CLUSTERS'
- KENNEDIA PROSTRATA
- EREMOPHILA 'KALBARRI CARPET'



**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 12.2

**Responsible Officer:** Peter Bice  
Director Infrastructure & Operations  
Infrastructure & Operations

**Subject:** Construction of Unmade Road - West Street, Mylor

**For:** Decision

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**SUMMARY**

West Street Mylor is an unmade public road on the western fringe of the Mylor township. There are thirteen allotments along West Street, six of which are vacant, and three currently have dwelling applications in with Council under assessment. Each allotment requires safe and convenient access before it can be developed, and further development along West Street cannot be accommodated without formalising the road.

Council has prepared a detailed design and cost estimate for the construction of West Street. In addition to property access, formal stormwater drainage infrastructure via swale and underground pipe has been included. The estimated cost to complete these works is \$162k.

West Street Mylor is understood to be the only unmade public road within a township boundary in the Adelaide Hills Council area. As this is considered a unique situation, and in an effort to rectify this aberration, it is proposed that Council bear the road construction costs in full. However, as the proposed underground stormwater is provided to service new dwellings, it is proposed that those costs be borne by the adjoining landowners/applicants. This would amount to a contribution by Council of \$108k.

The balance of costs is \$54k, and is to be borne by the adjoining landowners/applicants. As previously mentioned, there are six vacant properties, three of which have development applications under assessment, as follows:

- 3 West Street (under contract)
- 5 West Street (under contract)
- 11 West Street
- 13 West Street (Development Application under assessment)
- 15 West Street (Development Application under assessment)
- 19 West Street (Development Application under assessment)

Based on this, it is envisaged that each applicant/landowner would need to contribute up to a maximum of \$9k towards the construction of stormwater infrastructure in West Street. This is considered an upper limit, as any savings during the construction phase would be passed onto the applicants/landowners. The recommended mechanism to recoup these costs from the landowners/applicants is via an Infrastructure Agreement which will be registered against each title by way of a Land Management Agreement.

## RECOMMENDATION

### Council resolves:

1. That the report be received and noted
  2. To approve an increase in the 2019/20 capital expenditure budget by \$162k and fund the upfront cost of designing and constructing West Street Mylor including associated stormwater works
  3. That Council recoup the costs of up to \$54k by entering into Infrastructure Agreements with the affected landowners along West Street Mylor, to a maximum value of \$9k each.
- 

## 1. GOVERNANCE

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Goal 3 Places for people and nature.

Strategy 3.5 We will take a proactive approach, and a long term view, to infrastructure maintenance and renewal.

The formalisation of West Street Mylor by Council to an unsealed rural road standard will ensure this asset can be appropriately managed into the long term.

### ➤ Legal Implications

Not Applicable.

### ➤ Risk Management Implications

*The formalisation of West Street Mylor by Council will assist in mitigating the risk of:*

*Ad hoc construction leading to reduced asset life and an unnecessary financial burden on the broader community.*

Inherent Risk	Residual Risk	Target Risk
High (2B)	Low (1D)	Low

As the interested parties in West Street Mylor have no inherent relationship to one another, and no ready way to coordinate construction efforts, there is a risk of ad hoc construction of the road occurring, with a mis-match of quality and outcome. This would likely result in increased maintenance burden over the life of the asset, as well as the asset needing to be renewed sooner (i.e. reduced asset life). It is proposed to manage this risk by Council undertaking all design and construction works associated with formalising the road.



➤ **Financial and Resource Implications**

The upfront financial implication is an increase to the 2019/20 capital expenditure budget of \$162k. This will be offset by revenue from cost recovery from adjoining property owners/ developers of up to \$54k. It is likely these infrastructure agreements may be for up to 3 years for those seeking to pay off the amount. Interest will be charged to those landowners seeking to repay the amount over an agreed period as stipulated in the agreements.

Delivery of these works can be accommodated utilising existing project delivery resources.

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

Not applicable.

➤ **Sustainability Implications**

These works require the removal of some native vegetation, and approval has been received from the Native Vegetation Council for this to occur. The design has been undertaken in such a way as to limit the extent of native vegetation removed.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees: Not applicable*

*Council Workshops: Not applicable*

*Advisory Groups: Not applicable*

*Administration: Director Development and Regulatory Services  
Director Corporate Services  
Director Infrastructure and Operations  
Manager Financial Services  
Team Leader Statutory Planning  
Technical Officer  
Roads Officer*

*External Agencies: Native Vegetation Council*

*Community: A meeting was held with those seeking to build homes along West Street Mylor on 17/02/20.*

## 2. BACKGROUND

Mylor was proclaimed on the 7 May 1891 and the town plan, including all the roads and allotments as currently exist on West Street were laid out at that time. West Street is currently an unmade public road on the western fringe of Mylor township. It services thirteen allotments that were laid out as part of the original Mylor survey plan in 1891.

There are six existing houses along West Street Mylor, serviced by private driveways that meander through the road reserve. They do not meet the minimum requirements of a fire access track standard. For asset management purposes, West Street Mylor is considered unmade.

Two recent dwelling applications on 7 and 9 West Street were conditioned to include a requirement to provide safe and convenient property access, to a fire track standard, from Bradbury Road. Although Council provided design criteria for a fire track, the end result of this approach is considered poor, with the works not suitable for conveying increased traffic from further development. Some native vegetation was also damaged during the construction undertaken by the private owners. It was determined that Council should develop an overall detailed design for West Street that would meet a rural road standard, to ensure safe and convenient property access for all allotments, maintain consistency of standard, as well as to protect native vegetation.

There are currently three development applications for dwellings that have been submitted and more expected for the remaining vacant allotments along West Street Mylor. It is recognised that any further development along West Street cannot be accommodated without formalising the road. Hence those development applications have effectively been placed on hold until such time as agreement can be reached on how to formalise West Street.

Additional to the property access issues, there is no readily available stormwater disposal point for the allotments along West Street, as the allotments grade to the east, directing any stormwater runoff into the rear neighbouring properties. Recent dwelling construction at 7 and 9 West Street have been conditioned to retain all stormwater onsite, but this has proved ineffective. Accordingly, Council have included a new underground stormwater network with discharge to Bradbury Road in the design. This will allow for future and existing home owners to incorporate a pumped solution for this domestic stormwater disposal.

## 3. ANALYSIS

A detailed design (refer to **Appendix 2**) and estimated costings has been prepared for West Street Mylor. Whilst costs are subject to market response, Administration have consulted with contractors and internal construction crews, and are confident West Street can be formalised within the budget proposed. Whilst survey and design (including native vegetation assessments) has already been completed utilising operational expenditure, these costs need to be capitalised if the road construction proceeds.

Item	Cost ('000)
<b>Survey</b>	\$3
<b>Design</b>	\$28.5
<b>Construction Preliminaries</b>	\$8.5
<b>Vegetation Removal</b>	\$20
<b>Earthworks</b>	\$30
<b>Road construction</b>	\$11
<b>Stormwater</b>	\$49
<b>Construction contingency (10%)</b>	\$12
<b>Total</b>	\$162

West Street Mylor is understood to be the only unmade public road within a township boundary adjacent to existing allotments anywhere within the Council area. It is unknown why the road was not formalised at the time the allotments were created, and as such, this is considered a unique situation. In an effort to rectify this aberration, it is proposed that Council bear the cost of designing and constructing West Street Mylor in full. Conversely, as the stormwater management issues lie wholly with the applicants, it is not suggested that Council contribute any of the cost of the stormwater infrastructure.

Therefore a suggested cost share is as follows:

Item	Cost ('000)	Cost to Council ('000)	Cost to Applicants ('000)
<b>Survey</b>	\$3	\$3	
<b>Design</b>	\$28.5	\$28.5	
<b>Construction Preliminaries</b>	\$8.5	\$8.5	
<b>Vegetation Removal</b>	\$20	\$20	
<b>Earthworks</b>	\$30	\$30	
<b>Road construction</b>	\$11	\$11	
<b>Stormwater</b>	\$49		\$49
<b>Construction contingency (10%)</b>	\$12	\$7	\$5
<b>Total</b>	\$162	\$108	\$54

The recommended mechanism to recover the costs to the various applicants is by entering into an infrastructure agreement. An infrastructure agreement is a legally binding agreement between Council and another party such as a developer whereby the developer agrees to either construct, or pay for, certain public infrastructure external to their development site. In the case of West Street, it is proposed to enter into an infrastructure agreement with all the applicants/landowners of the vacant allotments. As there are currently six vacant property owners, it is envisaged that the costs would be split amongst these, with each infrastructure agreement requiring payment of up to \$9k for the construction of West Street. This is considered to be an upper limit, as any other property owners wishing to connect to this infrastructure would also be required to contribute, and any savings during the construction phase would be passed on to the applicants.

#### **4. OPTIONS**

Council has the following options:

- I. Council funds the upfront cost of designing and constructing West Street Mylor including associated stormwater works, and recoup the stormwater construction costs by entering into an Infrastructure Agreement with the applicants and property owners on West Street (recommended)
- II. Council funds the upfront cost of designing and constructing West Street Mylor including associated stormwater works, and recoups the entire Road and Stormwater construction costs by entering into an Infrastructure Agreement with the applicants and property owners on West Street (not recommended)
- III. Council places a condition on development approval for those seeking to build along West Street Mylor that they formalise the road as required to service their property. Although Council can provide design criteria, this option will result in ad hoc construction of varying standard, and poses potential risk to native vegetation (not recommended)
- IV. Council does not formalise West Street Mylor and does not approve any further development along West Street Mylor. This will render those allotments currently zoned within a township as undevelopable (not recommended).

#### **5. APPENDICES**

- (1) Locality map
- (2) Detailed design

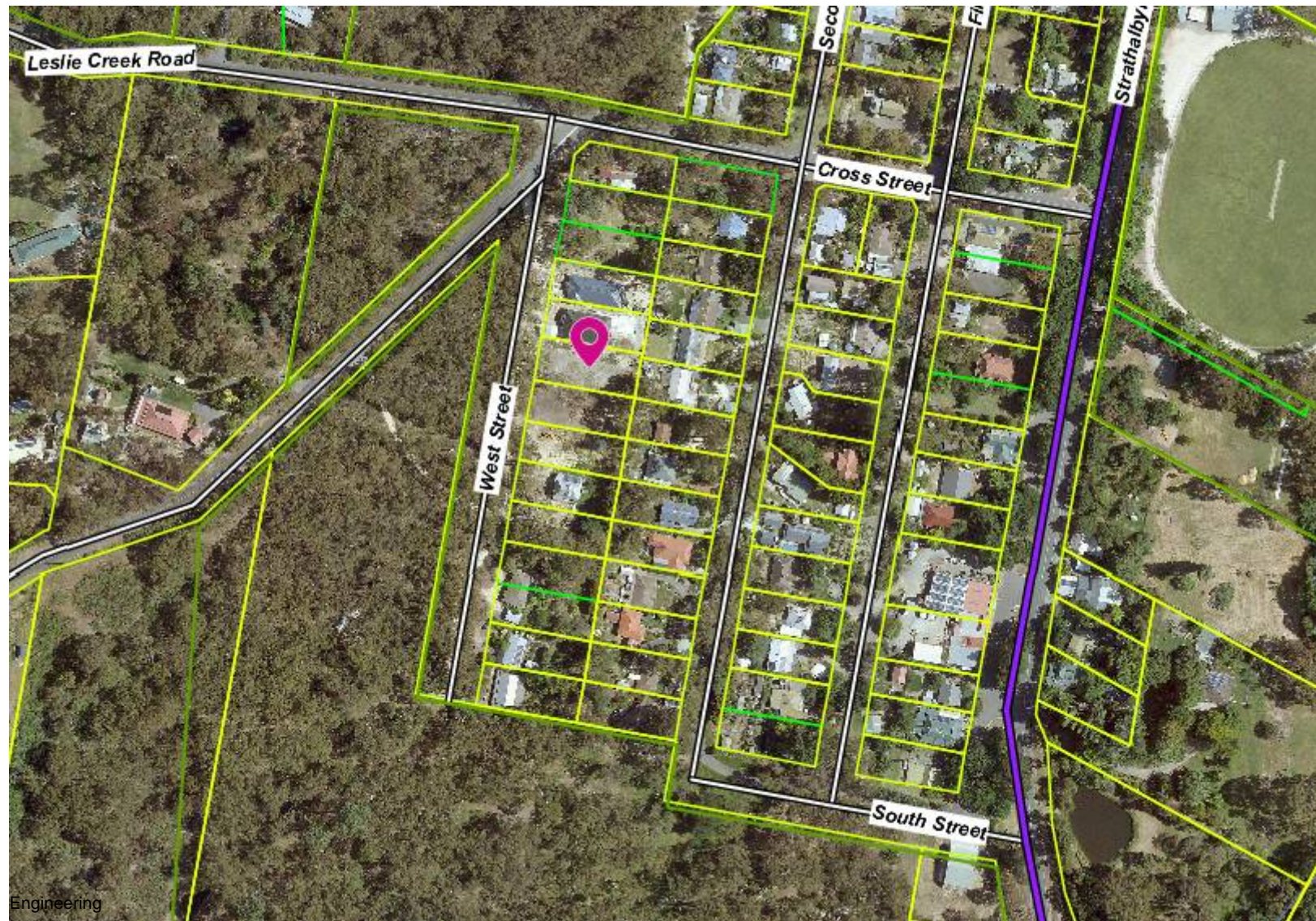
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# Appendix 1

*Locality Plan*

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Engineering

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Scale = 1:3016.440

100 m

**AHC Core**

Parks

Townships

**RoadsStreetView**

ADJOINING LGA RD

AHC &amp; PRIVATE

AHC RD

DPTI RD

PRIVATE RD

SHARED RD

PropertyOwner

Parcels

Roads

AHC LGA

LGAs

Suburbs

**Rivers**

River

Creeks

Streams

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# Appendix 2

*Detailed Design*

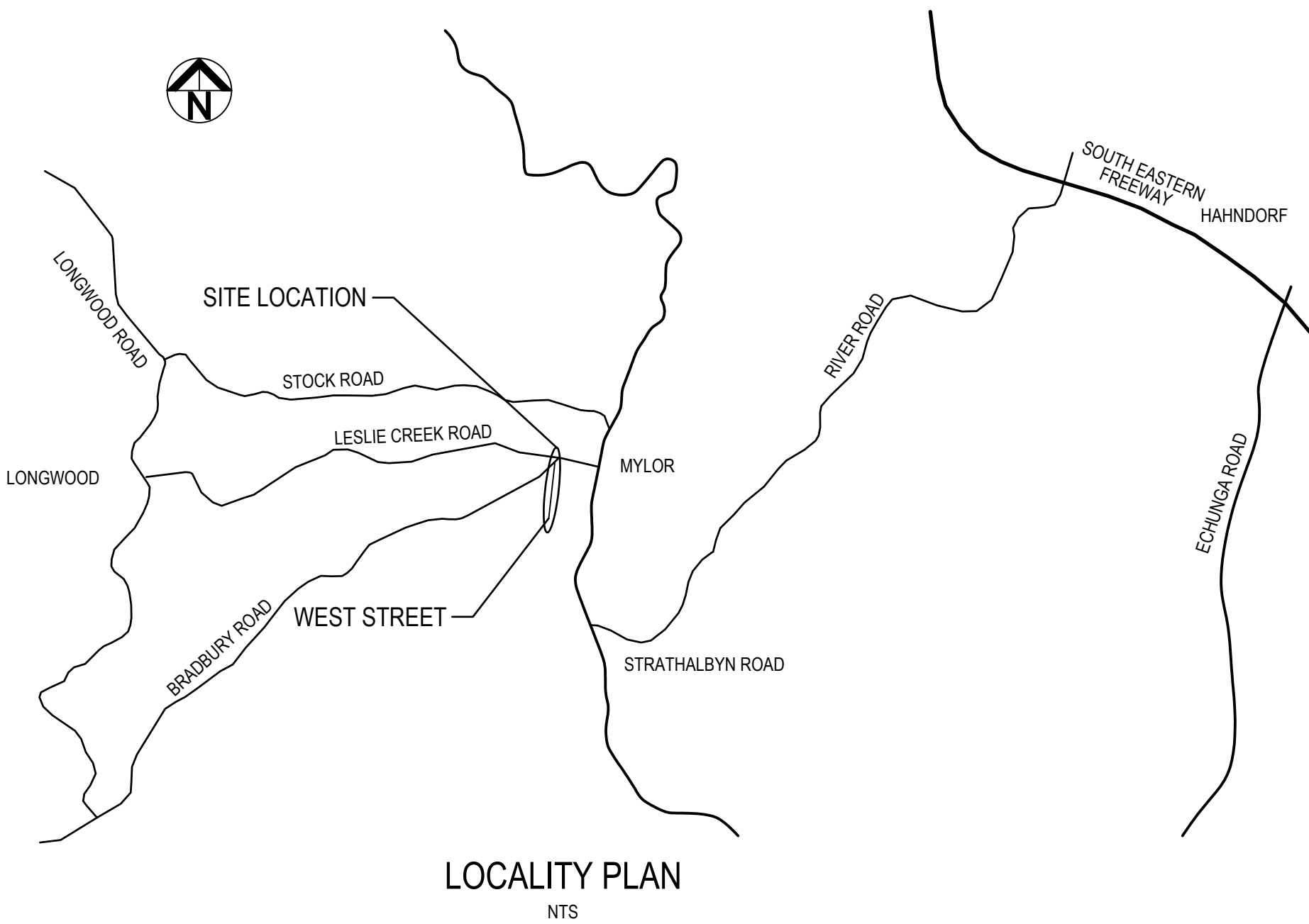
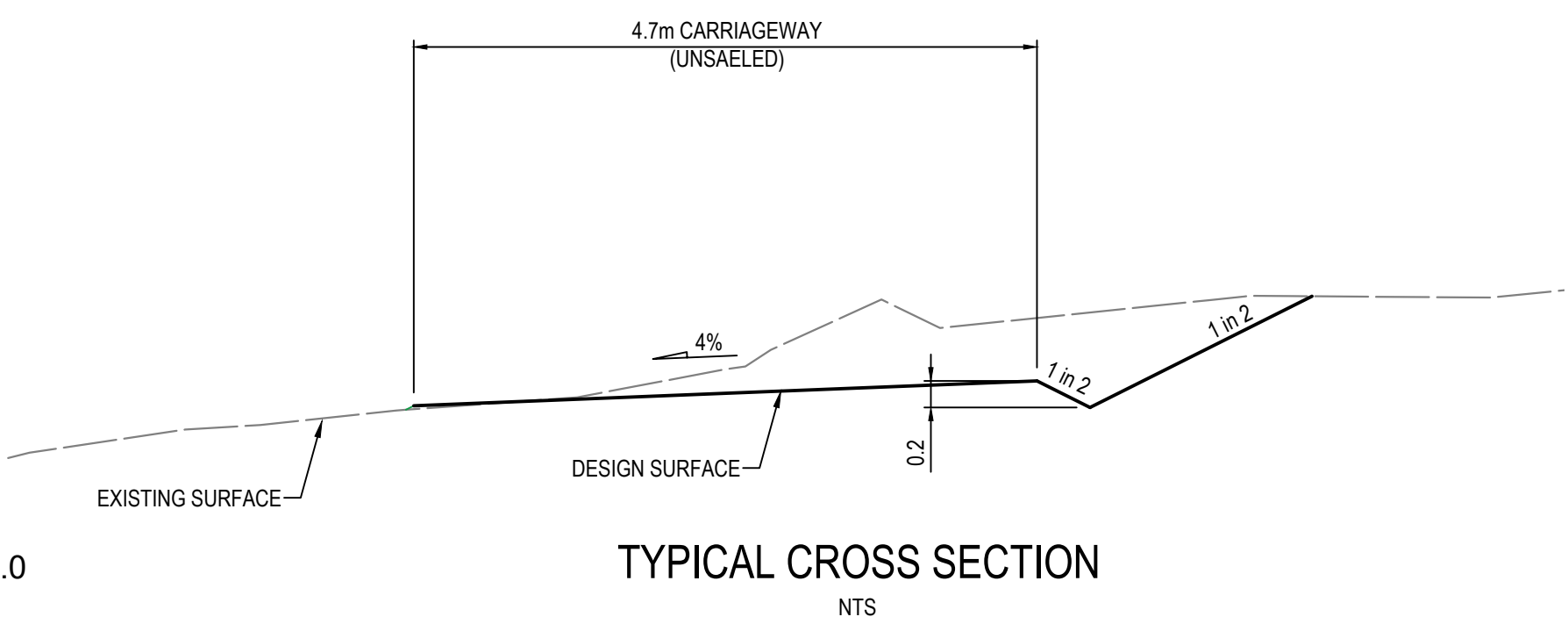
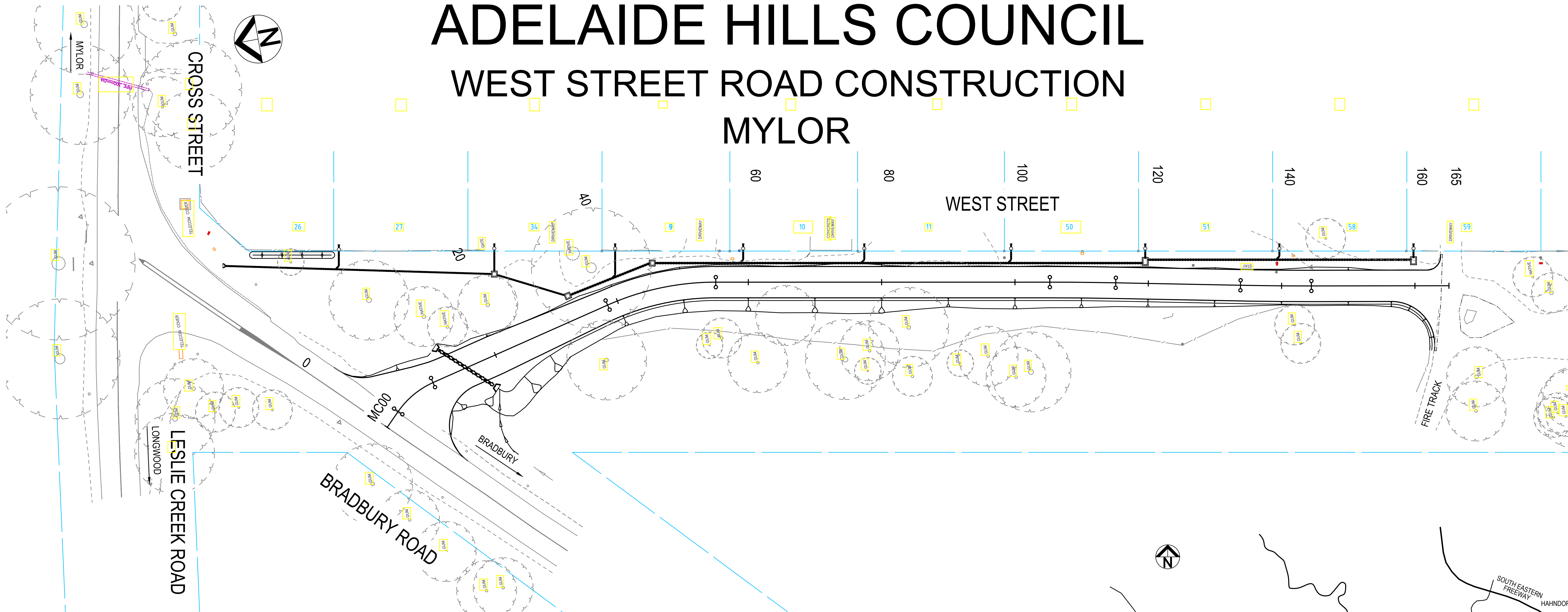
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# ADELAIDE HILLS COUNCIL

## WEST STREET ROAD CONSTRUCTION

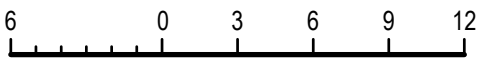
### MYLOR



### DRAWING INDEX

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19-2159-003	GENERAL CONSTRUCTION MC00; CH. 80.0 - CH. 165.0
19-2159-004	FINAL SURFACE CONTOURS AND PAVEMENT TREATMENT MC00; CH. 0.0 - CH. 165.0
19-2159-005	TRAFFIC CONTROL MC00; CH. 0.0 - CH. 165.0
19-2159-006	CROSS SECTIONS MC00; CH. 10.0 - CH. 160.0
19-2159-007	STORMWATER LAYOUT PLAN
19-2159-008	STORMWATER LONGITUDINAL SECTIONS AND TYPICAL DETAILS

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B	20.12.19	ISSUED FOR INFORMATION	GF	GF	KZ
A	10.10.19	ISSUED FOR APPROVAL	GF	GF	KZ
REVISION HISTORY					



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TITLE AND INDEX  
MC00; CH 0.0 - CH 165.0

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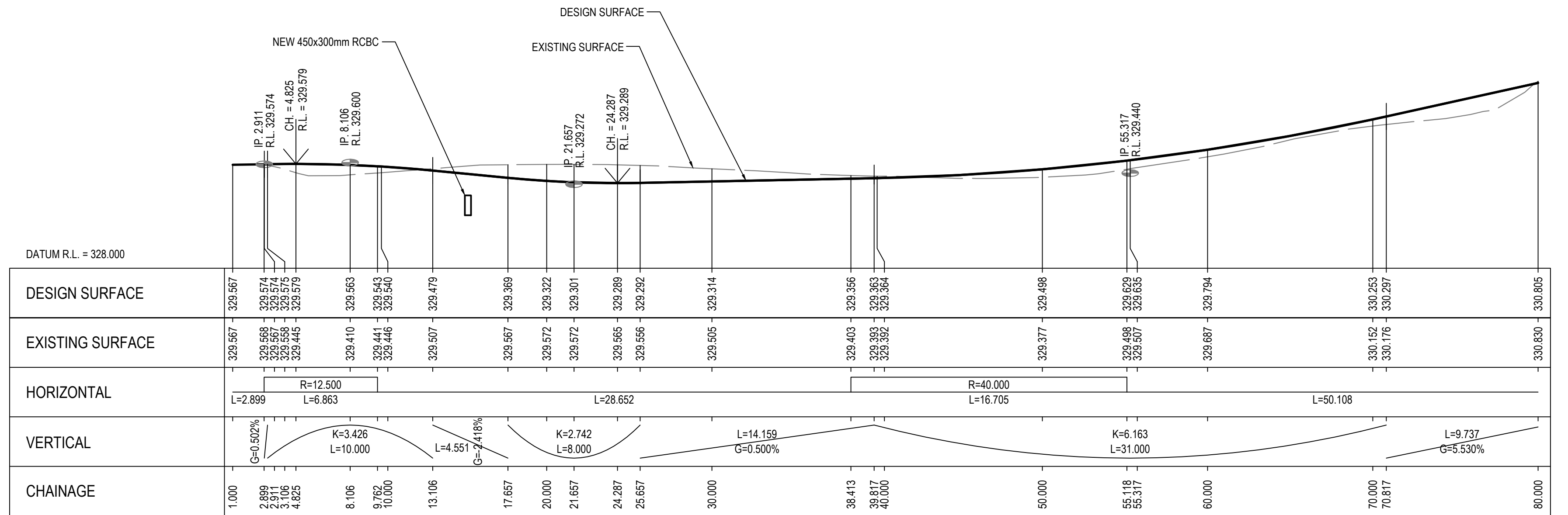
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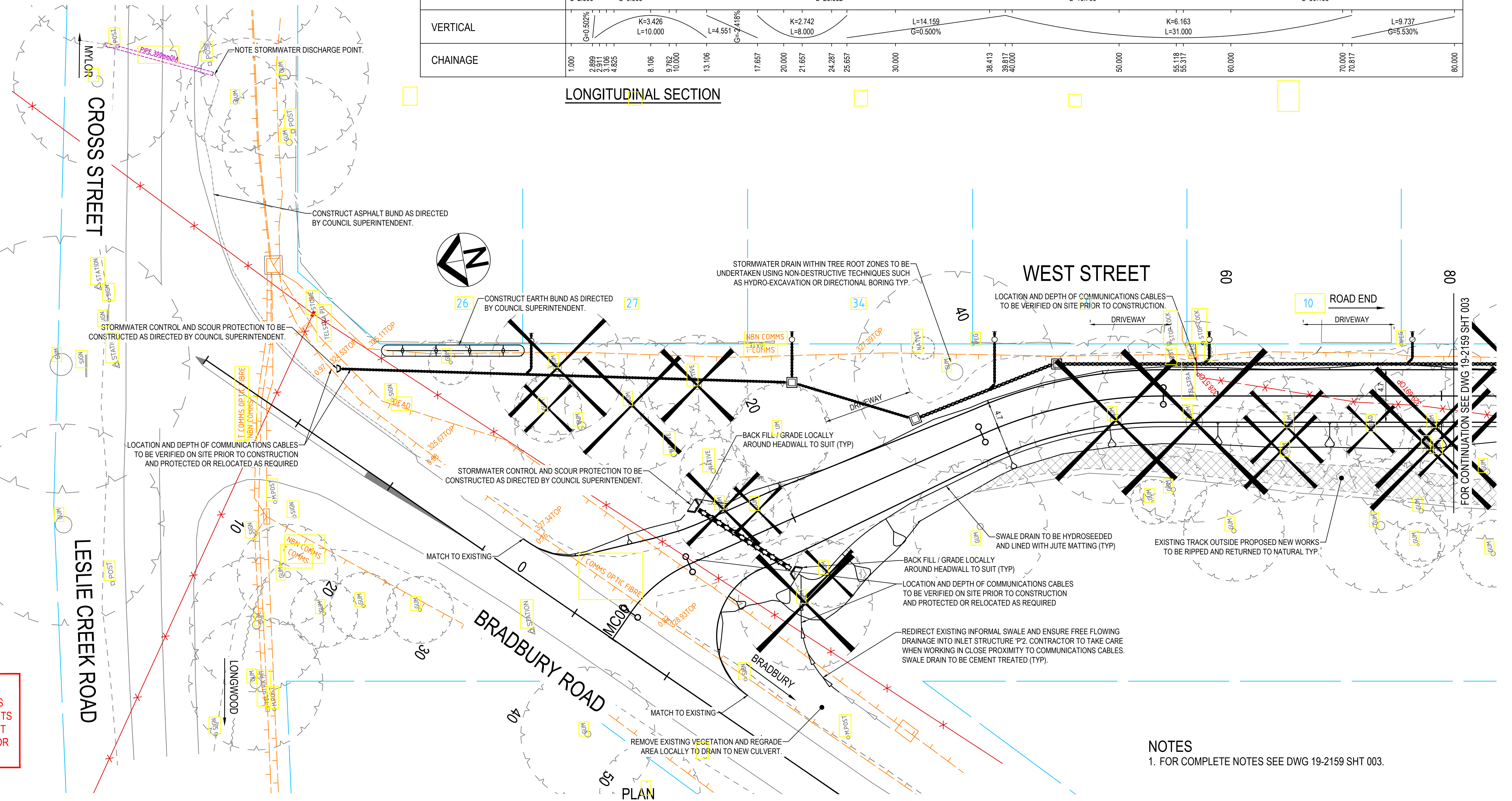
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OVERHEAD CABLE (SAPN)  
UNDERGROUND CABLE (SAPN)  
STOBIE POLE - EXISTING  
STORMWATER  
EXISTING STORMWATER PIPE / CULVERT  
PROPOSED STORMWATER CULVERT  
HEADWALL / ENDWALL  
DRAINAGE STRUCTURE IDENTIFIER  
GENERAL  
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EXISTING FENCE  
EXISTING GATE  
EXISTING BOUNDARY (DCDB)  
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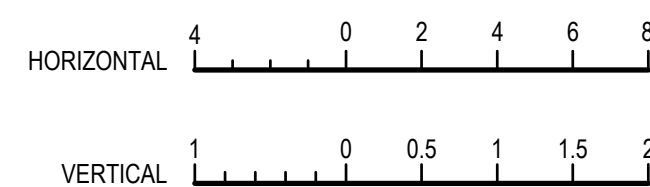
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FURTHER INVESTIGATION AND RISK ASSESSMENT  
WITH THE RELEVANT SERVICE AUTHORITIES PRIOR  
TO WORKS COMMENCING.



LONGITUDINAL SECTION



NOTES  
1. FOR COMPLETE NOTES SEE DWG 19-2159 SHT 003.



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WEST STREET ROAD CONSTRUCTION  
GENERAL CONSTRUCTION  
MC00; CH 0.0 - CH 80.0  
DRAWING NUMBER  
19-2159-002  
REVISION  
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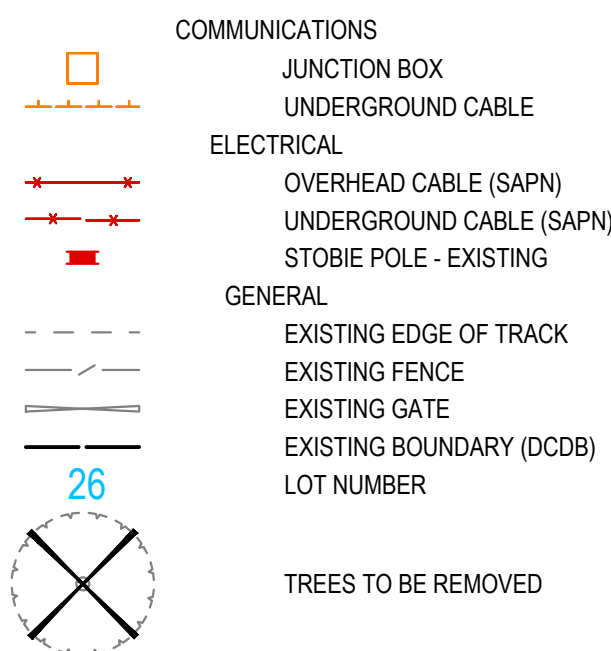
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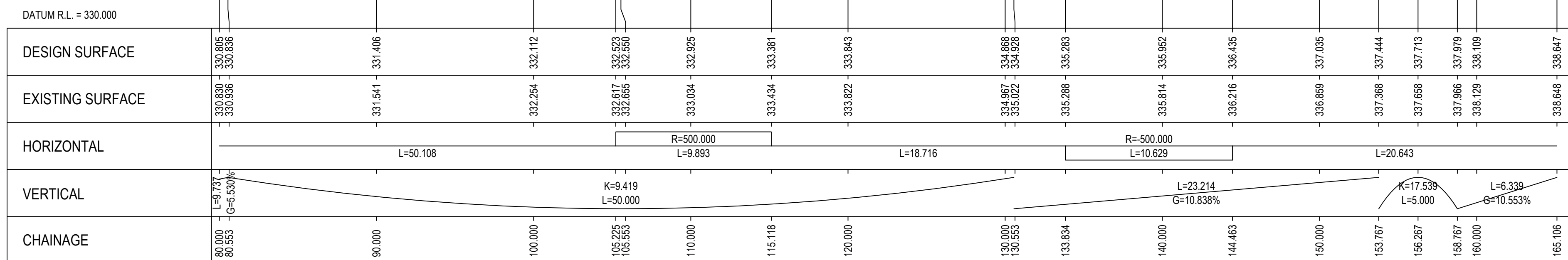


THERE ARE EXISTING UNDERGROUND SERVICES LOCATED WITHIN THE NEW ROAD WHICH WARRANTS FURTHER INVESTIGATION AND RISK ASSESSMENT WITH THE RELEVANT SERVICE AUTHORITIES PRIOR TO WORKS COMMENCING.

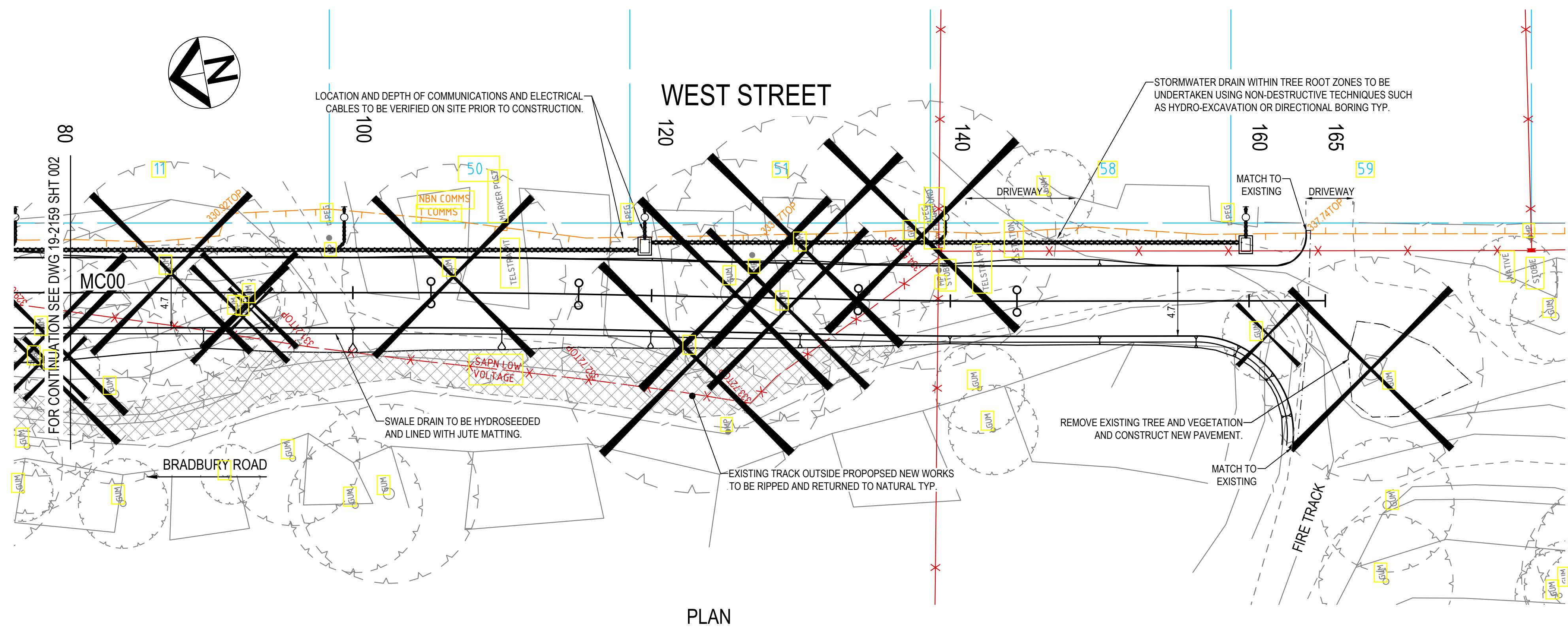
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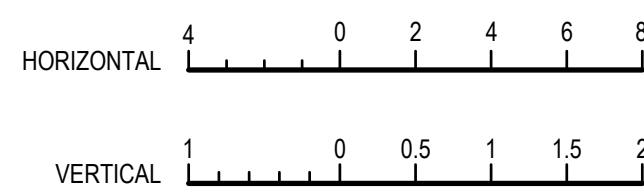
1. THE SERVICES INFORMATION INDICATED ON THIS DRAWING IS BASED ON FIELD OBSERVATIONS AND DETAILS PROVIDED BY SERVICE AUTHORITIES. GREENHILL DOES NOT GUARANTEE THAT THE DETAIL OR EXTENT OF SERVICES INFORMATION SHOWN IS ACCURATE OR COMPLETE.
2. THE CONTRACTOR SHALL CONFIRM LOCATION AND DEPTH OF ALL EXISTING SERVICES PRIOR TO COMMENCEMENT OF CONSTRUCTION. THE ADELAIDE HILLS COUNCIL, GREENHILL, CONSULTANTS, SERVANTS OR AGENTS SHALL NOT BE LIABLE FOR ANY LOSS OR DAMAGE CAUSED OR OCCASIONED BY THE USE OF THIS SERVICES INFORMATION.
3. ALL EXISTING SERVICE PITS WITHIN THE PROPOSED ROAD TO BE RELOCATED OR PIT COVERS ADJUSTED TO SUIT NEW SURFACE LEVELS WITH HEAVY DUTY TRAFFICABLE LIDS. THIS WORK SHALL BE MANAGED BY COUNCIL IN CONSULTATION WITH THE APPROPRIATE AUTHORITY UNLESS NOTED OTHERWISE.
4. THE CONTRACTOR SHALL CONFIRM ALL LEVELS AND DIMENSIONS ON SITE PRIOR TO COMMENCING CONSTRUCTION OR ORDERING MATERIALS.
5. PIT INVERT LEVELS REFER TO FACE OF THE HEADWALLS. HEADWALLS TO BE ROCLA OR APPROVED SIMILAR.
6. PIPE LENGTHS REFER TO DISTANCES BETWEEN SETOUT LOCATION OF THE STRUCTURES. PIPE GRADES HAVE BEEN CALCULATED USING THESE LENGTHS. ACTUAL LENGTHS AND GRADES WILL DIFFER.
7. ALL LEVELS ARE TO AUSTRALIAN HEIGHT DATUM (AHD).
8. COORDINATE BASE IS MGA.



### LONGITUDINAL SECTION



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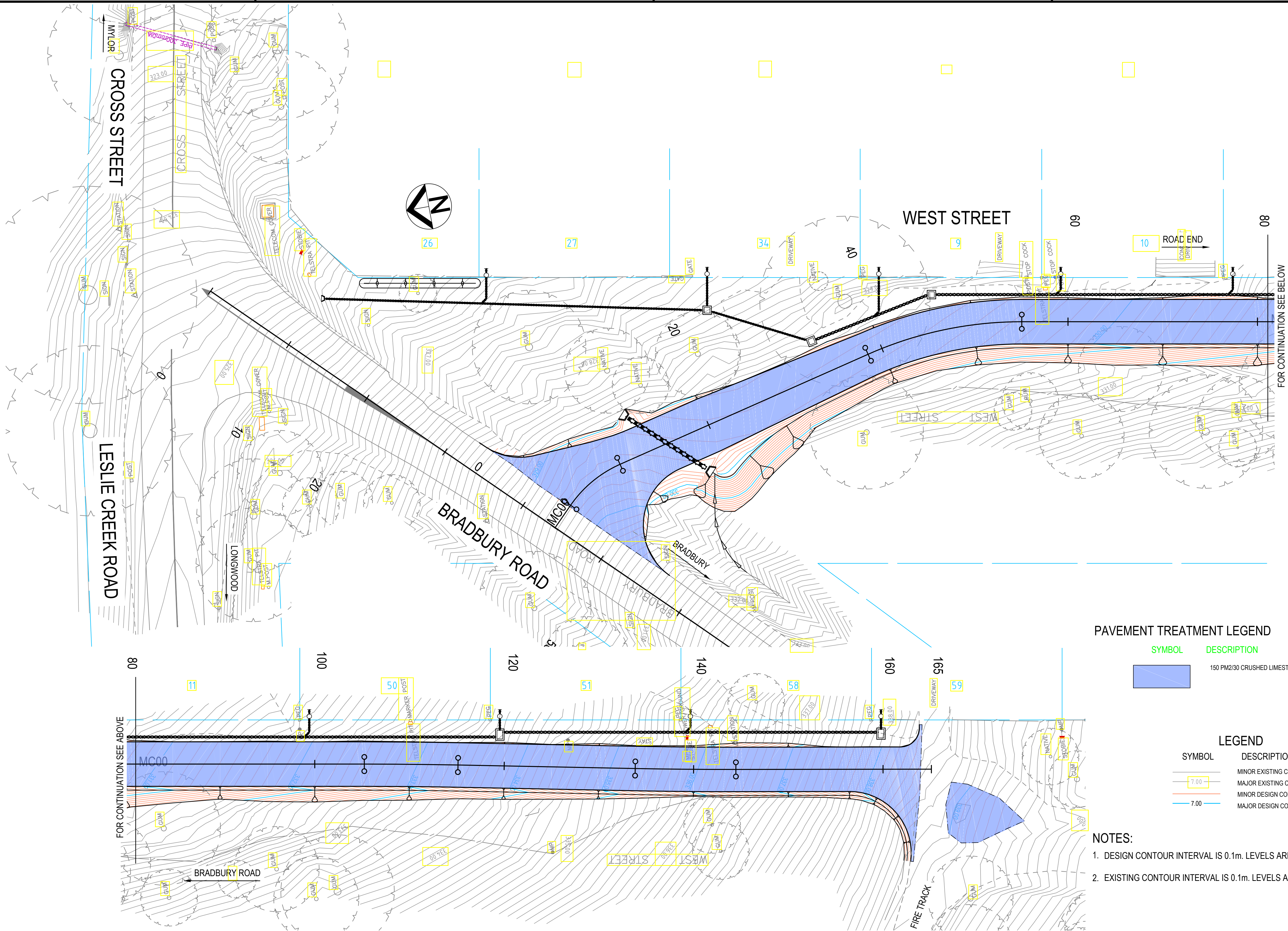
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MYLOR  
WEST STREET ROAD CONSTRUCTION  
GENERAL CONSTRUCTION  
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DRAWING NUMBER  
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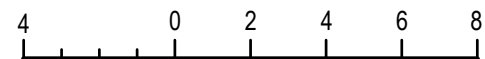
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**LEGEND**

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	MINOR DESIGN CONTOUR
	MAJOR DESIGN CONTOUR

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  - EXISTING CONTOUR INTERVAL IS 0.1m. LEVELS ARE SHOWN AT 1.0m INTERVALS.

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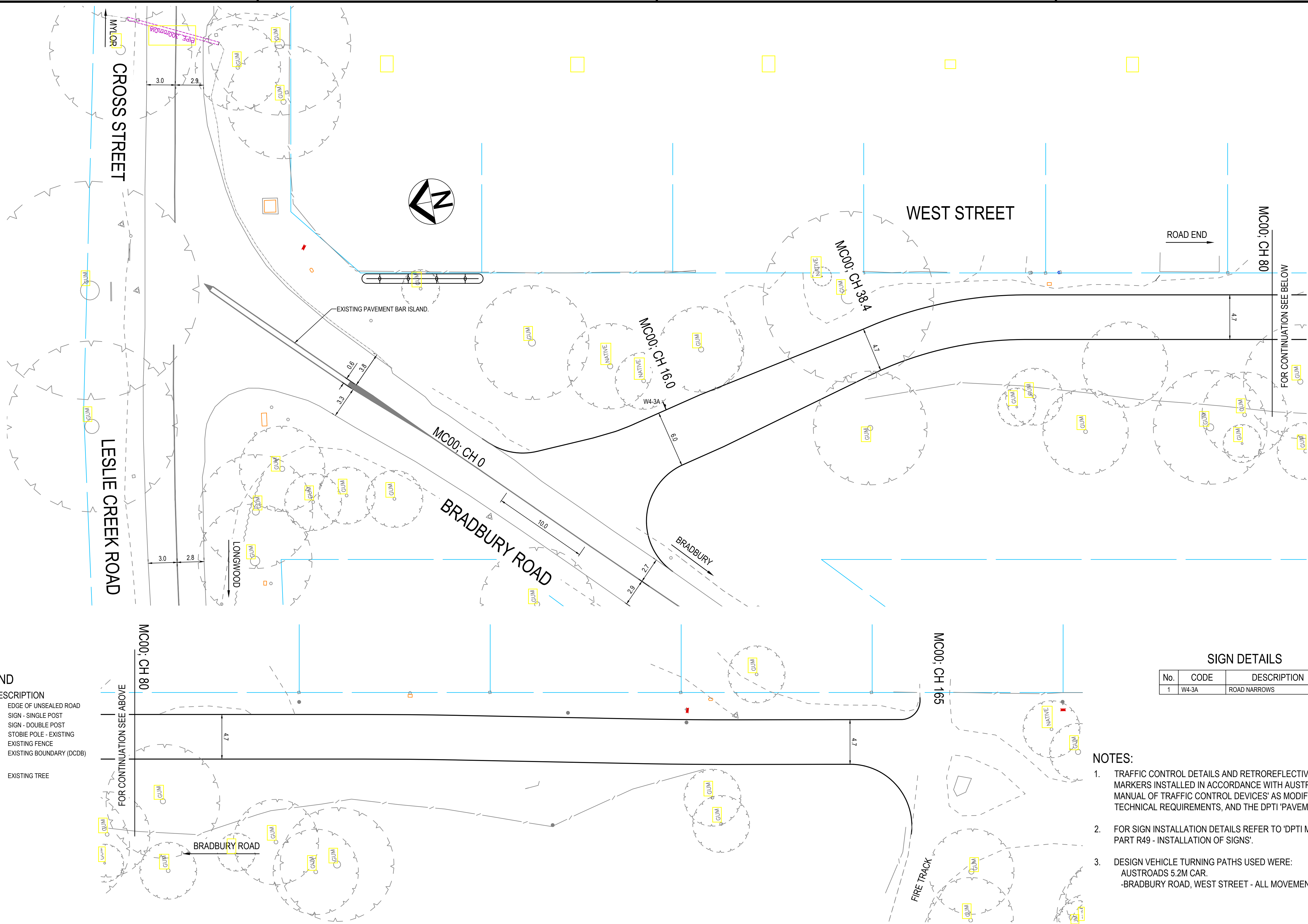
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TREATMENT MC00; CH 0.0 - CH 165.0**  
DRAWING NUMBER: **19-2159-004**  
REVISION: **0**





### LEGEND

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	SIGN - DOUBLE POST
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	EXISTING FENCE
	EXISTING BOUNDARY (DCDB)
	EXISTING TREE

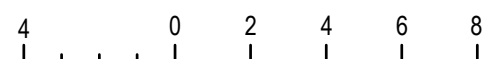
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- FOR SIGN INSTALLATION DETAILS REFER TO 'DPTI MASTER SPECIFICATION, PART R49 - INSTALLATION OF SIGNS'.
- DESIGN VEHICLE TURNING PATHS USED WERE:  
AUSTROADS 5.2M CAR.  
-BRADBURY ROAD, WEST STREET - ALL MOVEMENTS.

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19-2159-005

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DATUM R.L. 336.5

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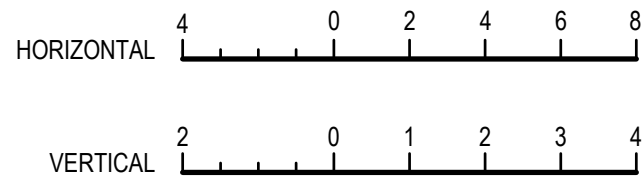
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B	20.12.19	ISSUED FOR INFORMATION	GF	GF	KZ
A	10.10.19	ISSUED FOR APPROVAL	GF	GF	KZ
REVISION HISTORY					



DESIGN	GF	DESIGN CHECK	JL / DM
DRAWN	GF	DRAFTING CHECK	JL
APPROVED	KZ	DATE	13.01.20
CAD FILE:	19-2159-006		
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WEST STREET  
MYLOR  
WEST STREET ROAD CONSTRUCTION  
CROSS SECTION S  
MC00; CH 10.0 - CH 160.0

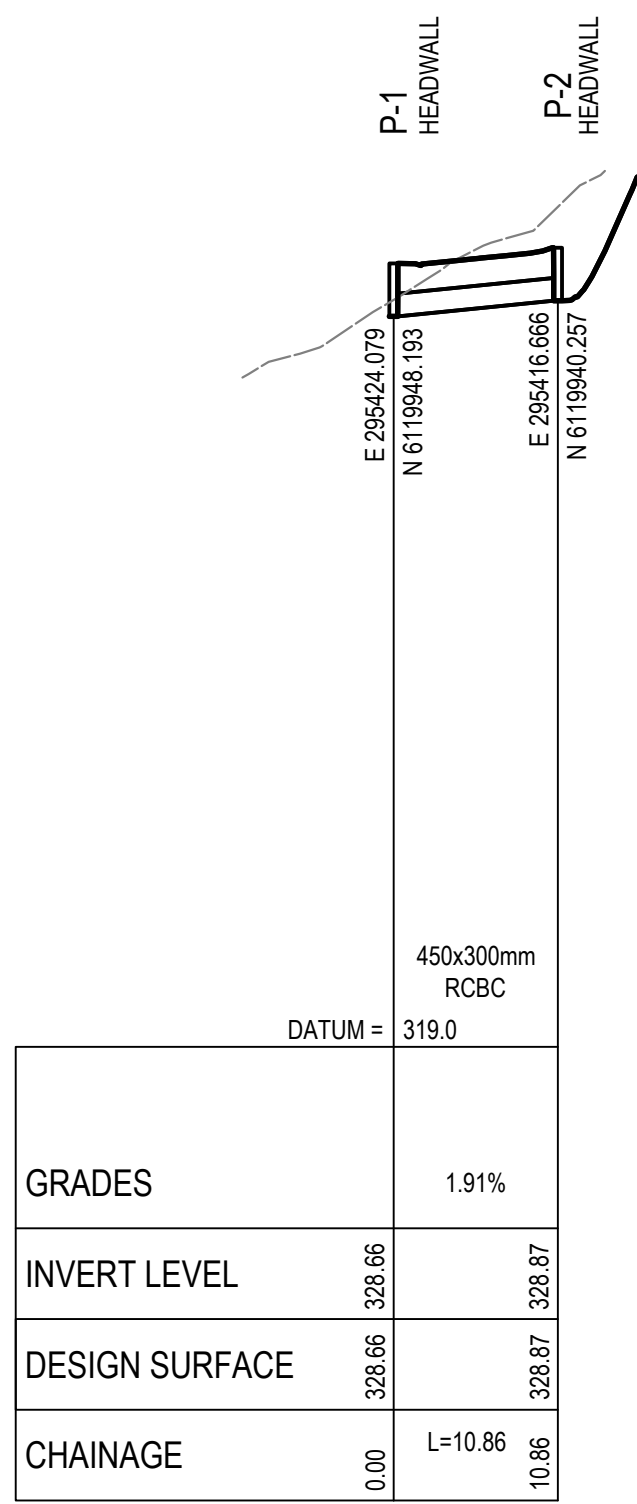
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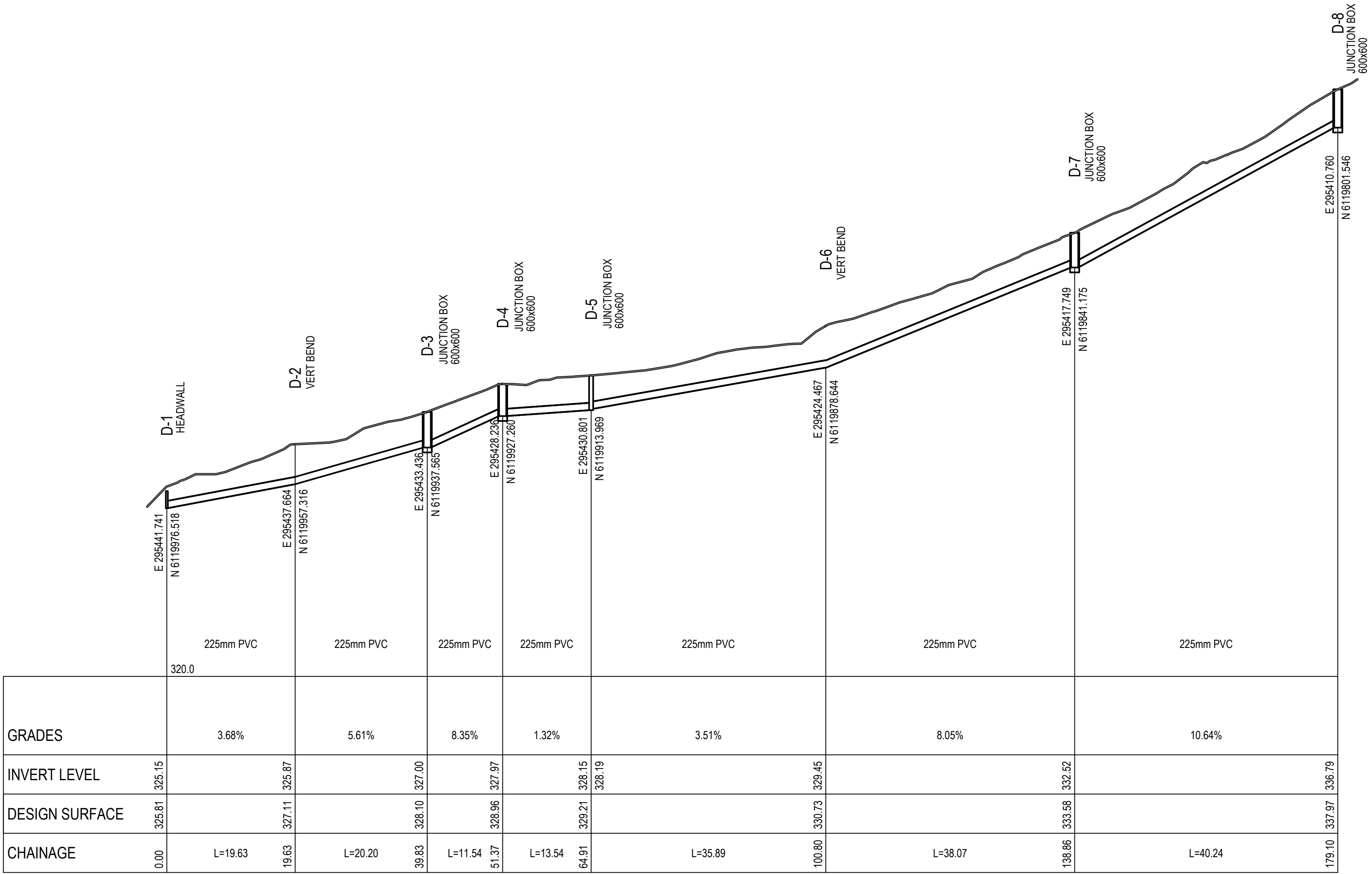




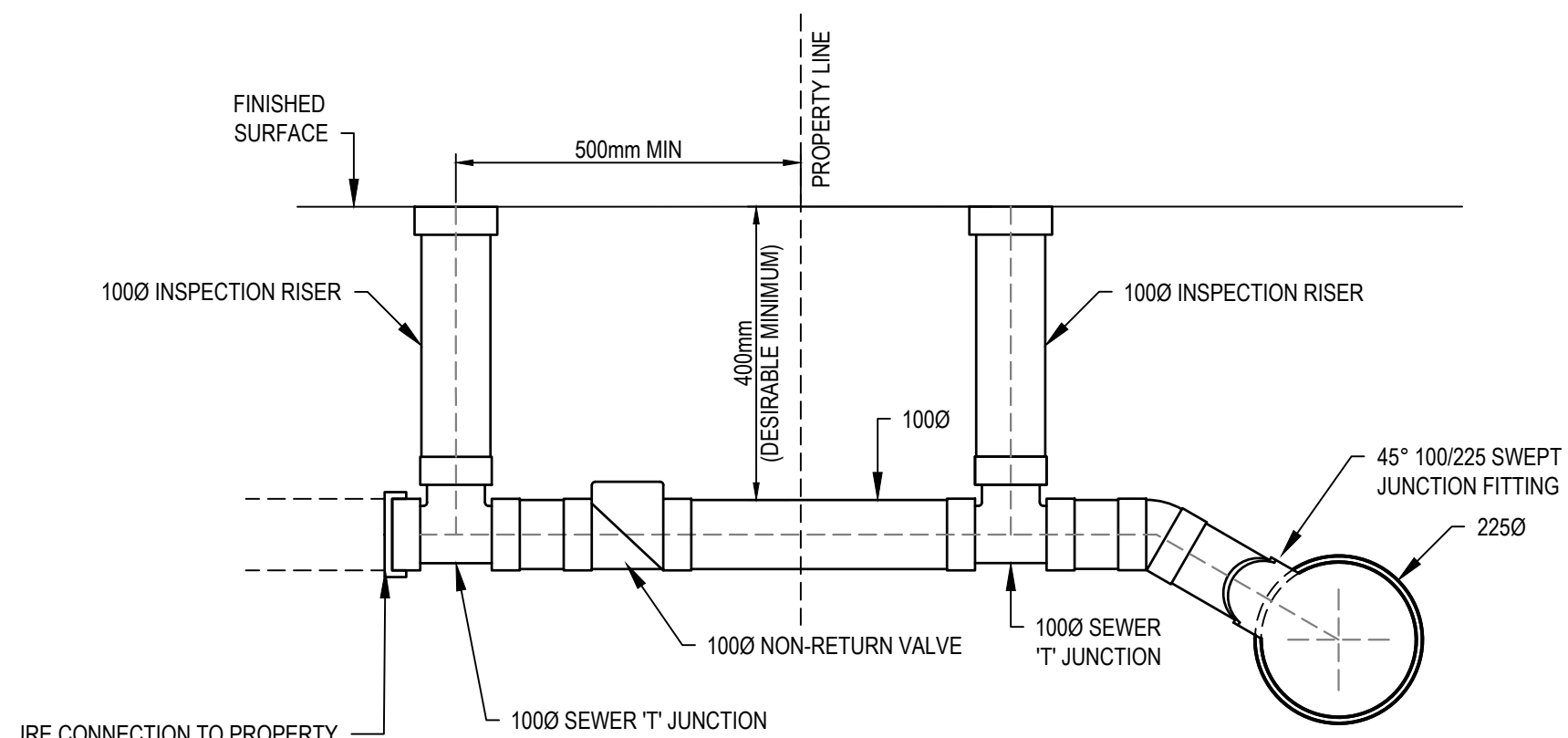




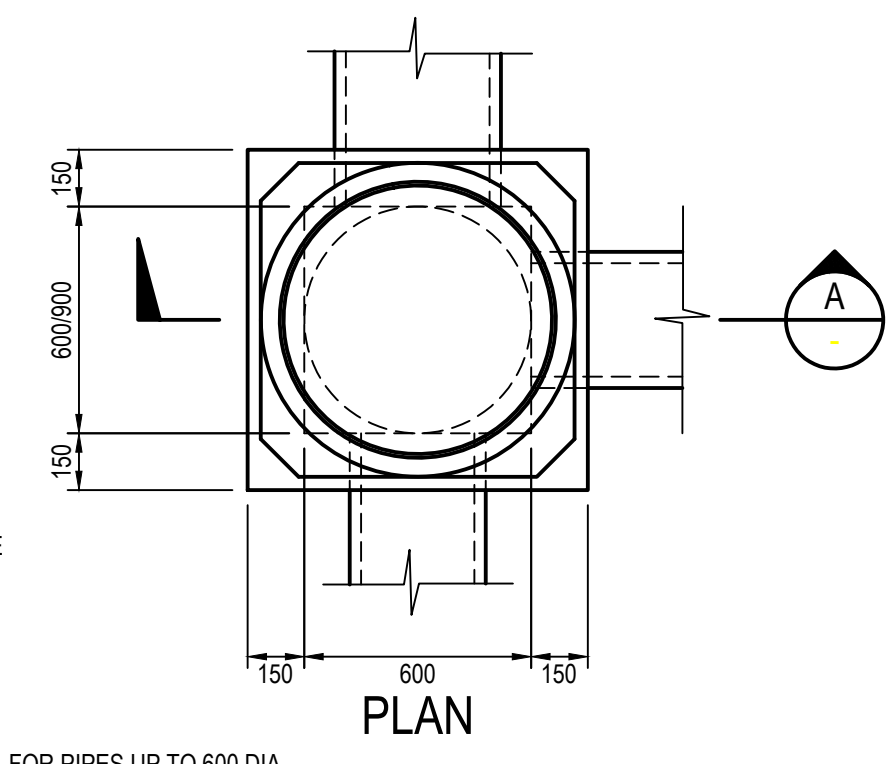
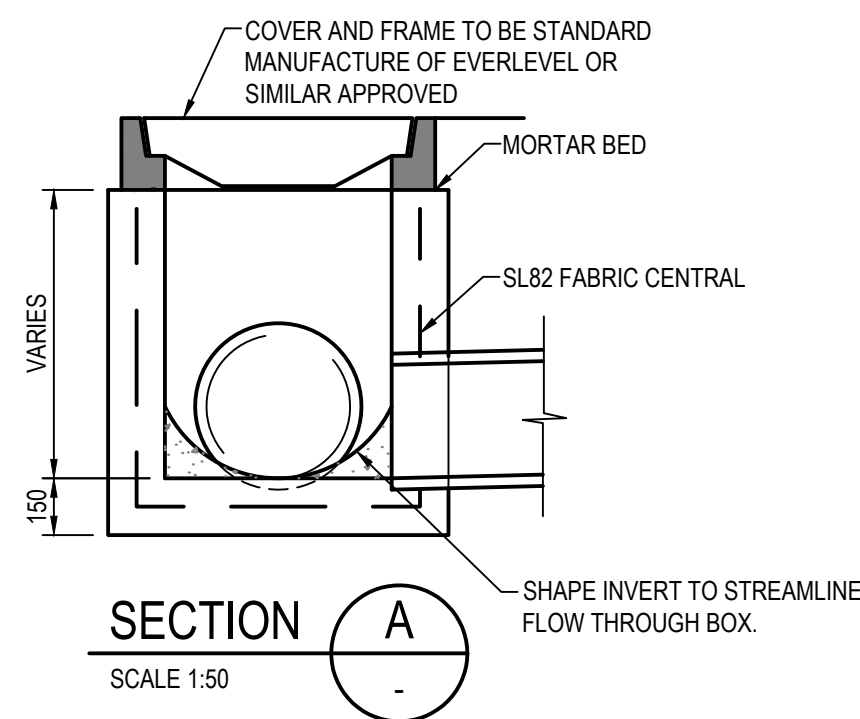
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DI02



ALLOTMENT CONNECTION



TYPICAL JB DETAIL

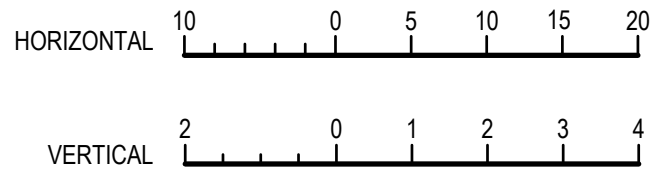
NOTES:

- PIT INVERT LEVELS REFER TO CENTRE OF SIDE ENTRY PITS AND JUNCTION BOXES.
- PIPE LENGTHS REFER TO DISTANCES BETWEEN SETOUT LOCATION OF THE STRUCTURES. PIPE GRADES HAVE BEEN CALCULATED USING THESE LENGTHS. ACTUAL LENGTHS AND GRADES WILL DIFFER.
- FINISHED SURFACE LEVELS AT STRUCTURES REFER TO:  
a) JB / GIP - PIT COVER  
b) HW - TOP OF HEADWALL
- THE CONTRACTOR SHALL ENSURE ALL JB COVERS AND FRAMES MATCH FINISHED SURFACE GRADE / SLOPE.
- ALL STORMWATER PIPES 225Ø AND SMALLER TO BE uPVC SN8 UNLESS OTHERWISE SHOWN.
- SERVICE CROSSINGS ARE SHOWN FOR INFORMATION ONLY. THE CONTRACTOR SHALL CONFIRM LOCATION AND DEPTH OF SERVICE CROSSINGS PRIOR TO COMMENCING CONSTRUCTION. THE CONTRACTOR SHALL ADVISE THE SUPERINTENDENT OF ANY CLASHES.
- ALL PITS SHALL HAVE CLASS C COVERS AND FRAMES UNLESS NOTED OTHERWISE.

JB NOTES

- IN-SITU PITS MAY BE SUBSTITUTED WITH PRE-FABRICATED FROM AN APPROVED SUPPLIER.
- SETOUT AND LEVEL REFERENCE POINTS ARE CENTRE OF PIT LEVEL - TOP OF PIT

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REVISION	DATE	DESCRIPTION	DESIGN	DRAWN	APPROVED
REVISION HISTORY					



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WEST STREET  
MYLOR  
WEST STREET ROAD CONSTRUCTION  
STORMWATER LONGITUDINAL SECTIONS  
AND TYPICAL DETAILS

DRAWING NUMBER	REVISION
19-2159-008	0

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 12.3

**Responsible Officer:** Mike Carey  
Manager Financial Services  
Corporate Services

**Subject:** 2019-20 Budget Review 2

**For:** Decision

---

**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 second Budget Review (BR2) of the 2019-20 financial year for consideration after being considered by the Audit Committee on 17 February 2020.

Due to the timing of BR2, this Budget Review has only addressed a \$1 million payment received to assist with disaster recovery costs and an equivalent expenditure amount to cover bushfire emergency maintenance and recovery works to date. The impact of the Cudlee Creek Bushfire from both an expenditure and funding perspective will be more fully addressed in Budget Review 3 (BR3), currently proposed for May 2020, once a greater understanding of anticipated costs and potential grants is assessed.

The proposed budget changes do not change Council's Operating Surplus and the proposed net deferral in capital income of \$1m and capital expenditure of \$496k result in an increase in Council's Net Borrowing Position from \$3.433m to \$3.938m.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted.
2. To adopt the Operating Budget adjustments presented in Budget Review 2 which result in no change to the Operating Surplus of \$411k for the 2019-20 financial year.
3. To adopt the proposed deferral of capital project income of \$1m and expenditure of \$496k to the 2020-21 financial year resulting in a revised capital expenditure budget for 2019-20 of \$18.626m.



4. To adopt the change in Council's current Net Borrowing Result of \$3.433m increasing to a Net Borrowing Result of \$3.938m for the 2019-20 financial year as a result of the operating budget and capital program adjustments.
- 

1. GOVERNANCE

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

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*, (the Act) and the *Local Government (Financial Management) Regulations 2011* (the Regulations). In particular:

Section 123(13) of the Act states that a council must, as required by the regulations, and may at any time, reconsider its annual business plan or its budget during the course of a financial year and, if necessary or appropriate, make any revisions.

Section 9 of the Regulations requires a council to prepare and consider the following reports:

(a) at least twice, between 30 September and 31 May (both dates inclusive) 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; and

(b) between 30 November and 15 March (both dates inclusive) a report showing a revised forecast of each item shown in its budgeted financial statements for the relevant financial year compared with estimates set out in the budget presented in a manner consistent with the Model Financial Statements.

➤ Risk Management Implications

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

*Failure to conduct the 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 operating variations do not impact on Council's budgeted Operating Surplus of \$411k.

In terms of capital, the proposed net deferral to 2020-21 of capital income of \$1m and capital expenditure of \$496k result in an increase in Council's Net Borrowing Position from \$3.433m to \$3.938m.

It should be noted that the figures in this report and supporting appendices have been rounded and consequently individual sub-totals, whilst being correct, may differ slightly from the sum of the rounded amounts.

Impact of the Cudlee Creek Bushfire

As highlighted in the Council Report on the Cudlee Creek Fire to the Council Meeting on 28 January 2020, Council will incur significant direct costs in the current financial year as a result of the Cudlee Creek Fire. Every attempt will be made to recover as much as possible through government disaster funding arrangements, other relief funding and insurance. However, any expenditure not recovered will ultimately be borne by the Adelaide Hills Council.

The Council Report tabled on 28 January 2020, also sought and received authorisation for the CEO to commit expenditure up to an amount of \$2m to support bushfire emergency maintenance and recovery works, noting potential opportunities to offset a large proportion of these costs through various funding sources. It should be noted that at this time expenditure of nearly \$1 million has already been incurred, and that indirect costs will also arise in the form of diverted resources and in previously planned projects being delayed or cancelled.

Costs in future years have also yet to be estimated, but are likely to be substantial given the scale of the bushfire event and the long term nature of recovery initiatives.

The Council has access to the South Australian Government Disaster Assistance Arrangements to help manage costs associated with "eligible expenses" following a natural disaster. In simple terms, financial assistance becomes available at a rate of 50% for Council expenditure (over and above normal operating costs) exceeding a threshold of 2% of rate income. Assistance increases to 75% for expenditure exceeding 3.5% of rate income.

In turn, the State Government has access to similar Commonwealth Government arrangements.

Council was also advised at the 28 January 2020 Council Meeting of the Prime Minister's announcement on 9 January 2020 that specified councils suffering severe impacts from bushfires will receive an immediate \$1million payment to assist with disaster recovery costs. This payment was made via the State Governments under the federal disaster recovery funding arrangements and was received by Adelaide Hills Council the next day after the announcement.

Due to the timing of BR2, this Budget Review has only addressed the \$1 million payment received to assist with disaster recovery costs and an equivalent expenditure amount to cover bushfire emergency maintenance and recovery works to date. Any substantial difference between expenditure incurred by Council and funding received from other levels of Government will impact on Council's Net Borrowing result but may be offset by current projects both capital and operating that will be delayed or cancelled.

It is considered appropriate that the full impact of the Cudlee Creek Bushfire from both an expenditure and funding perspective will be addressed in Budget Review 3 (BR3), currently proposed for May 2020.

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

Not applicable.

➤ **Sustainability Implications**

Not applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Budget Review 2 was considered by the Audit Committee on 17 February 2020

*Council Workshops:* Not Applicable

*Advisory Groups:* Not Applicable

*Administration:* The budget review was prepared in consultation with Directors and Managers to obtain detailed information for each budget area

*External Agencies:* Not Applicable

*Community:* Not Applicable

## **2. BACKGROUND**

The Regulations require Council to formally consider its budget three times per year. This statutory requirement recognises the likelihood that events will occur that require, or offer opportunities for changes to the budget during the year. This report presents the second Budget Review of the 2019-20 financial year.

At the Council meeting held on the 25 June 2019, Council adopted the original 2019-20 *Annual Business Plan and Budget*, reflecting a Budgeted Operating Surplus before Capital Revenue of \$449k and an estimated Net Borrowing for the financial year of \$3.693m as per the *Uniform Presentation of Finances Statement*.

At the Council meeting held on the 26 November 2019, Council adopted the 2019-20 Budget Review 1 (BR1) with a Budget Operating Surplus before Capital Revenue of \$411k and an estimated Net Borrowings Result of \$3.433m.

Where possible Council's customary practice is to include Budget Reviews as an agenda item at Audit Committee meetings prior to consideration of Council.

#### Budget Review Presentation

In accordance with the Regulations, the Budget Review presentation for BR2 for the year needs to include the full budgeted financial statements presented in a manner consistent with the Model Financial Statements.

In addition, a council must also include in this report revised forecasts for the relevant financial year of the council's operating surplus ratio, net financial liabilities ratio and asset renewal funding ratio compared with estimates set out in the budget presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators (**Appendix 3**).

### **3. ANALYSIS**

Council's customary practice is to include Budget Reviews as an agenda item at Audit Committee meetings. The Audit Committee considered Budget Review 2 at its meeting on 17 February 2020, and resolved as follows:

#### **7.5. 2019-20 Budget Review 2**

Moved Cr Leith Mudge  
S/- Paula Davies

7/20

#### **The Audit Committee:**

- 1. Resolves that the report be received and noted.**
- 2. Recommends to Council:**
  - a. That the Operating Budget variations presented in Budget Review 2 result in no change to the Operating Surplus of \$411k for the 2019-20 financial year.**
  - b. The proposed deferral of capital project income of \$1m and expenditure of \$496k to the 2020-21 financial year.**
  - c. That the proposed operating and capital adjustments result in Council's current Net Borrowing Result of \$3.433m increasing to \$3.938m for the 2019-20 financial year.**

Carried Unanimously
---------------------

It is noted that subsequent to the presentation of this report to the Audit Committee, Administration has determined that a project identified for deferral to 2020-21 can be delivered in 2019-20 and therefore, this has been updated in this report. This minor change has not impacted on the Operating Surplus or Net Borrowing Result. BR2 has been prepared in consultation with Directors and Managers who have provided information for each budget area.

### 3.1 Budget Review 2 Proposed Adjustments

\$000s	2019-20 Current Budget	Proposed Adjustments BR2	Revised Budget after BR2
Operating Income	44,882	1,357	46,239
Operating Expenditure	(44,471)	(1,357)	(45,828)
<b>Operating Surplus</b>	<b>411</b>	<b>-</b>	<b>411</b>
Depreciation	8,945	-	8,945
Capital income	5,973	(1,000)	4,973
Capital Expenditure	(18,762)	496	(18,266)
<b>Net (Borrowing)/Lending Position</b>	<b>(3,433)</b>	<b>(504)</b>	<b>(3,938)</b>

#### 3.1.1 Operating

Key operating variations included in this review are as follows:

##### Operating Income \$1.357m increase

- \$1 million payment received from the Federal Government via the State Government to assist with disaster recovery costs associated with the Cudlee Creek Bushfire
- an additional \$140k per year received for Roads to Recovery for the period 2019-20 to 2023-24 as advised by the Federal Government Department of Infrastructure, Transport, Cities and Regional Development
- \$95k payment received from SAPN relating to the Australian Energy Regulator (AER) determination on SAPN's 2010-2015 public lighting tariffs as previously advised to Council
- Rates revenue has exceeded budget forecasts by \$35k as a result of growth from new development including both Woodforde and Inverbrackie
- Lobethal Woollen Mill user charges and reimbursement income increases of \$47k generated as a result of settlement delays in the sale of part of the northern site, but offset by additional expenditure.
- additional \$20k grant income in relation to Community Home Support Program requiring associated expenditure commitments
- additional \$12k received in relation to Bridgewater Retirement Village rent and maintenance income.

##### Operating Expenditure \$1.357m increase

Proposed operating expenditure budget variations have been split into two components, namely:

- general operating expenditure - \$1.387m increase; and
- operating initiatives expenditure - \$30k decrease

Details of the operating expenditure proposed budget requests, totalling \$1.387m are as follows:

- \$1m to cover bushfire emergency maintenance and recovery works to date including significant arboriculture costs
- an additional \$107k budget relating to additional recyclable costs and associated solid waste levy costs as a result of the new contract between East Waste and Northern Adelaide Waste Management Authority (NAWMA) as previously highlighted in BR1
- an additional \$62k for tree safety work requested in relation to the Tour Down Under (TDU) Event
- additional expenditure costs of \$68k for utilities and maintenance as a result of settlement occurring in early 2019-20 in relation to the Lobethal Woollen Mill (partially covered by income increases)
- an additional \$40k to cover a significant increase in planning court fees offset by savings in some planning contractor expenditure lines
- an amount of \$35k to cover the Heritage Interpretation Plan outcomes for Fabrik, deferred to 2019-20 but associated budget not carried forward (to be covered by CEO contingency)
- an amount of \$34k in hard waste costs from East Waste based on actual collection costs including a significant increase in mattress disposals, offset by some waste savings for domestic waste disposal and Heathfield outsourcing
- an additional \$26k relating to a repayment adjustment for previous years rates and outgoings for the Highercombe Golf Club
- increase in expenditure of \$20k relating to funding requirements for additional Community Home Support Program grant income as discussed above
- an additional \$15k in internal audit costs to resource the audit plan requirement of four internal audits per year.
- an additional 10k in insurance costs for buildings and contents
- an increase of \$10k to cover toilet and traffic management costs for TDU additional stages

These expenditure increases have been offset by other expenditure savings including \$39k salary vacancy savings across a number of departments. In addition, the CEO contingency has been reduced to \$6k as a result of covering the \$35k Heritage Interpretation Plan costs for Fabrik, as discussed above.

#### Operating Initiatives Expenditure reduction of \$30k

For Operating Initiatives, an appropriate dollar amount has been determined to achieve specified outcomes. As, these Operating Initiatives have been developed in consultation with Council, it is considered appropriate that Council approval will be required where a change in timing or individual project expenditure is required.

The proposed changes in operating initiatives projects reduce expenditure by \$33k as summarised below:

- savings of \$10k in relation to Community Energy Program Promotion Plan and Website Update Project.
- deferral of \$20k to 2020-21 in relation to Regional Health/Disability Planning Project.

Further details of the proposed changes in relation to Operating Initiatives Expenditure are included at **(Appendix 1)**.

In terms of reporting, operating initiatives expenditure forms part of operating expenditure for statutory reporting purposes, and as such have been included under that category in the financial tables within this report and the statutory statements.

### 3.1.2 Capital

The net impact resulting from proposed changes in the capital works program reduces capital income by \$1m and reduces total capital expenditure by \$496k as summarised below:

#### Capital Income - reduction of \$1m

- Lobethal Woollen Mills (formerly AHBTC) Divestment Proceeds. Deferral of \$1m in proceeds until 2021-22, based on updated information in terms of progressing the finalisation of the Northern Site. Partially offset by the reduction in expenditure discussed below.

#### Capital Expenditure –reduction of \$496k

- deferral of \$30k expenditure for Crafers Tennis Retaining Wall Project until 2020-21.
- deferral of \$466k expenditure in relation the Lobethal Woollen Mills (formerly AHBTC) project to 2020-21.

Further details of the Capital Program proposed changes are included at **(Appendix 2)**.

#### Movements in Budgeted Borrowings

As a result of proposed BR2 changes, forecast borrowings including Council's short term drawdown have been revised upwards from \$12.6m to \$13.2m, as shown below.

Borrowings \$000s	Opening July 2019	New Borrowings	Repayments	Forecast June 2020
<b>CAD (Short Term Drawdown)</b>	Nil	155	-	155
<b>Current Other Borrowings</b>	62		(62)	-
<b>Fixed Term Borrowings</b>	10,000	3,000	-	13,000
<b>Total Borrowings</b>	<b>\$10,062</b>	<b>\$3,155</b>	<b>(\$62)</b>	<b>\$13,155</b>

### 3.1.3 Other points of note

#### Fabrik Income and Expenditure

Fabrik Operations have been impacted by the setting up of the Recovery Centre at Fabrik to support the community with the Bushfire Recovery. At this stage it is not proposed to include any budget variation for Fabrik in this Budget Review as it is considered that Administration need to better understand the financial impact of the operations of the Recovery Centre over a longer period.

It is proposed that any budget variations, if required will be dealt with in BR3.

#### Sale of the Bridgewater Retirement Village

The divestment of the Bridgewater Retirement Village is currently behind schedule with the road closure of Carripook Park not yet gazetted by the Surveyor-General. Upon gazettal, the application to the Attorney General and Supreme Court for the Trust Variation Scheme can be progressed.

As such, whilst it was envisioned that the divestment of the Bridgewater Retirement Village would occur in the 2019-20 financial year, it is more likely that it will occur in the 2020-21 financial year. At this stage it is proposed to confirm the timing at BR3, where Council will be more certain on the timing of the sale and which financial year.

## 3.2 Financial Indicator Analysis

The BR2 Revised Budget Financial Indicators are shown with reference to both the 2019-20 Original Budget adopted in June 2019 and the Current Adopted Budget for 2019-20 BR1 adopted in November 2019.

Financial Indicator	Target	Original Adopted Budget for 2019-20	Current Budget for 2019-20 (BR1 Nov 2019)	Proposed Revised Budget 2019-20
<b>Operating Surplus Ratio</b>	0% to 10%	1.0%	0.9%	0.9%
<b>Net Financial Liabilities Ratio</b>	0% to 100%	45%	42%	42%
<b>Asset Renewal Funding Ratio</b>	90% to 110%	103%	129%	129%

Contributing factors that have impacted on the changes in ratios since they were last reported as per the table above are as follows:

#### Operating Surplus Ratio

The minor decrease in the Operating Surplus Ratio from the Original Budget is as a direct result of the decrease in Operating Surplus from \$449k as per Original Budget to \$411k for BR1 to account for two Operating Project Carry Forwards.



As noted above it is not proposed to change the Operating Surplus for BR2 and therefore this ratio remains the same.

#### Net Financial Liabilities Ratio

The change in this ratio between the Original Budget and the Current Adopted Budget was as a result of a better than budgeted 30 June 2019 end of year position, reducing borrowings from the amount forecast when the 2019-20 Budget was developed.

Given the increase in Operating Revenue, the change in the net borrowing position for BR2 was not significant enough to change the Net Financial Liabilities Ratio between BR1 and BR2.

#### Asset Renewal Funding Ratio

This ratio increased significantly from the Original Budget to BR1 as a result of accounting for the carry forwards from 2018-19 which included nearly \$2.8m of renewals.

The minor reduction in capital renewal expenditure as part of this budget review had only a minimal impact on this ratio between BR1 and BR2.

### **3.3 Summary**

The proposed operating variations do not impact on Council's budgeted Operating Surplus of \$411k.

In terms of capital, the proposed net deferral to 2020-21 of capital income of \$1m and capital expenditure of \$496k result in an increase in Council's Net Borrowing Position from \$3.433m to \$3.938m.

A summary of the impact on Council's Net Borrowing Position is shown below:

\$000s	\$
Current Adopted Budget Net Borrowings	(3 433)
Impact of Operating Budget Adjustments for BR2	-
Impact of Capital Budget Adjustments for BR2	(504)
<b>BR2 Revised Net Borrowing Position</b>	<b>(\$3,938)</b>

The Financing transaction detail as shown at the bottom of Council's *Uniform Presentation of Finance (Appendix 3)* highlights that in addition to Borrowings as discussed above, Council will reduce its Cash and Investments to fund Council's Net Borrowing result in accordance with Council's Treasury Policy. As a consequence, the Cash and cash equivalent balance in the Statement of Financial Position is budgeted to reduce from \$2.025m at 30 June 2019 to a forecast of \$100k at 30 June 2020.

The financing result for the financial year also includes budgeted payments relating to the landfill remediation provision and the reduction in aged care debenture loans as part of Bridgewater Retirement Village sale.

#### **4. OPTIONS**

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

- I. To adopt the budget review as prepared without making any further amendment to the adopted budget (Recommended)
- II. To determine required changes to the review and adopt a revised Budget Review 2, recognising the likely impact upon future Budget Reviews and Council's Long Term Financial Plan (Not Recommended)
- III. To 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 (Not Recommended).

#### **5. APPENDICES**

- (1) 2019-20 Operating Initiatives Budget Review 2 Proposed Changes
- (2) 2019-20 Capital Works Budget Review 2 Proposed Changes
- (3) 2019-20 Budget Review 2 Statutory Financial Statements

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# **Appendix 1**

*2019-20 Operating Initiatives Budget Review 2  
Proposed Changes*

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PROPOSED 2019-20 BUDGET REVIEW 2 CHANGES FOR OPERATING INITATIVES

Project #		Project Name	Project Description	Current Budget	Change FAV/ (UNFAV)	Revised Budget	Comment
Goal 1: People and business prosper							
751	Regional Health Planning	Undertake regional public health planning, monitoirng and reporting		\$20,000	20,000	\$0	As the resource to cover both regional health planning and disability planning will not be in place until the 2nd half of the year, not all of the expenditure will be required in 2019-20. As such, it is proposed to defer this expenditure to 2020-21 to assist in well being and resilience initiatives in that year.
Goal 3: Places for people and nature							
752	Community Energy Program (CEP) Promotion Plan & Website Update	Promotion of the Community Energy Program to the community and contribution to the establishment of a Resilient Hills and Coasts website		\$10,000	10,000	\$0	A report was provided to Council on 17 December 2019 on two options for the Community Energy Program. The endorsed option was to complete all resources currently underway and provide this information and research to any individual, local government or organisation. As such savings of \$10k can be realised for this project.
					30,000		

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## **Appendix 2**

### *2019-20 Capital Works Budget Review 2 Proposed Changes*

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PROPOSED 2019-20 BUDGET REVIEW 2 CAPITAL DEFERRALS

Proj #	Project Name	Project Description	Suburb	Current Budget	Change FAV/ (UNFAV)	Revised Budget	Comment
CAPITAL EXPENDITURE							
Buildings							
3742	Lobethal Woollen Mill (formerly AHBTC) - Capital Divestment	Division and sale of new allotments for the various tenancy areas of the AHBTC site (except the identified Arts & Heritage Hub) - this project reflects the cost of undertaking the service separations/upgrades, land divisions and sales.	Lobethal	\$861,000	466,000	\$395,000	Council staff investigating the physical and financial viability of this final stage for divestment and will prepare a report for Council at the end of this financial year for resolution with a view that the final stage (if viable) will be undertaken and completed in the 20-21 FY
Other							
3840	Crafers Tennis Retaining Wall	Replace and amend retaining wall to address flooding of clubroom.	Crafers	\$35,000	30,000	\$5,000	This project involves the renewal/ formalisation of retaining wall at the Crafers Tennis Court, which is required to address existing drainage and stability concerns, as well as support a proposed new shelter shed to be built by the club. Other works at this site include building upgrade for the Crafers Memorial Hall and toilets. These other works will not be complete until October 2020, and in consultation with the club, it has been determined that the retaining wall should be postponed until these others works have been completed. \$5,000 of this FY budget has already been committed for geotechnical investigation and detailed design, with the balance to be deferred (carried forward) to the 2020-21 FY.
CAPITAL EXPENDITURE DEFERRALS					496,000		

CAPITAL INCOME							
149004331	Lobethal Woollen Mill (formerly AHBTC): Sale of Assets	Revenue from the sale of assets associated with AHBTC divestment.	Lobethal	-\$2,530,000	(1,000,000)	-\$1,530,000	The revenue budget for the sale of assets associated with AHBTC is amended to match actuals received this financial year. The balance is expected to be received next financial year, and will be included as a revenue budget in the 2020-21 ABP and Budget.
CAPITAL INCOME DEFERRALS					(1,000,000)		

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## **Appendix 3**

*2019-20 Budget Review 2  
Statutory Financial Statements*

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**Adelaide Hills Council**

**BUDGETED UNIFORM PRESENTATION OF FINANCES**  
2019-20 Revised Budget

2018-19 Actuals	2019-20 Original Budget	Carry Forwards (BR0)	Additional Budget Requests (BRO)	Budget Changes August & Sept (BRO)	BR1	BR2	2019-20 Revised Budget
\$'000	\$'000						\$'000
<b>INCOME</b>							
36,915 Rates	38,686	-	-	-	-	55	38,741
1,172 Statutory charges	1,118	-	-	-	-	23	1,141
1,007 User charges	607	-	-	-	2	12	621
5,123 Grants, subsidies and contributions	3,622	-	-	-	98	1,170	4,890
41 Investment income	26	-	-	-	-	-	26
516 Reimbursements	192	-	-	-	-	20	212
648 Other income	447	-	-	-	(15)	77	508
138 Net gain - equity accounted Council businesses	100	-	-	-	-	-	100
<b>45,560 Total Income</b>	<b>44,797</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>85</b>	<b>1,357</b>	<b>46,239</b>
<b>EXPENSES</b>							
15,923 Employee costs	17,290	-	-	-	46	(74)	17,262
19,231 Materials, contracts & other expenses	17,509	28	-	10	39	1,431	19,017
8,826 Depreciation, amortisation & impairment	8,945	-	-	-	-	-	8,945
623 Finance costs	604	-	-	-	-	-	604
6 Net loss - equity accounted Council businesses	-	-	-	-	-	-	-
<b>44,609 Total Expenses</b>	<b>44,348</b>	<b>28</b>	<b>0</b>	<b>10</b>	<b>85</b>	<b>1,357</b>	<b>45,828</b>
<b>951 NET BUDGETED SURPLUS / (DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>449</b>	<b>(28)</b>	<b>0</b>	<b>(10)</b>	<b>0</b>	<b>0</b>	<b>411</b>
<b>Net Outlays on Existing Assets</b>							
(10,090) Capital Expenditure on Renewal and Replacement of Existing Assets	(9,274)	(2,782)	(177)	-	588	30	(11,616)
497 Proceeds from Sale of Replaced Assets	512	136	-	-	-	-	648
8,826 Depreciation	8,945	-	-	-	-	-	8,945
<b>(767) NET OUTLAYS ON EXISTING ASSETS</b>	<b>183</b>	<b>(2,646)</b>	<b>(177)</b>	<b>0</b>	<b>588</b>	<b>30</b>	<b>(2,023)</b>
<b>Net Outlays on new and Upgraded Assets</b>							
(3,877) Capital Expenditure on New and Upgraded Assets & Remediation costs	(4,811)	(2,136)	(220)	(419)	469	466	(6,651)
425 Capital Grants and Monetary Contributions for New and Upgraded Assets	250	422	120	-	519	-	1,311
9,146 Proceeds from Sale of Surplus Assets	2,484	1,530	-	-	-	(1,000)	3,014
<b>5,694 NET OUTLAYS ON NEW AND UPGRADED ASSETS</b>	<b>(2,077)</b>	<b>(184)</b>	<b>(100)</b>	<b>(419)</b>	<b>988</b>	<b>(534)</b>	<b>(2,326)</b>
<b>5,878 Net Lending/ (Borrowing) for Financial Year</b>	<b>(1,445)</b>	<b>(2,858)</b>	<b>(277)</b>	<b>(429)</b>	<b>1,575</b>	<b>(504)</b>	<b>(3,938)</b>
<b>(24,298) Net Financial Liabilities at Beginning of Year</b>	<b>(15,388)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(15,388)</b>
3,132 Decrease / (increase) in Other	-	-	-	-	-	-	-
(100) Non Cash Equity Movement	(100)	-	-	-	-	-	(100)
<b>(15,388) Net Financial Liabilities at End of Year</b>	<b>(16,933)</b>	<b>(2,858)</b>	<b>(277)</b>	<b>(429)</b>	<b>1,575</b>	<b>(504)</b>	<b>(19,426)</b>

In a year, the financing transactions identified below are associated with either applying surplus funds stemming from a net lending result or accommodating the funding requirement stemming from a net borrowing result.

<b>Financing Transactions</b>							
- New Borrowings	2,499	788	277	429	(1,497)	504	3,000
72 Community Loans repaid to us	16	-	-	-	(16)	-	-
(4,409) Increase/(Decrease) in Short Term Draw Down	-	155	-	-	-	-	155
(2,025) (Increase)/Decrease in Cash & Investments	10	1,915	-	-	-	-	1,925
(18) Principal Repayments on Borrowings	-	-	-	-	(62)	-	(62)
- Reinstatement/Restoration Provision Payment	(200)	-	-	-	-	-	(200)
(1) Debenture Payment	(780)	-	-	-	-	-	(780)
(100) Non Cash Equity Movement	(100)	-	-	-	-	-	(100)
<b>(6,481)</b>	<b>1,445</b>	<b>2,858</b>	<b>277</b>	<b>429</b>	<b>(1,575)</b>	<b>504</b>	<b>3,938</b>

It should be noted that the figures in these appendices have been rounded and consequently individual sub-totals, whilst being correct, may differ slightly from the sum of the rounded amounts.



# Adelaide Hills Council

## STATEMENT OF COMPREHENSIVE INCOME 2019-20 Revised Budget

2018-19	2019-20 Original Budget \$'000	BR0	BR1	BR2	2019-20 Revised Budget \$'000
\$'000					
<b>INCOME</b>					
36,915 Rates	38,686	-	-	55	38,741
1,172 Statutory charges	1,118	-	-	23	1,141
1,007 User charges	607	-	2	12	621
5,123 Grants, subsidies and contributions	3,622	-	98	1,170	4,890
41 Investment income	26	-	-	-	26
516 Reimbursements	192	-	-	20	212
648 Other income	447	-	(15)	77	508
138 Net gain - equity accounted Council businesses	100	-	-	-	100
<b>45,560 Total Income</b>	<b>44,797</b>	<b>-</b>	<b>85</b>	<b>1,357</b>	<b>46,239</b>
<b>EXPENSES</b>					
15,923 Employee costs	17,290	-	46	(74)	17,262
19,231 Materials, contracts & other expenses	17,509	38	39	1,431	19,017
8,826 Depreciation, amortisation & impairment	8,945	-	-	-	8,945
623 Finance costs	604	-	-	-	604
6 Net loss - equity accounted Council businesses	-	-	-	-	-
<b>44,609 Total Expenses</b>	<b>44,348</b>	<b>38</b>	<b>85</b>	<b>1,357</b>	<b>45,828</b>
<b>951 OPERATING SURPLUS / (DEFICIT)</b>	<b>449</b>	<b>(38)</b>	<b>-</b>	<b>0</b>	<b>411</b>
(95) Asset disposal & fair value adjustments	780				780
425 Amounts received specifically for new or upgraded assets	250	542	519	-	1,311
1982 Physical Resources Received Free of Charge	-				-
<b>3,263 NET SURPLUS / (DEFICIT)</b>	<b>1,479</b>	<b>504</b>	<b>519</b>	<b>0</b>	<b>2,502</b>
59,526 Changes in revaluation surplus - infrastructure, property, plant & equipment	5,000	-	-	-	5,000
56 Other Comprehensive Income	-	-	-	-	-
139 Share of Other Comprehensive Income JV	-	-	-	-	-
<b>59,721 Total Other Comprehensive Income</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,000</b>
<b>62,984 TOTAL COMPREHENSIVE INCOME</b>	<b>6,479</b>	<b>504</b>	<b>519</b>	<b>0</b>	<b>7,502</b>

**Adelaide Hills Council**  
**STATEMENT OF FINANCIAL POSITION**  
**2019-20 Revised Budget**

2018-19		2019-20 Revised Budget \$'000
\$'000	<b>ASSETS</b>	
	<b>Current Assets</b>	
	2,025 Cash and cash equivalents	100
	2,541 Trade & other receivables	2,541
	19 Inventories	19
	<b>4,585</b>	<b>2,660</b>
	1,530 Non-current Assets held for Sale	-
	<b>6,115 Total Current Assets</b>	<b>2,660</b>
	<b>Non-current Assets</b>	
	- Financial assets	-
	1,350 Equity accounted investments in Council businesses	1,450
	424,101 Infrastructure, property, plant & equipment	437,071
	<b>425,451 Total Non-current Assets</b>	<b>438,521</b>
	<b>431,566 Total Assets</b>	<b>441,181</b>
	<b>LIABILITIES</b>	
	<b>Current Liabilities</b>	
	5,446 Trade & other payables	4,666
	- Borrowings - Short Term Draw Down	155
	62 Borrowings - Other	3,000
	3,048 Provisions	2,848
	<b>8,556 Total Current Liabilities</b>	<b>10,669</b>
	<b>Non-current Liabilities</b>	
	10,000 Borrowings	10,000
	1,398 Provisions	1,398
	<b>11,398 Total Non-current Liabilities</b>	<b>11,398</b>
	<b>19,954 Total Liabilities</b>	<b>22,067</b>
	<b>411,612 NET ASSETS</b>	<b>419,114</b>
	<b>EQUITY</b>	
	141,348 Accumulated Surplus	144,082
	269,691 Asset Revaluation Reserves	274,691
	573 Other Reserves	341
	<b>411,612 TOTAL EQUITY</b>	<b>419,114</b>
	<b>15,388 NET FINANCIAL LIABILITIES</b>	<b>19,426</b>

# Adelaide Hills Council

## STATEMENT OF CHANGES IN EQUITY 2019-20 Revised Budget

	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
2019-20	\$'000	\$'000	\$'000	\$'000
Balance at end of previous reporting period	141,348	269,691	573	411,612
<b>Net Surplus / (Deficit) for Year</b>	<b>2,502</b>	-	-	<b>2,502</b>
<b>Other Comprehensive Income</b>				
Gain on revaluation of infrastructure, property, plant & equipment	-	5,000	-	5,000
Transfers between reserves	232	-	(232)	-
<b>Balance at end of period</b>	<b>144,082</b>	<b>274,691</b>	<b>341</b>	<b>419,114</b>

2018-19				
Balance at end of previous reporting period	137,081	210,121	1,426	348,628
Restated opening balance				
<b>Net Surplus / (Deficit) for Year</b>	<b>3,263</b>			<b>3,263</b>
<b>Other Comprehensive Income</b>				
Changes in revaluation surplus - infrastructure, property, plant & equipment		59,526		59,526
IPPE Impairment		(184)		(184)
Share of Other Comprehensive Income JV	139			139
Share of other comprehensive income - equity accounted Council businesses	12	228		240
Transfers between reserves	853		(853)	-
<b>Balance at end of period</b>	<b>141,348</b>	<b>269,691</b>	<b>573</b>	<b>411,612</b>

### FINANCIAL RATIOS

	2019-20 Revised Budget
<b>Operating Surplus Ratio</b>	
<u>Operating Surplus</u>	0.9%
Total Operating Revenue	
<b>Net Financial Liabilities Ratio</b>	
<u>Net Financial Liabilities</u>	42%
Total Operating Revenue	
<b>Asset Sustainability Ratio</b>	
<u>Net Asset Renewals</u>	129%
Infrastructure & Asset Management Plan required expenditure	

# Adelaide Hills Council

## CASH FLOW STATEMENT 2019-20 Revised Budget

2018-19		2019-20 Revised Budget
\$'000	<b><u>CASH FLOWS FROM OPERATING ACTIVITIES</u></b>	\$'000
	<u>Receipts</u>	
37,094	Rates - general & other	38,741
1,172	Fees & other charges	1,141
1,007	User charges	621
5,183	Grants	4,890
41	Investments	26
516	Reimbursements	212
622	Other revenues	508
	<u>Payments</u>	
(15,723)	Employee costs	(17,262)
(18,950)	Materials, contracts & other expenses	(19,217)
(623)	Finance payments	(604)
<b>10,339</b>	<b>NET CASH USED IN OPERATING ACTIVITIES</b>	<b>9,056</b>
	<b><u>CASH FLOWS FROM FINANCING ACTIVITIES</u></b>	
	<u>Receipts</u>	
-	Proceeds from Borrowings	3,000
-	Proceeds from Aged Care facility deposits	-
	<u>Payments</u>	
(77)	Repayment from Borrowings	(62)
(1)	Repayments of Aged Care facility deposits	(780)
<b>(78)</b>	<b>NET CASH USED IN FINANCING ACTIVITIES</b>	<b>2,158</b>
	<b><u>CASH FLOWS FROM INVESTING ACTIVITIES</u></b>	
	<u>Receipts</u>	
425	Grants for new or upgraded assets	1,311
497	Sale of replaced assets	648
9,146	Sale of surplus assets	3,014
72	Repayment of loans from Community Groups	-
-	Distributions received from Equity Accounted Businesses	-
	<u>Payments</u>	
(3,877)	Expenditure on new/ upgraded assets	(6,651)
(10,090)	Expenditure on renewal/ replacement of assets	(11,616)
-	Loans Made to Community Group loans	-
-	Capital Contributed to Equity Accounted Businesses	-
<b>(3,827)</b>	<b>NET CASH USED IN INVESTING ACTIVITIES</b>	<b>(13,293)</b>
6,434	<b>NET INCREASE / (DECREASE) IN CASH HELD</b>	<b>(2,080)</b>
<b>(4,409)</b>	<b>CASH AT BEGINNING OF YEAR</b>	<b>2,025</b>
<b>2,025</b>	<b>CASH AT END OF YEAR</b>	<b>(55)</b>
2,025	Cash & Investments	100
-	Short Term Drawdown	(155)
<b>2,025</b>		<b>(55)</b>

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 12.4

**Responsible Officer:** Mike Carey  
Manager Financial Services  
Corporate Services

**Subject:** Long Term Financial Plan for Public Consultation

**For:** Decision

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**SUMMARY**

Prior to commencement of the budget process each year a review of the *Long Term Financial Plan* (LTFP) is undertaken. This review ensures that the LTFP is updated to reflect movements following the adoption of the most recent Annual Business Plan, revised projections in key economic indicators and any amended strategies or plans considered by Council.

A workshop of Council was held on 11 February 2020 to provide an overview of the process undertaken to develop the LTFP as well as a review the key inputs and resulting sustainability ratios.

On 17 February 2020 the Audit Committee reviewed an updated version of Council's LTFP and recommended in part that "*Council endorse the Long Term Financial Plan, as contained in Appendix 1 for community consultation in accordance with Section 122 of the Local Government Act 1999.*"

This report provides the updated LTFP to Council for consideration.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted
  2. To endorse the Draft Long Term Financial Plan, as contained in Appendix 1 for community consultation in accordance with Section 122 of the *Local Government Act 1999*.
  3. That the CEO be authorised to:
    - a. Make any formatting, nomenclature or other minor changes to the Plan prior to being released for public consultation and
    - b. Determine the consultation timings, media and processes while ensuring consistency and compliance with the provisions of applicable legislation and Council's *Public Consultation Policy*.
-

## 1. GOVERNANCE

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Goal	Organisational Sustainability
Key Issue	Risk and Responsibility

One key aspect of Council's legislative responsibilities is to develop and adopt a long-term financial plan for a period of at least 10 years to ensure Council continues to be financially sustainable.

### ➤ Legal Implications

The LTFP is prepared as a part of the Strategic Management Plans as required under Section 122 of the *Local Government Act 1999* (the Act). In particular:

1 (ab) - provide assessments that relate to the following matters (with particular reference to the relevant period):

- (i) the sustainability of the council's financial performance and position; and
- (ii) the extent or levels of services that will be required to be provided by the council to achieve its objectives; and
- (iii) the extent to which any infrastructure will need to be maintained, replaced or developed by the council; and
- (iv) anticipated changes in its area with respect to—
  - (A) real property development; and
  - (B) demographic characteristics of its community to the extent that is reasonable taking into account the availability of appropriate and accurate data; and
- (v) the council's proposals with respect to debt levels; and
- (vi) any anticipated or predicted changes in any factors that make a significant contribution to the costs of the council's activities or operations

1a (a) - A council must, in conjunction with the plans required under subsection (1), develop and adopt a long-term financial plan for a period of at least 10 years;

4 - A council may review its strategic management plans under this section at any time but must—

- (a) undertake a review of—
  - (i) its long-term financial plan; and
  - (ii) any other elements of its strategic management plans prescribed by the regulations for the purposes of this paragraph,  
as soon as practicable after adopting the council's annual business plan for a particular financial year; and
- (b) in any event, undertake a comprehensive review of its strategic management plans within 2 years after each general election of the council.

(4a) - A council must, for the purposes of a review under subsection (4), take into account—

- (a) in relation to a review under subsection (4)(a)(i)—a report from the chief executive officer on the sustainability of the council's long-term financial performance and position taking into account the provisions of the council's annual business plan and strategic management plans; and

(b) insofar as may be relevant—any other material prescribed by the regulations.

6 - A council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans

The LTFP is also required to comply with Section 5 of the *Local Government (Financial Management) Regulations 2011*. In particular:

1 - A long-term financial plan developed and adopted for the purposes of section 122(1a)(a) of the Act must include—

- (a) a summary of proposed operating and capital investment activities presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances; and
- (b) estimates and target ranges adopted by the council for each year of the long-term financial plan with respect to an operating surplus ratio, a net financial liabilities ratio and an asset renewal funding ratio presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators.

2 - A long-term financial plan must be accompanied by a statement which sets out—

- (a) the purpose of the long-term financial plan; and
- (b) the basis on which it has been prepared; and
- (c) the key conclusions which may be drawn from the estimates, proposals and other information in the plan.

➤ **Risk Management Implications**

Preparing a LTFP as required by the Act and Regulations will assist in mitigating the risk of:

*Inability to discharge role and functions of a local government entity leading to a breach of legislation and loss of stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	Medium (4D)	Medium (3D)

It ensures that financial resources are deployed in areas that align with Council's Strategic Management Plans, are affordable and supported within the Council's LTFP.

➤ **Financial and Resource Implications**

Satisfactory internal financial controls provide the foundation for ensuring Council's ongoing financial sustainability. The LTFP is a financial model that aims to achieve long term financial sustainability, using the key financial indicators and benchmarks for guidance, projected over 10 years using inputs from the Strategic Management Plan, *Asset Management Plan* and other key Strategies.

A Council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

The LTFP is based on continuing existing service levels including infrastructure renewal and upgrade and is regularly updated to account for any changes.

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

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

➤ **Sustainability Implications**

The key objective of Council's LTFP is financial sustainability in the medium to long term, while still achieving Council's corporate objectives as specified in its *Strategic Plan*, *Corporate Plan* and Functional Strategies. Council has specific functional strategies that address environmental and economic sustainability goals, objectives and priorities. At the same time the LTFP ensures that there is an understanding of the impact of decisions made today on future sustainability. This means ensuring the cost effective delivery of works and services, and the appropriate maintenance and renewal of our asset base in a financially sustainable manner.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	The Audit Committee considered the updated LTFP on 17 February 2020.
<i>Council Workshops:</i>	A workshop of Council was held on 11 February 2020 to provide an overview of the process undertaken to develop the LTFP as well as a review the key inputs and resulting sustainability ratios.
<i>Advisory Groups:</i>	Not Applicable
<i>Administration:</i>	The Executive Leadership Team (ELT) has reviewed the LTFP assumptions as part of the development of the updated LTFP. In addition, the functional leads across the organisation provided input on the funding requirements to be captured in the LTFP to support the implementation of the Strategic Plan / Functional Strategies.
<i>External Agencies:</i>	Not Applicable
<i>Community:</i>	Public consultation will be undertaken following consideration by Council on 25 February 2020.



## 2. BACKGROUND

The Act requires Council to prepare a LTFP as part of its Strategic Management Plan, and to update it on the same basis. Members of the public are to be given a reasonable opportunity to be involved in the development and review of the Council's plan.

Council considers that its LTFP is a fundamental instrument of accountability and provides projections for Council's planned activities over a ten year timeframe.

The key objective of Council's LTFP is financial sustainability in the medium to long term, while still achieving Council's corporate objectives as specified in its *Strategic Plan* and *Corporate Plan*. At the same time the LTFP ensures that there is an understanding of the impact of decisions made today on future sustainability. This means ensuring the cost effective delivery of works and services, and the appropriate maintenance and renewal of our asset base in a financially sustainable manner.

The purpose of this plan is not to provide specific detail about individual works or services. It does however provide a decision making tool that allows various assumptions and sensitivity analysis to be carried out that will indicate the ability of Council to deliver cost effective services to our community in the future in a financially sustainable manner.

A Council's LTFP must contain a summary of the proposed operating and capital investment activities in the Uniform Presentation of Finance format for a period of at least ten years. It should include estimates of the key ratios, operating surplus, net financial liabilities and asset sustainability. This illustrates the expected long term financial performance of the Council, and hence whether financial sustainability is being achieved.

The model is a fluid document, continually reviewed, modified and refined as new information is discovered, usually at each Budget Review and during the construction and adoption of the annual budget.

The Audit Committee considered the updated LTFP on 17 February 2020, and resolved as follows:

### 7.6. Long Term Financial Plan Review

Moved Cr Leith Mudge  
S/- Paula Davies

8/20

#### The Audit Committee:

1. Receives and notes the report.
2. Notes the updated Long Term Financial Plan.
3. Recommends Council endorse the Long Term Financial Plan, as contained in Appendix 1 for community consultation in accordance with Section 122 of the Local Government Act 1999.

Carried
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In addition, the Audit Committee suggested some minor amendments to the Long Term Financial Plan document to assist the community in understanding the document.

### 3. ANALYSIS

The LTFP is prepared using a number of assumptions, with regard to projected rate income, projected fees, charges and grants and also includes assumptions about future operational and capital expenditure. Given that long term financial plans are derived from an estimate of future performance, it should be appreciated that actual results are likely to vary from the information contained in the LTFP.

The LTFP will continue to be amended to incorporate feedback from different sources (Management, Council Members, Public, new initiatives, new legislation and identified savings).

The LTFP is based upon 2019-20 adopted budget that has been revised for amendments required by Budget Review 1 (BR1) and Budget Review 1 (BR2) considerations. Indices have been applied to categories within the LTFP to produce an uplifted 2020-21 LTFP budget that is capable of being used as a “target” for the 2020-21 budget setting process.

Intuitively, if the LTFP demonstrates sustainability over a ten year period, and the 2020-21 LTFP target budget is embedded within the LTFP, then the development of a 2020-21 budget that aligns with the LTFP target also demonstrates financial sustainability.

#### LTFP Development

The LTFP starting point has been updated to reflect the 30 June 2019 audited end of year financial position adopted by Council in November 2019.

In the development of the 2020-21 LTFP consideration has been given to the work currently being undertaken in the development of the new draft Strategic Plan currently out for consultation, notwithstanding that the new Strategic Plan is not due for adoption by Council until April 2020.

However, as a result of a significant reallocation of Council resources to address the Cudlee Creek Bushfire Recovery, this has not allowed the financial impacts of proposed new strategies to be fully developed to the level appropriate to incorporate these costings into the draft 2020-21 LTFP at the current time.

It is therefore proposed that the 2020-21 LTFP continue to be drawn from Council’s current adopted Strategic Plan, and the 3 Year Operating and Capital Initiatives included in Council’s 2019-20 Annual Business Plan adopted in June 2019.

However, to address the likely impact of projects emanating from new strategies, the LTFP also includes an amount of \$350k as an allowance for Strategic Operating Initiatives to be refined and allocated as part of the 2020-21 Annual Business Plan and Budget Build. The allowance for Strategic Operating Initiatives specific to the new Strategic Plan has been increased from \$350k in 2020-21 to \$450k in 2021-22 and \$550k in 2022-23. In subsequent years an amount of \$600k has been allowed for Strategic Operating Initiatives.

It is proposed that Council’s Annual Business Plan and Budget workshop will consider the overall dollar amount and specific projects to include in the 2020-21 Budget for consultation.

As shown in the table below, with the specified allowances for Strategic Operating Initiatives, the Operating Surplus for 2020-21 and future years has been maintained at a similar level to that forecast in the 2019-20 LTFP whilst still meeting Council's Operating Surplus Ratio and other financial indicator targets.

	2019-20	2020-21	2021-22	2022-23	2023-24
	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Total Operating Income	46,239	46,707	48,562	50,328	51,859
Operating Expenditure (excluding Operating Initiatives)	44,918	45,024	46,780	48,205	49,767
<b>Amount Available for Initiatives &amp; Maintain Surplus</b>	<b>1,321</b>	<b>1,683</b>	<b>1,782</b>	<b>2,122</b>	<b>2,092</b>
Operating Initiatives for Current Strategic Plan	910	1,012	1,095	1,336	1,105
Additional Operating Initiatives for New Strategic Plan	-	350	450	550	600
Total Operating Initiatives	910	1,362	1,545	1,886	1,705
<b>Operating Surplus</b>	<b>411</b>	<b>321</b>	<b>237</b>	<b>236</b>	<b>387</b>
<b>Operating Surplus Ratio</b>	<b>0.9%</b>	<b>0.7%</b>	<b>0.5%</b>	<b>0.5%</b>	<b>0.7%</b>

Although the 2020-21 LTFP continues to be drawn from Council's current adopted Strategic Plan, given that many of the initiatives are ongoing it was considered appropriate to realign the strategic initiative expenditure (both operating and capital) in accordance with the draft Strategic Plan currently out for consultation. This will assist Council in evaluating proposals from the New Strategic Plan as part of the 2020-21 Business Plan and Budget workshop.

#### Other Considerations

As highlighted as an action in a Council Member's workshop in November 2019, Council has subsequently reviewed depreciation in the LTFP given the significant revaluation increase in a number of asset classes including roads for the 2018-19 financial year. This review included independent expert advice on infrastructure asset management and depreciation related matters.

This review found that the overall asset management strategy of Council is sound and provides for a medium to long term financially sustainable position. The review highlighted a number of scenarios for detailed reviews of depreciation and valuation inputs associated with different asset strategies. It may be appropriate to amend future operations, maintenance, renewal and depreciation dollars in the LTFP based on an evidence approach and associated reasonable assumptions.

In summary, the analysis has indicated the existing renewal and depreciation amounts as forecast in the LTFP are appropriate at this point in time but it is possible that a reallocation of costs between depreciation and maintenance and an adjustment for future renewal dollars may be required upon the completion of the full review and analysis of asset management strategies and association lifecycle costs of those strategies.

The Cudlee Creek Bushfire which commenced on 20 December 2019 has also had a significant impact within the Adelaide Hills community and on Council as an organisation. Whilst a Recovery Plan is currently being developed and implemented, it is clearly evident the fire will also have an impact on the delivery of a number of projects and initiatives within Council's current Annual Business Plan. In addition to this the financial impact of the fires will not be fully understood for a reasonable period of time, however it is likely to be

substantial. This impact from both an expenditure and funding perspective will therefore be a matter for future LTFP consideration.

It is also noted in the LTFP document that Council is aware that Campbelltown City Council (CCC) has received approval from the Boundaries Commission to lodge a Stage 2 proposal for the boundary between CCC and Adelaide Hills Council to be realigned to the eastern and southern side of Woodforde and Rostrevor suburbs, effectively moving those suburbs into CCC's area. Given that boundary change process involves a number of assessments (and these are still to occur) prior to the Commission determining whether to recommend a change, no adjustment has been made to Council's LTFP for any possible impact on rates revenue, servicing costs and capital expenditure.

#### Key Outcomes

Importantly the current LTFP demonstrates that the Council is financially sustainable over the 10 year term of the LTFP, whilst achieving the objectives outlined in the Strategic Plan.

This includes:

- Implementation and funding of the appropriate level of maintenance and renewal of the portfolio of infrastructure assets
- Meeting the ongoing expectations of service delivery to our community
- Managing the impact of cost shifting from other levels of government
- The appropriate use of debt as a means of funding asset renewal
- Ensuring the financial sustainability of Council's operations.

Financial sustainability has been demonstrated through adherence to the agreed target ranges in all of the following three key ratios:

- Operating Surplus Ratio, target range 0% to 10%
- Net Financial Liabilities Ratio, target range 0% to 100%
- Asset sustainability Ratio, target range 90% to 110%

In achieving these targets, which are explained in more detail within the LTFP, there is a level of certainty provided to the community that financial sustainability will be maintained.

#### **4. OPTIONS**

- I. To endorse the Draft Long Term Financial Plan as prepared without making any further amendments to enable community consultation to be undertaken (Recommended)
- II. Decline to adopt the Long Term Financial Plan, and make further amendments prior to consultation (Not Recommended)

#### **5. APPENDIX**

- (1) Draft Long Term Financial Plan (February 2020)

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# **Appendix 1**

*Draft Long Term Financial Plan*  
*February 2020*

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**Adelaide Hills**  
COUNCIL

2020-21

# Long Term Financial Plan





# Draft Long Term Financial Plan

## February 2020



### Why does Council prepare a Long Term Financial Plan?

The *Local Government Act 1999* requires Council to prepare a Long Term Financial Plan (LTFP) as part of its Strategic Management Plan. This means that members of the public are to be given a reasonable opportunity to be involved in the development and review of the Council's plan.

Council considers that its Long Term Financial Plan (LTFP) is a fundamental instrument of accountability and provides projections for Council's planned activities over a ten year timeframe.

The key objective of Council's LTFP is financial sustainability in the medium to long term, while still achieving Council's corporate objectives as specified in its Strategic Plan, Corporate Plans and Functional Strategies. At the same time the LTFP ensures that there is an understanding of the impact of decisions made today on future sustainability. This means ensuring the cost effective delivery of works and services, and the appropriate maintenance and renewal of our asset base in a financially sustainable manner.

The purpose of this plan is not to provide specific detail about individual works or services. The LTFP provides a decision making tool that allows various assumptions and sensitivity analysis to be carried out that will indicate the ability of Council to deliver cost effective services to our community in the future in a financially sustainable manner.

A Council LTFP must contain estimated financials for a period of at least ten years. It should include estimates of the key ratios, operating surplus, net financial liabilities and asset renewal funding. This illustrates the expected long term financial performance of the Council, and hence whether financial sustainability is being achieved.

The model is a fluid document, continually reviewed, modified and refined as new information is discovered, usually at each Budget Review and during the construction and adoption of the annual budget.

### How does Council prepare the plan?

The 10 year LTFP is prepared using a number of assumptions, with regard to projected rate income, projected fees, charges and grants and also includes assumptions about future operational and capital expenditure. Given that long term financial plans are derived from an estimate of future performance, it should be appreciated that actual results are likely to vary from the information contained in the LTFP.

The LTFP is based on a model which projects Council's future financial performance based on a very large range of variables applied to its performance in recent years. Because there are a large number of variables the model is quite complex. In order to use it to guide each year's budget setting process, the key variables have been divided into two groups:

- » Controllable variables – items that Council can control such as service levels, capital expenditure, rate increases and wage increases
- » Non-controllable variables – items outside Council's control, such as interest rates, inflation and economic growth (eg. residential development, new businesses, etc).

For controllable variables, Council is able to model different levels of activity to see what effect they have on financial performance. The long term effects of each decision can then be assessed.

For non-controllable variables, the plan uses reasonable long term estimates which do not change (except to update them at the beginning of each budget cycle). In this way the impact of different choices about the controllable variables can be assessed. For instance, inflation measured by CPI has fluctuated substantially in recent years. Because inflation works differently on different elements of Council's income and expense it can quickly and materially distort the LTFP, especially in its later years.

## What key conclusions may be drawn from the plan?

Importantly the current LTFP demonstrates that the Council is financially sustainable over the 10 year term of the LTFP, whilst achieving the objectives outlined in the Strategic Plan. This includes:

- » Implementation and funding of the appropriate level of maintenance and renewal of the portfolio of infrastructure assets
- » Meeting the ongoing expectations of service delivery to our community
- » Managing the impact of cost shifting from other levels of government
- » Enabling the delivery of strategies identified within the Strategic Plan as well as other endorsed Functional Strategies
- » The appropriate use of debt as a means of funding new capital expenditure
- » Ensuring the financial sustainability of Council's operations.

Financial sustainability has been demonstrated through adherence to the agreed target ranges in all of the following three key ratios:

1. **Operating Surplus Ratio, target range 0% to 10%**
2. **Net Financial Liabilities Ratio, target range 0% to 100%**
3. **Asset Renewal Funding Ratio, (formerly titled Asset Sustainability Ratio) target range 90% to 110%**

In achieving these targets, which are explained in more detail below, there is a level of certainty provided to the community that financial sustainability will be maintained.

## How to provide feedback....

The LTFP is available for inspection from 2 March to 27 March 2020 at Council's Libraries and Community Centres, and on Council's website [ahc.sa.gov.au](http://ahc.sa.gov.au)

Interested persons are invited to make a written submission by **no later than 5.00pm, Friday, 27 March 2020**. Submissions may be made online at [engage.ahc.sa.gov.au](http://engage.ahc.sa.gov.au), via post to PO Box 44, Woodside SA 5244 or [mail@ahc.sa.gov.au](mailto:mail@ahc.sa.gov.au).

The results of the feedback provided will be discussed with Council and incorporated into the Final Long Term Financial Plan prior to consideration of the 2020-21 Annual Business Plan and Budget.



## Ratios

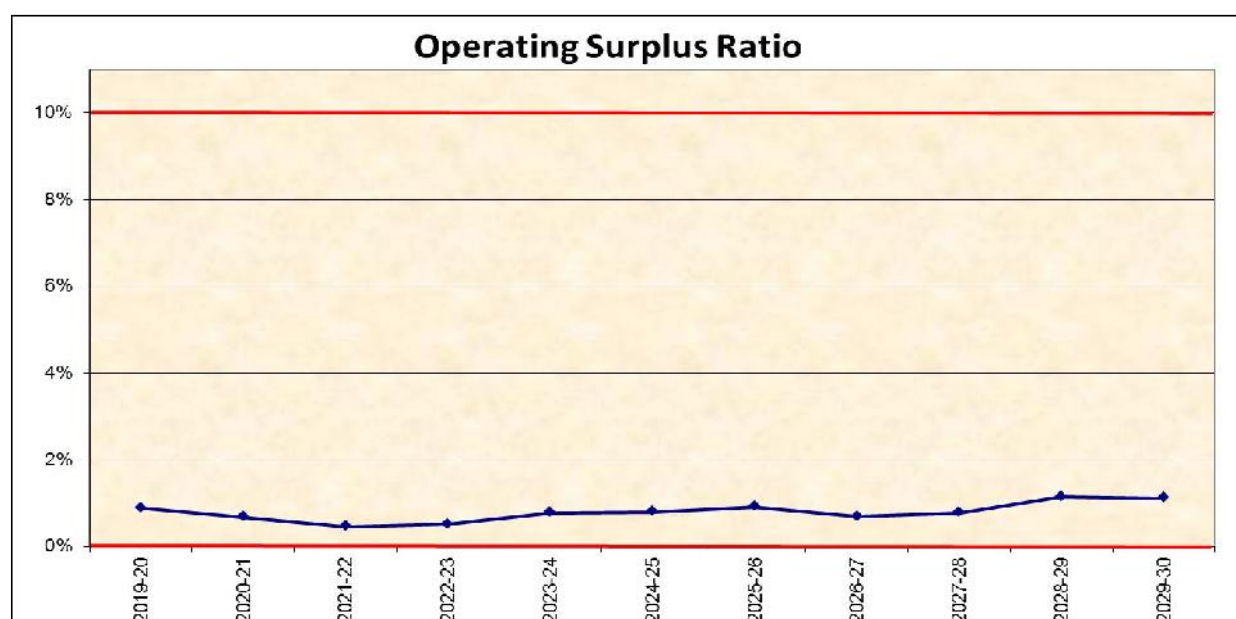
### Operating Surplus Ratio

The operating surplus ratio indicates the extent to which operating revenue is sufficient to meet all operating expenses and whether current ratepayers are paying for their consumption of resources.

The Operating Surplus ratio expresses the operating surplus as a percentage of total operating income. A negative ratio indicates the percentage increase in total operating income required to achieve a break-even operating result. A positive ratio indicates the percentage of total rates available to fund capital expenditure over and above the level of depreciation expense without increasing council's level of net financial liabilities.

**Target:** 0 - 10%  
**10 Year Result Range:** 0.5% - 1.1%

The ratio indicates the cost of services provided to ratepayers is being met from operating revenues with surplus's being used to fund infrastructure works in line with our LTFP projections.



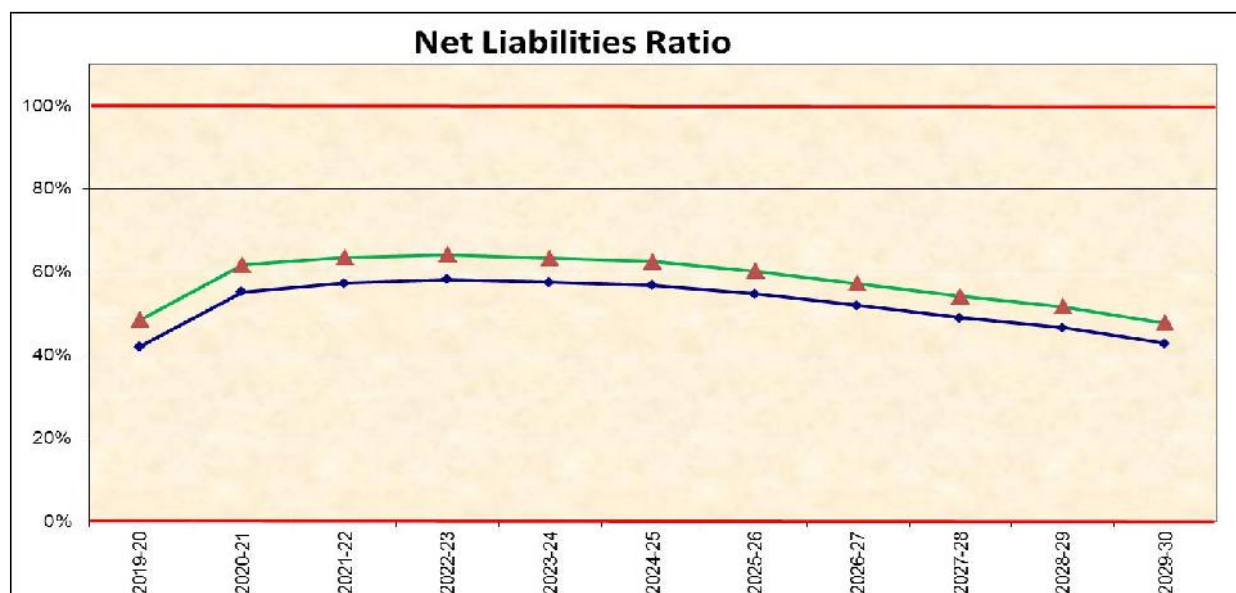
### Net Financial Liabilities Ratio

Net Financial Liabilities is an indicator of the Council's total indebtedness and includes all Council's obligations including provisions for employee entitlements and creditors.

This ratio indicates the extent to which the net financial liabilities of the Council can be met by the Council's total operating revenue. Where the ratio is falling, it indicates that the Council's capacity to meet its financial obligations from operating revenues is strengthening. Where the ratio is increasing, it indicates that a greater amount of Council's operating revenues is required to service its financial obligations.

**Target:** 0 - 100%  
**10 Year Result Range:** 42% - 58%

This ratio demonstrates that council's total indebtedness (including borrowings) can be met by operating revenue.



**Note:** The additional liabilities ratio included above in 'green' projects the financial impact should a significant event (i.e. fire or storm) in the order of \$10m impact on the region.

## Asset Renewal Funding Ratio

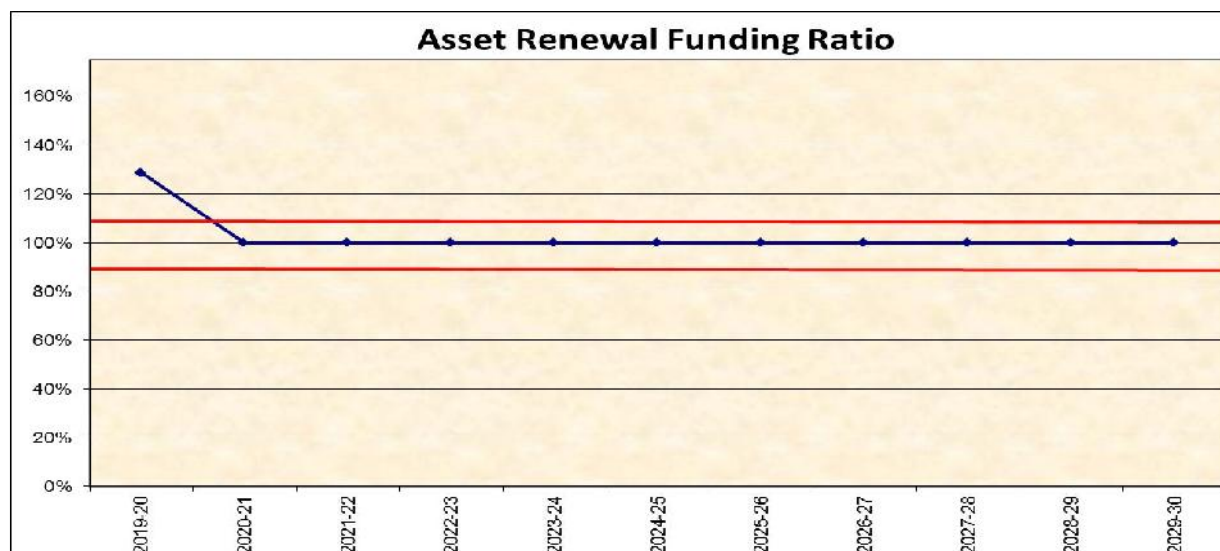
This ratio indicates whether a Council is renewing or replacing existing infrastructure assets at the same rate that its asset management plan requires.

The target for this ratio is to be between 90% and 110% in any given year, with 100% on average over five years. This would mean that Council is replacing 100% (or all) of the assets that require renewal.

**Target:** 90 - 110%

**10 Year Result Range:** 100%

The result achieved for this measure is the same throughout the 10 year horizon of the LTFP as the amount of future renewal expenditure is based on the required asset management expenditure.



## Key sections explained.....

### Uniform Presentation of Finances

In accordance with the *Local Government (Financial Management) Regulations 2011* this section of the LTFP presents the financial position for the next 10 years in a manner consistent with the note in the *Model Financial Statements* entitled “Uniform Presentation of Finances”.

This section of the LTFP is broken into three key elements as follows:

- » A summary of all operating income and expenditure to highlight the Net Operating Surplus
- » Net Outlays on Existing Assets after providing for depreciation and proceeds from any replacement asset sales
- » Net outlays on new and upgraded assets after providing for grants received and proceeds from any surplus asset sales

The result of these three elements for each forecast year represents the impact on Council’s net financial liabilities whereby a net lending result reduces net financial liabilities, and a net borrowing result increasing net financial liabilities.

### Statement of Comprehensive Income

This Statement provides a 10 year projection of operating income and expenditure using the 2018/19 adjusted Budget as the base year. The projections result from the application of the indices mentioned in a subsequent section of this Plan.

Key points of note include:

- » Rates revenue is shown to increase by CPI +1.75% from 2020-21 through 2022-23. The 1.75% in initial years is attributable to:
  - growth from new development of 0.75%, and
  - a 1% increase to support increased levels of renewal of capital works as forecast within current Asset Management Plans.From 2023-24 the increase applied is CPI + 0.5% (growth).
- » Employee costs increase by 2.45% to 2021-22 in line with predicted Enterprise Development Agreements and then 2.70% in subsequent years in line with forecasts for average weekly earnings. Both percentages include a provision for revaluation of current provisions and grade step increases.
- » An allowance has been made for the proposed increase in Superannuation Guarantee levy from 2021-22.
- » Materials, Contractors and Other costs increased by CPI as well as being driven by projected movements in the cost of Power, Water and Waste.

## Statement of Financial Position

This Statement provides a 10 year projection of Council's assets and liabilities using the projected 30 June 2020 Budget as the base year. The projections result from proposed capital expenditure emanating from the Asset Management Plans and adopted strategies, together with borrowings necessary to meet those capital requirements, and net funding generated by operations.

Key points of note include:

- » The Written Down Value (WDV) of Infrastructure and Fixed Assets increases from \$424m to \$504m over the ten year term.
- » Borrowings (both short term including draw down and long term) peak at \$25m in 2024-25.

## Capital Investment by Asset Category

The Asset Management Plans are currently being reviewed given the previous adopted Plans were completed seven years ago in 2012 (refer to Council's website for details).

This review has highlighted the need for additional renewal expenditure in some of the infrastructure categories which has been provided for within the current LTFP.

Key points of note include:

- » Total capital expenditure projected over the 10 year period totals \$126m of which \$110m has been allocated to the renewal of current assets.
- » \$16m allocated to new, capacity/upgraded assets is derived from Council's current adopted Strategic Plan and endorsed Functional Strategies. However given that many of the initiatives are ongoing it was considered appropriate to realign the strategic initiative expenditure (both operating and capital) in accordance with the draft new Strategic Plan currently out for consultation. A separate summary of this amount broken down into the draft new Strategic Plan Objectives and Priorities is provided in a subsequent section of the LTFP.

## Summary of New Strategic Initiatives Expenditure

This section provides a detailed breakdown of all new expenditure that has been included within the LTFP to ensure that the Strategic Plan and related Strategies can be delivered. Information is broken down into each goal area and strategic objective within the draft new Strategic Plan. For a number of objectives, there is no additional funding required over and above existing operational requirements for delivering the strategy and as such the summary of total strategic initiatives expenditure shows \$Nil across projected years.

At the end of this section the amounts that have been brought into each year of the LTFP for both operating and capital expenditure are provided and show that the 10 year forecast requires \$15.9m in capital and \$16.8m in operating.

The overall total includes an amount of \$350k as an allowance for Strategic Operating Initiatives identified as part of the 2020-21 Annual Business Plan and Budget Build. This will be refined as part of Budget Workshops to be conducted later in the 2019-20 financial year.

The allowance for Strategic Operating Initiatives has been increased from \$350k in 2020-21 to \$450k in 2021-22 and \$550k in 2022-23. In subsequent years an amount of \$600k has been allowed for Strategic Operating Initiatives.

## Economic Indicators

A key element of the LTFP relates to the economic indicators and indices used to project future year's income and expenditure. All the indices are changeable, and the effects of any amendment will flow through to the financial projections and associated graphs.

A summary of these indices is as follows:

- » Consumer Price Index (CPI) is used as a primary driver for income and expenditure in the model. 2.25% has been used for period 2020-21 to 2022-23 and 2.4% in subsequent years.
- » 'Rates' indices are adjustable for growth (new development) or rate increase over CPI. As previously indicated rates revenue is shown to increase by CPI +1.75% from 2020-21 through to 2022-23. The 1.75% in initial years is attributable to growth from new development of 0.75% in addition to a 1% increase to support increased levels of renewal of capital works as forecast within current Asset Management Plans. After 2022-23 the increase applied is CPI + 0.5% (growth).
- » Employee costs increase by 2.45% to 2021-22 in line with predicted Enterprise Development Agreements and then 2.70% in subsequent years in line with forecasts for average weekly earnings. Both percentages include a provision for revaluation of current provisions and grade step increases.
- » For materials, contracts and other expenditure, unique indices have been applied where it is expected costs will vary significantly from CPI. In the current model separate indices have been included for waste collection, power and water.
- » Estimated future interest rates relating to loans (borrowings) and Cash Advance Debenture (CAD) interest have been included.

## Risks Associated with the Long Term Financial Plan

The LTFP has been developed based on the best information and assumptions available at the time. However, users of this information should be aware that there are risks associated with using estimated increases to Consumer Price Index (CPI), Local Government Price Index (LGPI), Average Weekly Earnings (AWE) and predictions in finance costs and interest rates. In addition, the LTFP may be impacted by events such as new legislation or disasters (Cudlee Creek bushfire will have an impact on Council from an expenditure and funding perspective and therefore will be a matter for future LTFP consideration) that could materially affect the projected outcomes and results of the LTFP.

Council is aware that Campbelltown City Council (CCC) has received approval from the Boundaries Commission to lodge a Stage 2 proposal for the boundary between CCC and Adelaide Hills Council to be realigned to the eastern and southern side of Woodforde and Rostrevor suburbs, effectively moving those suburbs into CCC's area. Given that boundary change process involves a number of assessments (and these are still to occur) prior to the Commission determining whether to recommend a change, no adjustment has been made to Council's LTFP for any possible impact on rates revenue, servicing costs and capital expenditure.

In order to reduce risk the plan is reviewed and updated annually to incorporate the best available information for a given point in time. In addition, the LTFP and its assumptions are reviewed by Council's Audit Committee.

Adelaide Hills Council

10 Year Financial Plan for the Years ending 30 June 2030

UNIFORM PRESENTATION OF FINANCES

2020-21 Long Term Financial Plan for Consultation

	Actuals	Current Year	Projected Years									
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000

Operating Activities												
Income	45,560	46,239	46,707	48,562	50,328	51,859	53,301	54,784	56,309	57,876	59,488	61,146
less Expenses	(44,609)	(45,828)	(46,386)	(48,325)	(50,091)	(51,472)	(52,853)	(54,294)	(55,932)	(57,438)	(58,825)	(60,489)
Operating Surplus / (Deficit)	951	411	321	237	236	387	448	490	377	439	664	658
Capital Activities												
less (Net Outlays) on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(10,090)	(11,616)	(10,860)	(10,238)	(10,884)	(11,083)	(11,123)	(11,026)	(10,702)	(11,041)	(11,952)	(11,287)
add back Depreciation, Amortisation and Impairment	8,826	8,945	9,237	9,771	10,066	10,451	10,731	11,022	11,312	11,613	11,919	12,232
add back Proceeds from Sale of Replaced Assets	497	648	646	523	651	574	657	500	698	662	748	587
(Net Outlays) on Existing Assets	(767)	(2,023)	(977)	56	(167)	(58)	265	496	1,308	1,234	715	1,532
less (Net Outlays) on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(3,877)	(6,651)	(5,908)	(3,422)	(1,518)	(783)	(1,015)	(565)	(845)	(655)	(655)	(545)
add back Amounts Received Specifically for New and Upgraded Assets	425	1,311	232	100	100	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets (including Investment Property & and Real Estate Developments)	9,146	3,014	-	1,000	-	-	-	-	-	-	-	-
(Net Outlays) on New and Upgraded Assets	5,694	(2,326)	(5,676)	(2,322)	(1,418)	(783)	(1,015)	(565)	(845)	(655)	(655)	(545)
Net Lending / (Borrowing) for Financial Year	5,878	(3,938)	(6,332)	(2,029)	(1,348)	(455)	(302)	421	840	1,018	724	1,645

In a year the financing transactions identified below are associated with either applying surplus funds stemming from a net lending result or accommodating the funding requirement stemming from a net borrowing result.

Financing Transactions												
New Borrowings	-	3,000	12,200	3,300	3,100	2,400	7,600	2,600	2,500	2,700	3,300	2,800
Principal Repayments on Borrowings	(77)	(62)	(5,263)	(1,329)	(1,653)	(1,964)	(7,223)	(2,904)	(3,217)	(3,536)	(3,885)	(4,299)
(Increase)/Decrease in Cash & Drawdown	6,434	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Working Capital	(1,092)	2,086	275	193	37	156	63	22	16	(42)	3	(3)
Community Loans repaid to us	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Remediation Provision	745	(204)	(780)	(35)	(36)	(37)	(38)	(39)	(40)	(41)	(42)	(43)
Repayment of Aged Care Facility Deposits	-	(782)	-	-	-	-	-	-	-	-	-	-
Non Cash Equity Movement	(132)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
How the Net Borrowing/(Lending ) is accommodated/(applied)	5,878	3,938	6,332	2,029	1,348	455	302	(421)	(840)	(1,018)	(724)	(1,645)



Adelaide Hills Council 10 Year Financial Plan for the Years ending 30 June 2030 STATEMENT OF COMPREHENSIVE INCOME 2020-21 Long Term Financial Plan for Consultation												
	Actuals	Current Year					Projected Years					
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>												
Rates	36,915	38,741	40,228	41,795	43,425	44,780	46,055	47,367	48,717	50,106	51,534	53,004
Statutory Charges	1,172	1,141	1,159	1,186	1,212	1,241	1,271	1,302	1,333	1,365	1,398	1,431
User Charges	1,007	621	720	897	920	972	996	1,020	1,044	1,069	1,095	1,121
Grants, Subsidies and Contributions	5,123	4,890	3,831	3,901	3,973	4,052	4,149	4,248	4,350	4,455	4,562	4,671
Investment Income	41	26	26	26	26	26	26	26	26	26	26	26
Reimbursements	516	212	214	219	224	229	235	240	246	252	258	264
Other Income	648	509	429	438	448	459	470	481	493	505	517	529
Net gain - equity accounted Council businesses	138	100	100	100	100	100	100	100	100	100	100	100
<b>Total Income</b>	<b>45,560</b>	<b>46,239</b>	<b>46,707</b>	<b>48,562</b>	<b>50,328</b>	<b>51,859</b>	<b>53,301</b>	<b>54,784</b>	<b>56,309</b>	<b>57,876</b>	<b>59,488</b>	<b>61,146</b>
<b>Expenses</b>												
Employee Costs	15,923	17,262	17,684	18,150	18,683	19,246	19,847	20,467	21,105	21,667	22,244	22,837
Materials, Contracts & Other Expenses	19,231	19,018	18,715	19,704	20,577	20,947	21,373	21,879	22,568	23,209	23,716	24,467
Depreciation, Amortisation & Impairment	8,826	8,945	9,237	9,771	10,066	10,451	10,731	11,022	11,312	11,613	11,919	12,232
Finance Costs	623	604	750	700	764	828	903	927	947	948	945	952
Net loss - Equity Accounted Council Businesses	6	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>44,609</b>	<b>45,828</b>	<b>46,386</b>	<b>48,325</b>	<b>50,091</b>	<b>51,472</b>	<b>52,853</b>	<b>54,294</b>	<b>55,932</b>	<b>57,438</b>	<b>58,825</b>	<b>60,489</b>
<b>Operating Surplus / (Deficit)</b>	<b>951</b>	<b>411</b>	<b>321</b>	<b>237</b>	<b>236</b>	<b>387</b>	<b>448</b>	<b>490</b>	<b>377</b>	<b>439</b>	<b>664</b>	<b>658</b>
Asset Disposal & Fair Value Adjustments	(95)	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	425	1,311	232	100	100	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	1,982	-	-	-	-	-	-	-	-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>3,263</b>	<b>1,722</b>	<b>553</b>	<b>337</b>	<b>336</b>	<b>387</b>	<b>448</b>	<b>490</b>	<b>377</b>	<b>439</b>	<b>664</b>	<b>658</b>
<b>Other Comprehensive Income</b>												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	59,526	5,000	5,123	5,248	5,377	5,516	5,660	5,807	5,958	6,113	6,272	6,435
Share of Other Comprehensive Income - Equity Accounted Council Businesses	240	-	-	-	-	-	-	-	-	-	-	-
Impairment (Expense) / Recoupments Offset to Asset Revaluation Reserve	(184)	-	-	-	-	-	-	-	-	-	-	-
Other	139	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Comprehensive Income</b>	<b>59,721</b>	<b>5,000</b>	<b>5,123</b>	<b>5,248</b>	<b>5,377</b>	<b>5,516</b>	<b>5,660</b>	<b>5,807</b>	<b>5,958</b>	<b>6,113</b>	<b>6,272</b>	<b>6,435</b>
<b>Total Comprehensive Income</b>	<b>62,984</b>	<b>6,722</b>	<b>5,675</b>	<b>5,585</b>	<b>5,713</b>	<b>5,903</b>	<b>6,108</b>	<b>6,297</b>	<b>6,335</b>	<b>6,552</b>	<b>6,936</b>	<b>7,093</b>

**Adelaide Hills Council**
**10 Year Financial Plan for the Years ending 30 June 2030**
**STATEMENT OF FINANCIAL POSITION**
**2020-21 Long Term Financial Plan for Consultation**

	Actuals	Current Year	Projected Years									
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	2,025	469	474	496	500	500	500	500	500	500	500	500
Trade & Other Receivables	2,541	2,644	2,600	2,720	2,812	2,891	2,967	3,046	3,129	3,214	3,299	3,389
Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	19	19	19	19	19	19	19	19	19	19	19	19
Non-current assets classified as "Held for Sale"	1,530	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>6,115</b>	<b>3,132</b>	<b>3,093</b>	<b>3,235</b>	<b>3,331</b>	<b>3,410</b>	<b>3,487</b>	<b>3,565</b>	<b>3,648</b>	<b>3,733</b>	<b>3,818</b>	<b>3,908</b>
<b>Non-Current Assets</b>												
Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Equity Accounted Investments in Council Businesses	1,350	1,450	1,550	1,650	1,750	1,850	1,950	2,050	2,150	2,250	2,350	2,450
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	424,101	436,291	448,299	455,913	462,974	469,332	475,742	481,618	487,113	492,647	498,859	504,306
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>425,451</b>	<b>437,741</b>	<b>449,849</b>	<b>457,563</b>	<b>464,724</b>	<b>471,182</b>	<b>477,692</b>	<b>483,668</b>	<b>489,263</b>	<b>494,897</b>	<b>501,209</b>	<b>506,756</b>
<b>TOTAL ASSETS</b>	<b>431,566</b>	<b>440,873</b>	<b>452,942</b>	<b>460,798</b>	<b>468,055</b>	<b>474,593</b>	<b>481,179</b>	<b>487,234</b>	<b>492,912</b>	<b>498,630</b>	<b>505,027</b>	<b>510,664</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Cash Advance Debenture	-	794	1,034	1,166	1,110	1,236	1,257	1,226	1,163	1,054	1,011	926
Trade & Other Payables	5,446	4,504	4,501	4,705	4,893	5,002	5,120	5,253	5,415	5,567	5,699	5,870
Borrowings	62	5,263	1,329	1,653	1,964	7,223	2,904	3,217	3,536	3,885	4,299	4,343
Provisions	3,048	2,935	2,852	2,844	2,837	2,830	2,824	2,819	2,815	2,811	2,808	2,808
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>8,556</b>	<b>13,496</b>	<b>9,716</b>	<b>10,367</b>	<b>10,804</b>	<b>16,292</b>	<b>12,106</b>	<b>12,515</b>	<b>12,929</b>	<b>13,318</b>	<b>13,817</b>	<b>13,947</b>
<b>Non-Current Liabilities</b>												
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	10,000	7,737	18,608	20,255	21,391	16,568	21,263	20,647	19,611	18,425	17,427	15,884
Provisions	1,398	1,307	609	582	554	523	492	458	423	386	347	305
Liability - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>11,398</b>	<b>9,043</b>	<b>19,217</b>	<b>20,837</b>	<b>21,945</b>	<b>17,091</b>	<b>21,755</b>	<b>21,105</b>	<b>20,034</b>	<b>18,811</b>	<b>17,774</b>	<b>16,189</b>
<b>TOTAL LIABILITIES</b>	<b>19,954</b>	<b>22,540</b>	<b>28,933</b>	<b>31,205</b>	<b>32,748</b>	<b>33,383</b>	<b>33,861</b>	<b>33,619</b>	<b>32,963</b>	<b>32,129</b>	<b>31,590</b>	<b>30,135</b>
<b>Net Assets</b>	<b>411,612</b>	<b>418,334</b>	<b>424,009</b>	<b>429,594</b>	<b>435,307</b>	<b>441,210</b>	<b>447,318</b>	<b>453,614</b>	<b>459,949</b>	<b>466,501</b>	<b>473,436</b>	<b>480,529</b>
<b>EQUITY</b>												
Accumulated Surplus	141,348	143,070	143,622	143,959	144,296	144,683	145,130	145,620	145,997	146,436	147,100	147,757
Asset Revaluation Reserves	269,691	274,691	279,814	285,062	290,438	295,954	301,614	307,421	313,379	319,492	325,764	332,199
Available for Sale Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	573	573	573	573	573	573	573	573	573	573	573	573
<b>Total Equity</b>	<b>411,612</b>	<b>418,334</b>	<b>424,009</b>	<b>429,594</b>	<b>435,307</b>	<b>441,210</b>	<b>447,318</b>	<b>453,614</b>	<b>459,949</b>	<b>466,501</b>	<b>473,436</b>	<b>480,529</b>



Adelaide Hills Council STATEMENT OF COMPREHENSIVE INCOME CAPITAL INVESTMENT BY ASSET CATEGORY 2020-21 Long Term Financial Plan for Consultation	2019-20 \$'000	Projected Years									
		2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>RENEWAL CAPITAL WORKS</b>											
Bridges	235	218	224	246	164	164	82	80	100	118	109
Buildings	735	951	799	502	399	685	638	762	582	613	656
CWMS	171	50	50	55	582	0	391	83	200	251	185
Footpaths	567	400	400	400	400	400	400	400	400	400	400
Kerb & Water	280	300	300	300	300	300	300	300	300	300	300
Other (Guardrail/RetWalls/Cemeteries/SFurniture/Traffic Controls)	180	320	150	150	150	150	150	150	150	150	150
Road Pavement	1,126	957	1,054	875	1,122	921	1,149	398	613	841	784
Road Seal	1,158	1,200	1,540	1,580	1,620	2,099	2,154	2,210	2,267	2,326	2,211
Shoulders	400	400	400	400	400	400	400	400	400	400	400
Sport and Recreation	1,088	500	600	625	408	157	150	210	207	226	190
Playgrounds	0	600	120	600	600	400	400	400	400	440	408
Stormwater	382	40	40	370	610	430	300	300	300	388	344
Unsealed Roads	1,441	1,500	1,400	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Heavy Plant	1,593	1,039	747	960	436	1,092	471	890	967	1,216	501
Light Fleet	630	649	632	689	709	690	753	775	754	822	847
Information, Communication & Technology	274	318	326	334	342	351	360	370	379	389	370
Minor Plant & Equipment	30	60	60	60	60	60	60	60	60	60	60
Library	42	35	35	35	35	35	35	35	35	35	35
Project Management Costs	1,284	1,323	1,362	1,403	1,445	1,489	1,533	1,579	1,627	1,675	1,726
<b>TOTAL RENEWAL CAPITAL WORKS:</b>	<b>11,616</b>	<b>10,860</b>	<b>10,238</b>	<b>10,884</b>	<b>11,083</b>	<b>11,123</b>	<b>11,026</b>	<b>10,702</b>	<b>11,041</b>	<b>11,952</b>	<b>10,976</b>
<b>NEW, CAPACITY / UPGRADE CAPITAL WORKS</b>											
Bridges	0	0	0	0	0	0	0	0	0	0	0
Buildings	2,667	1,325	1,800	168	168	150	100	100	100	100	100
CWMS	410	480	710	550	0	400	0	290	100	100	0
Footpaths	592	1,222	269	275	275	275	275	275	275	275	275
Kerb & Water	0	180	0	0	0	0	0	0	0	0	0
Other	752	786	313	280	170	170	170	170	170	170	170
Road Pavement	782	250	0	0	0	0	0	0	0	0	0
Road Seal	70	0	0	0	0	0	0	0	0	0	0
Shoulders	0	0	0	0	0	0	0	0	0	0	0
Sport & Rec	622	200	225	225	150	0	0	0	0	0	0
Playgrounds	0	0	0	0	0	0	0	0	0	0	0
Stormwater	657	490	50	0	0	0	0	0	0	0	0
Street Lighting	905	590	0	0	0	0	0	0	0	0	0
Unsealed Roads	0	0	0	0	0	0	0	0	0	0	0
Plant and Fleet	0	20	20	20	20	20	20	10	10	10	0
ICT	55	330	0	0	0	0	0	0	0	0	0
Minor Plant	0	35	35	0	0	0	0	0	0	0	0
Minor Equipment including Library	0	0	0	0	0	0	0	0	0	0	0
Project Management Costs	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL NEW CAPACITY / UPGRADE CAPITAL WORKS:</b>	<b>7,512</b>	<b>5,908</b>	<b>3,422</b>	<b>1,518</b>	<b>783</b>	<b>1,015</b>	<b>565</b>	<b>845</b>	<b>655</b>	<b>655</b>	<b>545</b>
<b>TOTAL CAPITAL WORKS:</b>	<b>19,127</b>	<b>16,768</b>	<b>13,660</b>	<b>12,402</b>	<b>11,866</b>	<b>12,138</b>	<b>11,591</b>	<b>11,547</b>	<b>11,696</b>	<b>12,607</b>	<b>11,521</b>
<b>PROCEEDS FROM SALE OF REPLACED ASSETS</b>											
Proceeds - Heavy Plant	314	302	189	286	198	292	102	288	263	313	139
Proceeds - Light Fleet	334	344	334	365	376	365	398	410	399	435	448
<b>PROCEEDS FROM SALE OF REPLACED ASSETS:</b>	<b>648</b>	<b>646</b>	<b>523</b>	<b>651</b>	<b>574</b>	<b>657</b>	<b>500</b>	<b>698</b>	<b>662</b>	<b>748</b>	<b>587</b>
<b>AMOUNTS RECEIVED SPECIFICALLY FOR NEW/UPGRADED ASSETS</b>											
Grants for New/Upgrade Assets	1,311	232	100	100	0	0	0	0	0	0	0
<b>TOTAL AMOUNTS RECEIVED FOR NEW/UPGRADED ASSETS:</b>	<b>1,311</b>	<b>232</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PROCEEDS FROM SALE OF SURPLUS ASSETS</b>											
Proceeds - Retirement Village Divestment	1,422	0	0	0	0	0	0	0	0	0	0
Proceeds - AHBTC Divestment	1,530	0	1,000	0	0	0	0	0	0	0	0
Proceeds - Other	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PROCEEDS FROM SALE OF SURPLUS ASSETS</b>	<b>2,952</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Adelaide Hills Council		Current Year 2019-20 \$'000	Projected Years									
STATEMENT OF COMPREHENSIVE INCOME			2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
SUMMARY OF TOTAL STRATEGIC INITIATIVES EXPENDITURE			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020-21 Long Term Financial Plan for Consultation		Priority										
BUILT ENVIRONMENT												
B1 - Easily Accessible												
High Priority Trails and routes for cyclists and pedestrians	B1.1	150	75	75	75	75	75	75	75	75	75	75
Built environment design and delivery to improve outcomes for the aged	B1.2	0	0	0	0	0	0	0	0	0	0	0
Progress state-wide and inter-regional cyclist route connectivity	B1.3	236	990	0	0	0	0	0	0	0	0	0
Accessibility for heavy vehicles through industry and government engagement	B1.4	0	0	0	0	0	0	0	0	0	0	0
Users roads, footpath and trail network maintained in line with service levels	B1.5	441	717	234	260	200	200	200	200	200	200	200
		827	1,782	309	335	275	275	275	275	275	275	275
B2 - Preserve and enhance the unique Hills character												
Embrace and support community led place-making	B2.1	1,168	1,314	50	50	50	0	0	0	0	0	0
Incorporate and advocate WSUD principles within all regional development	B2.2	52	20	0	0	0	0	0	0	0	0	0
Ensure built form enhances existing and preserves character and amenity	B2.3	0	0	0	0	0	0	0	0	0	0	0
Ensure planning framework supports privately owned heritage	B2.4	20	20	20	0	0	0	0	0	0	0	0
Pursue World Heritage Bid	B2.5	0	0	0	0	0	0	0	0	0	0	0
		1,240	1,354	70	50	50	0	0	0	0	0	0
B3 - Long term asset management and adaptation planning												
Improve water security	B3.1	170	120	395	375	100	0	0	0	0	0	0
Strive towards carbon neutrality and aim to achieve 100% renewable energy	B3.2	712	140	170	50	50	50	0	0	0	0	0
Promote circular economy and source recyclable materials for projects	B3.3	0	0	0	0	0	0	0	0	0	0	0
Adapt built environment to minimise natural hazards impact	B3.4	0	0	0	0	0	0	0	0	0	0	0
		882	260	565	425	150	50	0	0	0	0	0
B4 - Sustainable management of our built assets												
Ensure long term sustainable management of built form & public spaces	B4.1	282	130	0	0	0	0	0	0	0	0	0
Embrace technology to enhance provision of efficient services to Community	B4.2	0	0	0	0	0	0	0	0	0	0	0
Functional & adaptive Council & community owned assets that are equitably funded	B4.3	646	617	648	450	100	500	100	390	200	200	100
Improve road safety	B4.4	822	200	200	200	150	150	150	150	150	150	150
Explore and provide infrastructure to support emerging transport technology	B4.5	0	55	55	20	20	20	20	10	10	10	0
		1,750	1,002	903	670	270	670	270	550	360	360	250
NET EXPENDITURE FOR BUILT ENVIRONMENT		4,698	4,398	1,847	1,480	745	995	545	825	635	635	525

Adelaide Hills Council		Current Year 2019-20 \$'000	Projected Years									
STATEMENT OF COMPREHENSIVE INCOME			2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
SUMMARY OF TOTAL STRATEGIC INITIATIVES EXPENDITURE			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020-21 Long Term Financial Plan for Consultation		Priority										
COMMUNITY WELLBEING												
C1 - An inclusive, welcoming and accessible community												
Provide welcoming spaces and places for the community	C1.1	0	0	0	0	0	0	0	0	0	0	0
Support & promote opportunities for social inclusion & celebrate cultural diversity	C1.2	0	0	0	0	20	20	20	20	20	20	20
Make the district more accessible and welcoming for all	C1.3	45	46	47	48	49	51	52	53	54	56	57
Provide opportunities to improve transport options for those who need it most	C1.4	0	0	0	0	0	0	0	0	0	0	0
		45	46	47	48	49	71	72	73	74	76	77
C2 - A connected, engaged and supported community Lead												
Provide community a range of programs and opportunities to connect and engage	C2.1	0	0	0	0	0	0	0	0	0	0	0
Support our ageing community to access services and participate	C2.2	0	0	20	0	0	0	0	0	0	0	0
Engage with our youth	C2.3	11	11	11	11	11	11	11	11	11	11	11
Increase participation from Community to shape policies, places and decisions	C2.4	0	0	0	0	0	0	0	0	0	0	0
		11	11	31	11	11	11	11	11	11	11	11
C3 - A community that grows together												
Provide & support personal growth, lifelong learning & professional development	C3.1	39	40	41	43	44	45	47	48	49	51	52
Support volunteering	C3.2	0	0	0	0	0	0	0	0	0	0	0
Empower our community groups and leaders	C3.3	0	0	0	0	0	0	0	0	0	0	0
Build partnerships with community and other stakeholders	C3.4	0	0	0	0	0	0	0	0	0	0	0
		39	40	41	43	44	45	47	48	49	51	52
C4 - An active, healthy, thriving and resilient community												
Support community wellbeing	C4.1	20	41	42	43	44	46	47	48	50	51	53
Support the provision of sport, recreation and playspaces for the community	C4.2	502	82	85	87	90	92	94	97	100	102	105
Support both commuter and recreational trail opportunities	C4.3	0	0	0	0	0	0	0	0	0	0	0
Support clubs & groups to continue to provide S&R activities to the community	C4.4	0	0	0	0	0	0	0	0	0	0	0
Take an all hazards approach during and after disaster events	C4.5	0	0	50	60	60	0	0	0	0	0	0
		522	123	177	190	194	138	141	145	150	154	158
C5 - Respect for Aboriginal Culture and values												
Partner with ATSI community with Reconciliation activities	C5.1	0	0	5	5	5	5	5	5	5	5	5
Celebrate and recognise Aboriginal culture and heritage with community	C5.2	0	10	10	10	10	10	10	10	10	10	10
		0	10	15	15	15	15	15	15	15	15	15
C6 - Celebrate our community's unique culture												
Develop Fabrik as a vibrant cultural hub	C6.1	(574)	1,383	740	317	311	302	310	319	328	337	348
Develop, support and bring events to our district to derive benefit	C6.2	18	15	15	35	35	35	35	35	35	35	35
Recognise, encourage and support the Arts	C6.3	0	0	0	0	0	0	0	0	0	0	0
Foster the development of Public Art to public spaces and community	C6.4	3	3	15	15	15	15	15	15	15	15	15
		(553)	1,401	770	367	361	352	360	369	378	387	398
NET EXPENDITURE FOR COMMUNITY WELLBEING		64	1,631	1,061	694	675	631	646	662	677	694	712

Adelaide Hills Council		Current Year 2019-20 \$'000	Projected Years									
STATEMENT OF COMPREHENSIVE INCOME			2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
SUMMARY OF TOTAL STRATEGIC INITIATIVES EXPENDITURE			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020-21 Long Term Financial Plan for Consultation	Priority											
ECONOMY												
E1 - Support and grow our region’s existing and emerging industries												
Support and encourage local and international tourists	E1.1	0	0	0	0	0	0	0	0	0	0	0
Ensure the full potential of region's primary production and value adding activities	E1.2	0	0	0	0	0	0	0	0	0	0	0
Support and encourage region's creative industry micro businesses	E1.3	0	0	0	0	0	0	0	0	0	0	0
Facilitate a creative, innovative and productive economic environment	E1.4	0	100	103	106	108	111	114	117	121	124	127
Engage & assist business & industry groups to be resilient, proactive & successful	E1.5	0	0	0	0	0	0	0	0	0	0	0
Encourage and facilitate local supplier participation	E1.6	0	0	0	0	0	0	0	0	0	0	0
		0	100	103	106	108	111	114	117	121	124	127
E2 - Provide local infrastructure to drive growth and productivity												
Work with all Govts to ensure infrastructure needs are understood & prioritised	E2.1	0	0	0	0	0	0	0	0	0	0	0
Explore and advocate new technology opportunities	E2.2	0	0	0	0	0	0	0	0	0	0	0
Support changes to planning to achieve sustainable economic development	E2.3	0	0	0	0	0	0	0	0	0	0	0
Encourage more housing opportunities where provided in Development Plan	E2.4	0	0	0	0	0	0	0	0	0	0	0
Maintain/manage Council assets to maximise utilisation/benefit to community	E2.5	15	25	15	15	15	15	15	15	15	15	15
		15	25	15	15	15	15	15	15	15	15	15
E3 - Encourage, attract and retain regional workforce												
Attract & encourage professional & business development & networking activities	E3.1	0	0	0	0	0	0	0	0	0	0	0
Understand skills our region’s businesses will require to prosper into the future	E3.2	0	0	0	0	0	0	0	0	0	0	0
Enable start-ups & /home based business	E3.3	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0
E4 - Cultivation of regional identity												
Develop a collective vision to connect the region and its industries	E4.1	0	0	0	0	0	0	0	0	0	0	0
Encourage projects that enhance and support the regional identity	E4.2	0	0	0	0	0	0	0	0	0	0	0
Support and encourage events that derive benefits & supports the region’s identity	E4.3	0	0	0	0	0	0	0	0	0	0	0
Support World Heritage nomination for region	E4.4	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0
E5 - Encourage & Support Positive regional Population Growth												
Create active, attractive and vibrant places through local communities & business	E5.1	0	0	0	0	0	0	0	0	0	0	0
NET EXPENDITURE FOR ECONOMY		15	125	118	121	123	126	129	132	136	139	142

Adelaide Hills Council		Current Year 2019-20 \$'000	Projected Years									
STATEMENT OF COMPREHENSIVE INCOME			2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
SUMMARY OF TOTAL STRATEGIC INITIATIVES EXPENDITURE			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020-21 Long Term Financial Plan for Consultation	Priority											
NATURAL ENVIRONMENT												
N1 - Conserve and enhance landscape character and amenity												
Enhance/manage horticultural amenity, including street trees succession planning	N1.1	0	0	0	0	0	0	0	0	0	0	0
Manage reserves & open space, whilst balancing biodiversity conservation, resource use & amenity	N1.2	20	0	0	0	0	0	0	0	0	0	0
		20	0	0	0	0	0	0	0	0	0	0
N2 - improve environmental resilience												
Monitor/manage high biodiversity/habitat value areas on Council reserves/NVMS sites	N2.1	150	153	156	166	169	172	175	179	182	185	189
Explore/take appropriate actions re threats to biodiversity	N2.2	0	30	30	0	0	0	0	0	0	0	0
Mitigate bushfire risks by undertaking fuel reduction activities	N2.3	0	0	0	40	28	20	18	0	0	0	0
		150	183	186	206	197	192	193	179	182	185	189
N3 - Partnerships and collaborations to manage natural environment												
Increase knowledge & environmental awareness through engagement & education	N3.1	16	3	3	3	3	3	3	3	3	3	3
Collaborate and engage with organisations to improve biodiversity outcomes	N3.2	0	0	0	0	0	0	0	0	0	0	0
Continue to partner with Resilient Hills & Coasts to address climate change impacts	N3.3	60	60	80	40	40	10	10	10	10	10	10
		76	63	83	43	43	13	13	13	13	13	13
N4 - Reduce the impact of waste to landfill												
Consider incentives to produce less property kerbside waste and recycle more	N4.1	7	0	0	0	0	0	0	0	0	0	0
Achieve improved Green Organics environmental outcomes	N4.2	15	0	0	0	0	0	0	0	0	0	0
Increase community level of food scrap recycling through education	N4.3	0	0	0	0	0	0	0	0	0	0	0
Implement new/improved waste service opportunities	N4.4	40	0	0	0	0	0	0	0	0	0	0
		62	0	0	0	0	0	0	0	0	0	0
N5 - Assist our community to reduce the impact of waste to landfill												
Advocate Waste Management Hierarchy principles to avoid, reduce & reuse waste	N5.1	0	0	0	0	0	0	0	0	0	0	0
Prevent valuable resources going to landfill and reduce kerbside contamination	N5.2	10	10	0	0	0	0	0	0	0	0	0
		10	10	0	0	0	0	0	0	0	0	0
NET EXPENDITURE FOR NATURAL ENVIRONMENT		318	256	269	249	240	205	206	192	195	198	202
ORGANISATION												
O1 - People	O1	58	59	49	10	10	30	10	10	30	10	10
O2 - Easy to interact with Council and improved customer experience	O2	10	310	10	10	10	10	10	10	10	10	10
O3 - Financially sustainable for both current and future generations	O3	135	77	89	27	10	0	20	0	10	0	0
O4 - We actively represent our community	O4	0	0	0	193	0	0	0	212	0	0	0
O5 - Accountable, informed decision making	O5	29	64	9	10	15	10	10	15	10	10	10
O6 - Utilisation of Technology and innovation	O6	35	0	65	60	60	60	60	60	60	60	60
NET EXPENDITURE FOR ORGANISATION		267	509	222	310	105	110	110	307	120	90	90
OPERATING INITIATIVES UNALLOCATED		0	350	450	550	600	600	600	600	600	600	600
STRATEGIC PLAN TOTAL		5,362	7,270	3,967	3,404	2,488	2,668	2,237	2,718	2,363	2,356	2,271
ALLOCATION TO LTFP		2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
TOTAL NET NEW, CAPACITY/UPGRADE CAPITAL INITIATIVES		4,452	5,908	2,422	1,518	783	1,015	565	845	655	655	545
TOTAL OPERATING INITIATIVES		910	1,362	1,545	1,886	1,705	1,653	1,672	1,873	1,708	1,701	1,726
GRAND TOTAL STRATEGIC INITIATIVES		5,362	7,270	3,967	3,404	2,488	2,668	2,237	2,718	2,363	2,356	2,271

**IMPORTANT:** The funding allocated within this table represents **ADDITIONAL** funding to support specific initiatives relating to the above Strategies and Plans. Where no additional funding is provided above, the existing allocations within the recurrent operating budget of Council is considered sufficient to ensure the above Strategies and Plans can be progressed.

Adelaide Hills Council 10 Year Financial Plan for the Years ending 30 June 2029 ECONOMIC INDICATORS 2020-21 Long Term Financial Plan for Consultation		Current Year 2019-20 \$'000	Projected Years								
		2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
GENERAL INDEXATION:											
CPI - Adelaide	1.70%	2.25%	2.25%	2.25%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%
LGPI - Operating	2.07%	2.45%	2.45%	2.45%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
CPI - LGPI diff	0.37%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%
LGPI - Capital	2.07%	2.45%	2.45%	2.45%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Indice Applied to General Revenue	1.70%	2.25%	2.25%	2.25%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%
Indice Applied to General Expenditure	1.70%	2.25%	2.25%	2.25%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%
Indice Applied to Depreciation & Capital	2.07%	2.45%	2.45%	2.45%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
EMPLOYMENT COSTS:											
AWE - Australia	1.70%			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Enterprise Agreement	2.25%	2.25%	2.25%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Leave Revaluation	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%
Grade Step Increases	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%
Indice Applied to LTFP	4.15%	2.45%	2.45%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
Superannuation	9.50%	9.50%	9.50%	10.00%	10.50%	11.00%	11.50%	12.00%	12.00%	12.00%	12.00%
Superannuation Increase in % Terms				5.26%	5.00%	4.76%	4.55%	4.35%	0.00%	0.00%	0.00%
RATES INCOME											
Renewal Catch Up	1.00%	1.00%	1.00%	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Growth	0.75%	0.75%	0.75%	0.75%	0.75%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Indice Applied to CWMS Revenue	5.00%	2.25%	2.25%	2.25%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%
ELECTRICITY COSTS											
Anticipated price variation to CPI	(6.90%)	0.00%	(5.50%)	(0.75%)	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Anticipated change in consumption	0.00%	0.00%	0.00%	0.00%	(1.00%)	0.00%	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)
Indice Applied to LTFP (excl CPI) Electricity	(6.90%)	0.00%	(5.50%)	(0.75%)	0.00%	0.00%	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)
Indice Applied to LTFP (excl CPI) Streetlighting	(6.90%)	0.00%	(5.50%)	(0.75%)	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
WATER COSTS											
Anticipated price variation to CPI	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Anticipated change in consumption	1.00%	1.00%	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)
Indice Applied to LTFP (excl CPI)	1.00%	1.00%	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)
WASTE COSTS											
Anticipated price variation to CPI	2.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Anticipated change in consumption	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)
Indice Applied to LTFP (excl CPI)	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TREASURY COSTS											
Estimated Investment rate	0.70%	1.00%	1.25%	1.75%	2.25%	2.75%	2.90%	2.90%	2.90%	2.90%	2.90%
Estimated Loan rate	2.85%	3.10%	3.35%	3.85%	4.35%	4.85%	5.00%	5.00%	5.00%	5.00%	5.00%
Estimated Cash Advance Rate	2.70%	3.00%	3.25%	3.75%	4.25%	4.75%	4.90%	4.90%	4.90%	4.90%	4.90%
Average Diff	0.15%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 12.5

**Responsible Officer:** Kira-marie Laverty  
Corporate Planning & Performance Coordinator  
Office of the Chief Executive

**Subject:** Draft 2020-24 Strategic Plan for Consultation

**For:** Decision

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**SUMMARY**

The review of Council's *Strategic Plan* is a legislative requirement under s122 of the *Local Government Act 1999* (the Act). It is also a key element of Adelaide Hills Council's *Corporate Planning and Performance Framework*.

The review of the current *Strategic Plan* commenced in April 2019. The review was structured in three phases and the process has now progressed to the final phase in which the full draft 2020-24 *Strategic Plan* is to be released for community consultation.

The purpose of this report is to provide the full (less formatting and other minor inclusions) draft 2020-24 Strategic Plan (**Appendix 1**) to Council for endorsement for the purpose of Phase 3 (Decide) community consultation.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted.
  2. To endorse the draft *2020-24 Strategic Plan*, as contained in Appendix 1 for community consultation in accordance with Section 122 of the *Local Government Act 1999*.
  3. That the CEO be authorised to:
    - a. Make any formatting, nomenclature or other minor changes to the Plan prior to being released for public consultation and
    - b. Determine the consultation timings, media and processes while ensuring consistency and compliance with the provisions of applicable legislation and Council's *Public Consultation Policy*.
-



## 1. GOVERNANCE

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Goal	Organisational Sustainability
Strategy	Governance
Strategy	Risk and Responsibility

The *Strategic Plan* outlines Council's goals and objectives and proposed strategies for, at minimum, the next four years. It assists Council to govern in a responsible, prudent and collaborative manner.

### ➤ Legal Implications

Section 122 of the *Local Government Act 1999* (the Act) requires all councils to have strategic management plans. Council's *Strategic Plan* is part of this suite of strategic management plans. It is mandatory that the strategic management plans are reviewed within 2 years after each general election of Council.

The Act sets out the particulars of what must be contained in a strategic plan and that the draft must undergo public consultation. Section 122 (6) of the Act specifies that '*a council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans*'.

### ➤ Risk Management Implications

The review of the Strategic Plan will assist in mitigating the corporate risk of:

*Inability to discharge role and functions of a local government entity leading to a breach of legislation and loss of stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
High	Medium	Medium

### ➤ Financial and Resource Implications

The *2020-24 Strategic Plan* will be primarily produced internally using mainly existing staff resources. External costs will be associated with activities such as the design and printing of the final copy and any promotional costs related to the public consultation.

### ➤ Customer Service and Community/Cultural Implications

The *2020-24 Strategic Plan* provides transparency for the community regarding Council's plans for the next four years. It highlights key goals and objectives and the strategies to achieve these objectives.

### ➤ Sustainability Implications

Not applicable in preparing this report.

### ➤ Engagement/Consultation conducted in the development of the report



Consultation on the development of this report was as follows:

*Council Committees:* Not applicable.

*Council Workshops:* Council Member workshops were held on 14 and 21 May 2019 regarding the findings of the environmental scan research and for goal and theme development. Further workshops were held on 17 September 2019 and then on 12 November 2019 to consider the draft strategic goal areas (Community, Economic, Environment and Organisational), related objectives and priorities. Phase 2 Consultation results were presented at the Council workshop on 11 February 2020.

*Advisory Groups:* Sessions have been held with the Property Advisory Group, Cemeteries Advisory Group, Sustainability Advisory Group and Biodiversity Advisory Group as part of the Phase 1 (Discover) consultation.

*Administration:* Senior leadership have been involved in the development of the Goals, objectives and priorities since May 2019. Council's Executive Leadership Team was consulted on 6 and 13 February 2020 to refine the recommendations regarding goals, objectives and priorities

*Community:* Phase 1 (Discover) consultation included a survey on the top 3 priorities of the district. It also included 14 public events, forums and workshops to gather the top priorities for various demographics in the community.

Phase 2 (Discuss) consultation occurred over the period 16 December 2019 to 26 January 2020 via an online survey on our Engage HQ platform. Results from this consultation are outlined in **Appendix 2.**

## **2. BACKGROUND**

The review of the *Strategic Plan* is a legislative requirement under the *Local Government Act 1999*. A strategic plan is a key element of *Council's Planning and Performance Framework* (the Framework) outlined below which was adopted by Council in June 2018 – see below.



A key element of this Framework was the establishment of a suite of Corporate Business Performance Indicators which are aligned with Adelaide Hills Council’s strategic goals and will enable the tracking of performance over time.

A suite of corporate performance indicators were developed in consultation with Council Members, the Strategic Leadership Team and relevant officers. 33 Corporate Performance Indicators were approved in Council’s *2019-20 Annual Business Plan*, for periodic performance reporting to Council. These indicators and associated targets will be reviewed over the coming months to inform the *2020-21 Annual Business Plan* and may be incorporated into the *2020-24 Strategic Plan*.

A strategic plan is required to undergo community consultation prior to its adoption. Once adopted it is required to be made available at Council’s principal office.

On completion of the consultation process undertaken during Phase 1, a report was presented to Council on 4 June 2019 that outlined the draft strategic goal areas, related outcomes and key result areas where it was resolved as follows:

## 8.5 Strategic Plan Review – Key Themes Adoption

Moved Cr Chris Grant  
S/- Cr Linda Green

136/19

Council resolves:

1. That the report be received and noted.
2. That the Summary of Key Challenges, Opportunities and Implications (*Appendix 1*) identified as part of the environmental scan research be noted.
3. That the draft strategic goal areas (Community, Economic, Environment and Organisational Capacity), related outcomes and key result areas included in *Appendix 2* of this report be endorsed for community consultation in Phase 2.
4. To delegate to the Chief Executive Officer, or delegate, the authority to make any formatting or content changes to the draft strategic goal areas, related outcomes and key result areas to reflect matters raised in the Council's debate on the matter prior to its release for community consultation.

Carried Unanimously
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Following the Council meeting of 4 June 2019 changes to the available resources to support development of the *2020-24 Strategic Plan* necessitated a review of the next stages of community consultation. These changes were outlined at a workshop of Council on 17 September 2019 and involved the development of proposed priorities prior to commencement of the next stage. It also involved the splitting of the Environment goal into two separate goal areas, being 'built' and 'natural'.

After considerable effort was applied to refining each goal area, a further workshop of Council was held on 12 November 2019 at which time the five Goal Areas were reviewed in detail and feedback from Council Members captured into the final Goal Area statements. This was endorsed for Phase 2 (Discuss) community consultation at the 26 November 2019 Council meeting.

**MOTION AS AMENDED**

289/19

Council resolves:

1. That the report be received and noted.
2. That the draft strategic goal areas (Community, Economic, Environment and Organisational), related objectives and priorities included in *Appendix 1* of this report be endorsed for community consultation with the deletion of priority E5.2 "Explore opportunities to expand township district boundaries and rezone land to medium to low-density residential".
3. To delegate to the Chief Executive Officer, or delegate, the authority to make any formatting or content changes to the draft strategic goal areas, related objectives and priorities to reflect matters raised in the Council's debate on the matter prior to its release for community consultation.

Carried
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Phase 2 (Discuss) consultation was conducted over the period 16 December 2019 to 26 January 2020 via an online survey. In this same period, the Cudlee Creek Bushfire occurred and therefore, planned promotion of the survey was reduced to a website banner and email invitation to community groups and businesses.

### 3. ANALYSIS

Results from the Phase 2 (Discuss) Consultation (**Appendix 2**) have been reviewed and minor changes made to some priorities. These changes were discussed at the Council workshop held on 11 February 2020 where feedback from Council Members was captured into the final wording included in **Appendix 1** for endorsement prior to community consultation.

The draft *2020-24 Strategic Plan* (**Appendix 1**) which will be used for community consultation will contain the majority of the proposed content and the basic design, however some design elements and sections will need to be included prior to the April 2020 Council workshop. A summary of the sections are:

Sections of the Strategic Plan	Included in Phase 3 consultation document (Y/N)	Notes
Mayor's introduction	N	Will be included at a later date
Overview	Y	In the March community consultation, general feedback on the full content is being sought.
What is the strategic plan?	Y	
Infographic – Our Community	N	Currently in design
Trends and considerations	Y	In the March community consultation, general feedback on the full content is being sought.
Goal 1 – A functional Built environment	Y	
Goal 2 – Community Wellbeing	Y	
Goal 3 – A prosperous economy	Y	
Goal 4 – A valued Natural environment	Y	
Goal 5 – A progressive organisation	Y	
Our role	Y	Organisational chart is in design, however all written content will be present and general feedback sought in the March community consultation.
District map	N	Will be included at a later date

#### Next steps:

Following endorsement of the draft *2020-24 Strategic Plan* the next stage of community consultation will be undertaken. This stage (Phase 3 – Decide) will seek feedback on the full plan content and basic design.

Given the low level of promotion in Phase 2 due to the bushfire, it is intended to conduct a more intensive promotion in Phase 3 to ensure engagement with as many interested parties as possible.

A workshop will be scheduled in mid-April 2020 to consider the outcomes from the Phase 3 consultation process. The final draft *2020-24 Strategic Plan* will then be finalised for adoption by Council.

#### **4. OPTIONS**

Council has the following options:

- I. To endorse the draft *2020-24 Strategic Plan* to enable progression to the next stage of community consultation (Recommended)
- II. To amend any/all of the draft *2020-24 Strategic Plan* prior to progression to the next stage of community consultation
- III. To not endorse the draft *2020-24 Strategic Plan* for progression to the next stage of community consultation (Not recommended)

#### **5. APPENDICES**

- (1) Draft *2020-24 Strategic Plan*
- (2) What we heard – Phase 2 Consultation

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# **Appendix 1**

*Draft 2020-24 Strategic Plan*

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**Strategic Plan 2024**

*Looking towards  
a bright future*



# Adelaide Hills - a place for everyone

We deliver services to our residents, visitors and businesses that support the distinctive culture, creativity and accessibility of our community and region. Our aspiration for 2024 is to make it easy for our community to prosper while maintaining and enhancing the unique environment, character and liveability of our area.

To accomplish this we will focus on achieving the strategic objectives under our five goals:

## Our goals



### A functional **BUILT ENVIRONMENT**

- B1** Our district is easily accessible for community, our businesses and visitors
- B2** Preserve and enhance the unique character of the Hills for current & future generations
- B3** Consider external influences in our long term asset management and adaption planning
- B4** Sustainable management of our built assets ensures a safe, functional and well serviced community



### **COMMUNITY wellbeing**

- C1** A community for everyone – that is inclusive, welcoming and accessible
- C2** A connected, engaged and supported community
- C3** A community that grows together
- C4** An active, healthy and resilient community
- C5** Respect for Aboriginal culture and values
- C6** Celebrate our community's unique culture through arts, heritage and events



### A prosperous **ECONOMY**

- E1** Support and grow our region's existing and emerging industries
- E2** Provide local infrastructure to drive growth and productivity
- E3** Encourage, attract and retain creative, talented and skilled workforce in our region
- E4** Cultivate a clear, unique and consistent regional identity that can be leveraged to attract national and international attention



### A valued **NATURAL ENVIRONMENT**

- N1** Conserve and enhance the regional natural landscape character and amenity values of our region
- N2** Recognise the benefits of ecosystem services and improve environmental resilience by reducing environmental impacts
- N3** Nurture valuable partnerships and collaborations and engage the local community in the management of our natural environment
- N4** Reduce the impact of waste to landfill by maintaining a robust waste and resource management framework
- N5** Assist our community to reduce the impact of waste to landfill on the environment



### A progressive **ORGANISATION**

- O1** We have the right people with the right knowledge and skills in the right jobs and they are supported and developed
- O2** Our customers find it easier to interact and do business with Council and have an improved customer experience
- O3** Our organisation is financially sustainable for both current and future generations
- O4** We actively represent our community
- O5** We are accountable, informed, and make decisions in the best interests of the whole community
- O6** Technology and innovation is utilised to better meet our community's expectations and deliver value for money



## What is the strategic plan?

The Strategic Plan sets out the Council's key areas of focus for the next four years. It doesn't include everything we do, but it highlights the main areas under attention and where we will be directing our resources over the period.

To make sure the plan reflects the needs of our local community we've held meetings and online consultations with our residents, visitors and businesses to capture what are the most important elements to include.

## Our strategic planning framework

The strategic plan is influenced and supported by a range of strategies and plans as shown in Figure 1. When designing the strategic plan, we consider the environment we operate in, that is the strategic risks and the community profile and trends, as well as the organisational capability we would need to deliver our goals.

Section 122 of the *Local Government Act 1999* requires all councils to have strategic management plans. The *Strategic Plan* is part of this suite of strategic management plans along with the *Long Term Financial Plan* and the *Asset Management Plans*.

Each year the Council uses these strategies and plans to determine the priorities and allocate resources through the Annual Business Plan and Budget process. During this process, a suite of corporate performance indicators are incorporated which are then used in regular Council reporting and Annual Report to show how our performance against the strategic plan are monitored and assessed.

Figure 1



## Trends and considerations

Our district is well known for its natural environment and rural/village character, wineries, eateries and range of attractions and events.

Our community have exhibited a strong desire, through numerous engagement opportunities, to preserve the hills character as paramount to the way of life within the hills. This combined with our large geographic region, contributes to the challenges we face with limited public transport, an ageing population, a changing agricultural and economic base and some difficulties in accessing services.

Despite this, our dispersed population is well provided for with numerous facilities and community services including libraries, community centres, recreation facilities and halls. Some of these are Council owned while many are community owned and/or managed.

The Strategic plan has been developed recognising the many challenges and opportunities faced by our district and its community.

### Population

The resident population of the Adelaide Hills has remained stable over the past decade with an estimated net increase of 569 residents over 2006 to 2018 (an average of 0.1% increase per year).

The 30 year plan for greater Adelaide anticipates overall population growth of 545,000 across the region, which equates to a yearly average of 1.3%. Much of the district is within the Adelaide Watershed and as such, development is largely restricted and our population growth will remain much lower.

The impacts of this low growth rate is less development pressure on our natural and agrarian landscapes, but the Council's rate income base which makes up the majority of revenue, will continue to grow slower than other regions and therefore may limit our ability to keep up with increasing community expectations.

Another consequence of less development is that there is a limited housing supply which results in raising house values in the region.

### Cultural diversity

17% of our population was born overseas with the largest groups being from the United Kingdom, Germany and New Zealand. At home, 5.6% of our residents speak a language that is not English. We also recognise that in addition to those born overseas there are significant numbers of people who identify with ancestry of another country or culture.

### Aboriginal culture

220 people identify as being Aboriginal or Torres Strait Islander which is up 16 since 2011. The region's first people are the Peramangk and Kaurna people and we recognise that there are many traditional custodians with a strong connection to country who live outside the region. We also know that the recognition of Aboriginal culture and heritage is important to many people in our region.

### Ageing

Greater Adelaide has more people aged over 65 than the national average and the growth of this age group is faster than average. In the Adelaide Hills region, we have seen a 3.9% increase in our population aged over 60 since 2011. These trends indicate that the demand for smaller accommodation, aged care and flexible 'age in place' options will continue to grow, along with the need for an increased level of associated support services and infrastructure requirements related to ageing.

### Young people

We have a high proportion of school aged children but a lower than average proportion of young people in the post-high school ages. This suggests that it is a good area to raise children but people growing up in the district may leave after secondary education. This may be influenced by low levels of affordable housing, limited public transport options, limited access to support services, and a narrow range of local employment opportunities and/or options for local tertiary education.

### Workforce

The majority of our population drive to work with 66% of them working outside the area. We have a comparatively high rate of people working from home, many who depend on online resources to do their job. Our unemployment rate is low and there is a high level of volunteers in our community.

### Business & Tourism

We have a small business dominated economy with the majority employing less than 20 people. Our top three industries are construction; professionals, scientific, and technical services; and agriculture.

An estimated 718,000 people chose to visit the Adelaide Hills in the 2018-19 financial year. The most popular reasons for visiting were to visit friends and family, eat at restaurants and cafes, shop, and go sightseeing.

### Digital connectivity

NBN connectivity, speed and reliability is an essential requirement for both home and business users. The hills geography presents challenges to connectivity resulting in a higher than average percentage of satellite users.

### Climate change

In March 2019, we declared a climate emergency and made a commitment to provide leadership to our community in addressing climate change. With an increase in average temperature, reduction in annual rainfall and increasing extreme weather events, changes to services and infrastructure will need to be considered for new and renewal projects.

### Bushfires

Bushfires are the largest risk to our region and are likely to increase in regularity and severity. The importance of ensuring the safety of our community through bushfire mitigation while conserving the biodiversity of our region continues to be a critical balance. Restoration following significant bushfire events, such as the Cuddlee Creek bushfires, will have significant impact on the strategic plan over the next four years.

### **Biodiversity**

Adelaide Hills has a diverse natural ecosystem with numerous threatened species and communities. Our region is sensitive to possible biodiversity threats in the future and requires ongoing conservation management to preserve and regenerate our habitats.

### **Legislation changes**

Changes are expected to impact us following legislative changes as part of local government reform, planning and development reform and boundary realignment changes.

### **Waste and recycling**

The cost of managing waste has dramatically increased due to State Government imposed charges and the cost of processing recycled materials which, until the change in The China National Sword Policy, had provided us with a rebate. This will require Council to adapt to this changing environment to minimise the impact on rates / residents.



# *Built Environment*





## Goal 1 – A functional BUILT ENVIRONMENT

### *Our Aspiration*

*Ensure that all decisions regarding the built environment recognise our unique character and natural environment to maintain and enhance liveability for our community.*

Good functional facilities and infrastructure provide places for people to meet, connect and participate. These range from grounds for organised sport to community spaces for meeting friends and Council buildings where people can participate in group or individual activities.

Built spaces like libraries, community halls and centres provide hubs for people to come together, learn and interact. These spaces should have the capacity to be adaptive and evolve to meet new and changing needs in a sustainable manner. A unique 'sense of place' can be created with input from the people who interact or do business in our Council area. These communities know what a place needs, who will use it and how it can be enhanced.

### *How we will measure our success*

Our success will be demonstrated through service based performance measures and customer feedback in delivering what our community needs and what we aspire to achieve under our Capital Works Program, Civil Zone Maintenance Program, Asset Management plans, and Energy usage targets.

### *Our objectives*

#### **B1 - Our district is easily accessible for community, our businesses and visitors**

##### **Priorities:**

- B1.1 - Increase accessibility to our district through the development and delivery of high priority trails and routes for all cyclists (on-road, off road, commuters, recreational) and pedestrians
- B1.2 - Improve outcomes for the elderly by incorporating Council's Age Friendly Strategic Plan into built environment design and delivery
- B1.3 - Progress state-wide and inter-regional connectivity of cyclist routes by partnering with neighbouring councils.
- B1.4 - Ensure that the key road network is accessible for heavy vehicles used by the primary production, tourism and construction sectors through engagement with industry and Government.
- B1.5 - Provide accessibility for the full range of users by ensuring Council's road, footpath and trails network is adequately maintained and service levels for all users are developed and considered.

#### **B2 - Preserve and enhance the unique character of the Hills for current and future generations**

##### **Priorities:**

- B2.1 - Continue to embrace and support community led public place revitalisation across our district.
- B2.2 - Incorporate Water Sensitive Urban Design principles within Council developments and projects and advocate for other developments within the region to do the same
- B2.3 - Proactively work with developers to ensure that built form complements or enhances existing local character whilst preserving the character and amenity of our towns, historic buildings and scenic environment
- B2.4 - Ensure our planning framework, council policies and guidelines support privately owned local heritage places.

- B2.5 - Continue to collaborate with other councils and stakeholders in pursuing our World Heritage Bid to protect the landscapes, sites and facilities that represent the State's aboriginal and early colonial history

### **B3 - Consider external influences in our long term asset management and adaptation planning**

#### **Priorities:**

- B3.1 - Improve water security by maximising water reuse opportunities, reducing reliance on ground water and improving water efficiencies for open space irrigation and building facilities
- B3.2 - Aim to achieve 100% renewable energy use for our corporate operations and strive towards carbon neutrality
- B3.3 - Investigate and source recyclable materials for asset renewal projects wherever practical and in doing so promote the circular economy
- B3.4 - Proactively adapt our built environment to changes in social and environmental factors to minimise the impact from natural hazards such as fire and flood.

### **B4 - Sustainable management of our built assets ensures a safe, functional and well serviced community**

#### **Priorities:**

- B4.1 - Ensure the long term management of the built form and public spaces occurs in consideration of the relevant financial, social and environmental management matters.
- B4.2 - Embrace innovative and new technology solutions to proactively maintain our built assets that further enhance the provision of efficient services to the community
- B4.3 - Ensure Council owned or managed assets, including staff accommodation, are functional and adaptive to meet service requirements. Also, where appropriate and endorsed by Council, equitably assist community owned site (halls and recreation sites) to ensure their facilities are functional and meet service standards.
- B4.4 - Improve road safety through a safe system approach to road design, construction and maintenance including on-going applications to the State and Federal Road Blackspot program
- B4.5 - Explore and provide the infrastructure to support Electric Vehicles (EV) and investigate infrastructure requirements for emerging technological transport such as Connected and Automated Vehicles (CAV)



# *Community Wellbeing*



## Goal 2 – COMMUNITY Wellbeing

### *Our aspiration*

*An inclusive and prosperous community with the capacity to flourish and fulfil their potential through opportunities to engage, connect, participate and enhance wellbeing.*

The Adelaide Hills offers a unique environment and lifestyle for residents, business owners and visitors who value quality of life and wellbeing.

High levels of community wellbeing are essential to enable communities to flourish and fulfil their potential. Wellbeing is determined by a broad range of factors including social and health determinants which lead to safe, engaged, healthy, inclusive, culturally rich, vibrant, creative and supported communities

We seek to empower local communities to identify their needs, shape and create change and influence the decisions which impact their lives. Working alongside our residents helps us build relationships and provide opportunities for them to connect, learn, participate and grow. We do this through the arts, heritage, Reconciliation, volunteering, grants, libraries, sporting and recreation facilities, youth programs, events, positive ageing services, health planning and community centre activities.

### *How we will measure our success*

We demonstrate our success by using service based performance measures and customer feedback in areas of community participation and volunteering, community development programs and support, Ageing support and Library usage.

### *Our Objectives*

#### **C1 - A community for everyone - that is inclusive, welcoming and accessible**

##### **Priorities:**

- C1.1 - Provide welcoming spaces and places for the community through our libraries, community centres, and Council and community facilities
- C1.2 - Diversity in the community is one of our greatest strengths and we will support and promote opportunities for social inclusion and celebration of our cultural diversity
- C1.3 - Make the district more accessible and welcoming for all with a focus on youth participation, positive ageing, disability inclusion and multiculturalism
- C1.4 - Provide opportunities to improve transport options for those who need it most
- C1.5 - Encourage more housing opportunities where provided for in the Development Plan

#### **C2 - A connected, engaged and supported community**

##### **Priorities:**

- C2.1 - Work with community to provide a range of programs and opportunities to connect and engage around shared interests
- C2.2 - Support our ageing community to access services and continue to participate and contribute to community life
- C2.3 - Facilitate opportunities for our youth to develop skills, build resilience and be actively involved in and connected to their community.



- C2.4 - Increase participation from the broadest range of our community and engage with them to shape policies, places and decisions that affect them

### **C3 - A community that grows together**

#### **Priorities:**

- C3.1 - Provide and support programs and services that encourage and enhance personal growth, lifelong learning and professional development
- C3.2 - Support volunteering both organisationally and in the community as an essential element in delivering community outcomes and building wellbeing
- C3.3 - Empower our community groups and leaders to shape and determine change in their community through the provision of training opportunities, grants that meet strategic priorities, building relationships and supporting communities to be cohesive in progressing local projects.
- C3.4 - Build partnerships with community and other stakeholders to enhance our capacity to provide and support opportunities for them to thrive

### **C4 - An active, healthy, thriving and resilient community**

#### **Priorities:**

- C4.1 - Support community wellbeing through our contribution to public health planning and the implementation of strategies that aim to measure and enhance wellbeing.
- C4.2 - Support the provision of formal and informal sport, recreation and play spaces for the community to enjoy
- C4.3 - Recognise that trails are a destination in their own right and support both commuter and recreational trail opportunities
- C4.4 - Support clubs and groups to continue to provide sport and recreation activities to the community
- C4.5 - Take an all hazards approach to emergency management so we can support the emergency services and the community before, during and after disaster events.

### **C5 - Respect for Aboriginal Culture and values**

#### **Priorities:**

- C5.1 - Partner with the Aboriginal and Torres Strait Islander community to develop our second Reconciliation Action Plan (Innovate) and actively participate in Reconciliation Week
- C5.2 - Celebrate and recognise Aboriginal culture and heritage through participation in and the delivery of programs and activities that engage our community in cultural experience and learning

### **C6 - Celebrate our community's unique culture through arts, heritage and events**

#### **Priorities:**

- C6.1 - Develop Fabrik as a vibrant cultural hub for the Adelaide Hills, fostering community connections and creativity and presenting the significant history of the Woollen Mill site
- C6.2 - Develop, support or bring events to our district that have social, cultural, environmental or economic benefits
- C6.3 - Recognise, encourage and support artists, emerging artists, writers and performers through promotion of the Arts and supporting opportunities to exhibit and perform
- C6.4 - Foster the development of Public Art that adds value to public spaces and supports place making in our community



# *Economy*



## Goal 3 – A prosperous ECONOMY

### *Our Aspiration*

*Our region's economy is diverse and sustainable with a reputation for quality, niche products, services and experiences underpinned by a culture of creativity and innovation*

Business (including primary production activities) is an important part of the Adelaide Hill's community, with over 4,000 registered businesses operating in the region. Supporting sustainable long-term economic growth through the retention of existing business and the attraction of new business and investment encourages greater economic diversity, local job opportunities and is a key element to enhancing our community's quality of life.

Economic prosperity is also necessary for the region to be competitive in both a national and international context. As our economy evolves from predominantly production-based to one based on creativity and innovation, it is important that we change in a way that strengthens our industries, creates good jobs and encourages investment in the region. Economic development is not pursued for its own sake but rather for what it contributes to community wellbeing in all its dimensions.

The role for Council in economic development is essentially one of improving the flow of information and bringing relevant parties together (including business, industry representative groups, all levels of government) to use this information for greater economic benefit. Our role is therefore largely one of facilitator, information provider, advocate and in some cases, leader.

### *How we will measure our success*

Getting feedback from our business community as well as analysing business demographic, growth and visitor data will help to show where our services are assisting local businesses and overall economic prosperity.

### *Our Objectives*

#### **E1 - Support and grow our region's existing and emerging industries**

##### **Priorities:**

- E1.1 - Support and encourage a compelling reason for both local and international tourists to visit the Adelaide Hills
- E1.2 - Take advantage of the full potential of our region's primary production and associated value adding activities
- E1.3 - Support and encourage the growth and development of our region's creative industry micro businesses
- E1.4 - Facilitate an economic environment where our existing and emerging businesses can be creative, innovative and productive
- E1.5 - Engage and assist our region's key business and industry groups to be resilient, proactive and successful
- E1.6 - Encourage and facilitate local supplier participation in all level of Government tendering processes

#### **E2 - Provide local infrastructure to drive growth and productivity**

##### **Priorities:**

- E2.1 - Work with all levels of Government to ensure the region's infrastructure needs are understood and prioritised
- E2.2 - Explore and advocate for the opportunities that new technologies could bring to our region
- E2.3 - Support changes to planning and development that leverages and encourages sustainable economic development
- E2.4 - Manage and maintain Council assets to maximise their utilisation and benefit to the community

### **E3 - Encourage, attract and retain a creative, talented and skilled workforce in our region**

#### **Priorities:**

- E3.1 - Attract and encourage professional and business development and networking activities
- E3.2 - Understand the nature of skills our region's businesses will require to prosper into the future
- E3.3 - Work with our local communities and businesses to create active, attractive and vibrant places
- E3.4 - Enable start-ups and home based business through services, information and networking opportunities

### **E4 - Cultivate a clear, unique and consistent regional identity that can be leveraged to attract national and international attention**

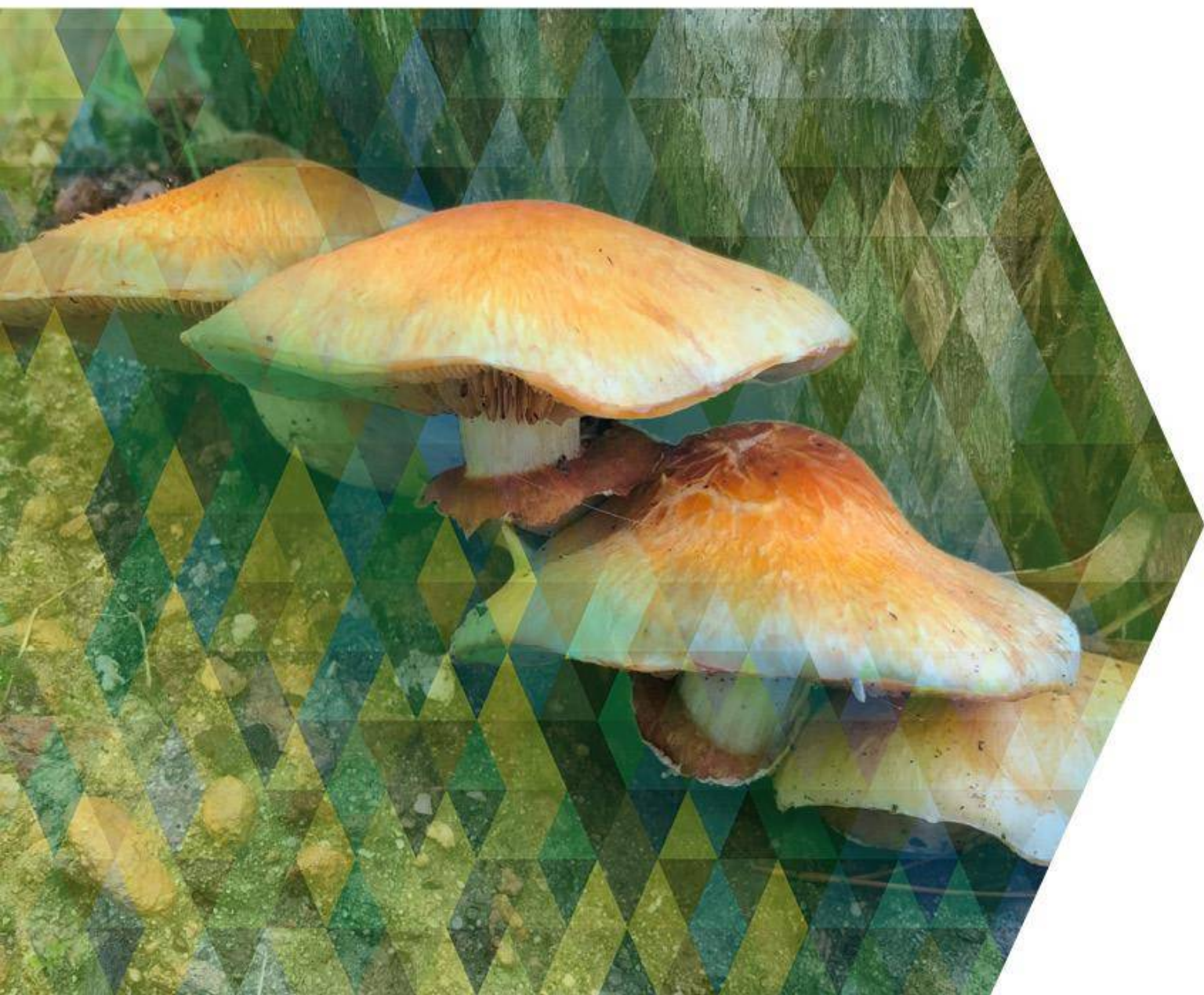
#### **Priorities:**

- E4.1 - Work with key stakeholders to develop a realistic, yet inspiring, collective vision to connect the region and its industries
- E4.2 - Work with our communities and businesses to encourage co-ordinated and strategic regional projects that enhance and support the regional identity
- E4.3 - Support and encourage events that supports the region's identity and generates social, cultural and economic benefits
- E4.4 - Support the continued development and community engagement for the World Heritage nomination of the region





# *Natural Environment*



## Goal 4 – A valued NATURAL ENVIRONMENT

### *Our Aspiration*

*The natural environment of the Adelaide Hills contributes significantly to the character of the region and is greatly valued by our local community and visitors.*

We recognise the importance of healthy and resilient natural systems that deliver the key environmental benefits (ecosystem services) on which our quality of life depends. These include provision of clean air and water, natural elimination of waste and pollution, recycling of nutrients, carbon sequestration, pest regulation, pollination and sustained agricultural productivity.

To protect and maintain the region's distinctive native flora and fauna, unique vegetation communities, productive farming lands, urban and vibrant township communities, we are committed to managing biodiversity conservation, protecting the watershed, responding to the impacts of climate change, and managing waste and resources.

By engaging the community, fostering productive partnerships and through best-practice environmental stewardship, we aim to manage the known and emerging threats and opportunities to support the important natural values of the region and improve environmental outcomes.

In recognition of our international obligations we have declared a climate emergency and are firmly resolved to protect and improve the quality and resilience of our environment.

### *How we will measure our success*

The services we provide and the influence we have in the community will demonstrate our success in maintaining a healthy and resilient region. In particular this will be shown through community education outcomes, achieving biodiversity targets, and service driven performance in managing animals, waste and resources, and our natural spaces.

### *Our Objectives*

**N1 - Conserve and enhance the regional natural landscape character and amenity values of our region**

#### **Priorities:**

- N1.1 - Enhance and manage horticultural amenity, including succession planning for street trees that contribute to and reinforce our distinctive streetscapes and villages
- N1.2 - Manage reserves and open space to support the community, whilst balancing biodiversity conservation, resource use and environmental impacts

**N2 - Recognise the benefits of ecosystem services and improve environmental resilience by reducing environmental impacts**

#### **Priorities:**

- N2.1 - Monitor and manage areas of high biodiversity or habitat value on Council reserves and Native Vegetation Marker Scheme (NVMS) sites using best practice methodologies
- N2.2 - Explore opportunities and take appropriate actions to monitor current and emerging threats to biodiversity including feral cats and Phytophthora

- N2.3 - Mitigate bushfire risks across the landscape by undertaking fuel reduction activities including woody weed control, maintenance of asset protection zones and educate & enforcement to reduce fuels on private property

### **N3 - Nurture valuable partnerships and collaborations and engage the local community in the management of our natural environment**

#### **Priorities:**

- N3.1 - Increase knowledge and environmental awareness within the community through engagement and education
- N3.2 - Collaborate and engage with public and private organisations, schools and community members (including the Aboriginal community as the first nation peoples), to improve biodiversity outcomes and land management practices.
- N3.3 - Continue to work in partnership with the Resilient Hills and Coasts region to build Council and community resilience to the impacts of climate change

### **N4 - Reduce the impact of waste to landfill by maintaining a robust waste and resource management framework**

#### **Priorities:**

- N4.1 - We will work with partners to analyse the benefits and feasibility of introducing a fee incentive to property owners to produce less waste and recycle more in relation to the kerbside bin service
- N4.2 - We will explore more Green Organics options to achieve improved environmental and financial outcomes.
- N4.3 - We will provide specific education to the community to increase their level of food scrap recycling
- N4.4 - Implement new or improved waste service opportunities whilst continuing to provide ongoing resource recovery and waste service to our community

### **N5 - Assist our community to reduce the impact of waste to landfill on the environment**

#### **Priorities:**

- N5.1 - Encourage and educate the community to help minimise the generation of household waste by advocating the principles of the Waste Management Hierarchy to avoid, reduce and reuse
- N5.2 - Support and assist the community to prevent valuable resources going to landfill and reduce contamination in kerbside recycling bins





# *Organisation*





## Goal 5 – A Progressive ORGANISATION

### *Our Aspiration*

*Council is recognised for its skilled and agile workforce, for its representative and accountable governance, its commitment to cost effectiveness and efficient service delivery.*

Council exists to provide services and facilities to its community in a representative, informed and responsible manner. Our organisation and our people need to be both agile and capable of delivering the Council's long term community objectives and annual priorities in a financially sustainable way. With a culture built on continuous improvement and a commitment to open and transparent decision making, we remain focused on consistently delivering an excellent customer experience.

### *How we will measure our success*

A well-designed and transparent experience makes it easier for the community to access the services they need and increases the confidence they have in us. As an organisation, our measures of success include service-driven performance measures, achievement of financial targets, evidence of our corporate governance, implementation of innovative processes and technology, and organisational development achievements.

### *Our Objectives*

**O1 - We have the right people with the right knowledge and skills in the right jobs and they are supported and developed**

#### **Priorities:**

- O1.1 - Progressively enhance our safe systems of work to maintain emotional and physical safety of our people
- O1.2 - Continue to develop a positive culture through supporting an equitable, diverse and continuously improving work environment
- O1.3 - Support our people leaders in further developing the skills necessary to lead an engaged and productive teams
- O1.4 - Continue to support all staff through training, mentoring, coaching and development to enable the achievement of organisational and community goals

**O2 - Our customers find it easier to interact and do business with Council and have an improved customer experience**

#### **Priorities:**

- O2.1 - Develop our digital channels to better meet customers' current and future needs
- O2.2 - Modernise our services and enhance the customer experience by making service delivery faster, more convenient and more proactive
- O2.3 - Build the capabilities of our people through a focus on two-way communication, cooperation and placing customers at the centre of everything we do
- O2.4 - Continuously strive to measure and improve performance and service delivery across all functions

**O3 - Our organisation is financially sustainable for both current and future generations**

**Priorities:**

- O3.1 - Ensure the delivery of agreed strategic plan requirements whilst meeting endorsed long term targets for a sustainable operating surplus and level of debt
- O3.2 - Ensure that renewal of assets and the associated maintenance is based on current asset management plans which consider reviewed service levels and whole of life costing
- O3.3 - Actively pursue alternative funding opportunities to reduce reliance on rates income
- O3.4 - Assess the range and level of services undertaken to ensure they fulfil Council's legislative and strategic intent

**O4 - We actively represent our community****Priorities:**

- O4.1 - Optimise opportunities for the community to access and provide input into the decision-making processes
- O4.2 - Attract and develop a diverse and capable elected body that represents, promotes and reflects the composition of the community
- O4.3 - Advocate to, and exert influence with, our stakeholders on behalf of our community to promote the needs and ambitions of the region
- O4.4 - Explore council boundary reform options that best serve the community.

**O5 - We are accountable, informed, and make decisions in the best interests of the whole community****Priorities:**

- O5.1 - Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations
- O5.2 - Make evidence-based decisions and prudently assess the risks and opportunities to our community before taking action.
- O5.3 - Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community

**O6 - Technology and innovation is utilised to better meet our community's expectations and deliver value for money****Priorities:**

- O6.1 - Progressively strengthen Council's systems security to minimise the impact of cyber attack
- O6.2 - Utilise technology to enable more evidence based and efficient delivery of services to the community
- O6.3 - Provide more resilient business systems by utilising cloud technologies where appropriate
- O6.4 - Utilise our online engagement tools to reach a wider range of community members to obtain their views and input.
- O6.5 - Support the delivery of services to the community through improved utilisation and connectivity of existing business systems
- O6.6 - Ensure the way in which we provide our digital services delivers an enhanced experience for our community

## Our Role

We perform a broad range of functions and there are a number of roles we take on to achieve our community objectives including:

Council's Role	Council will...
Lead/Empower	Lead on behalf of community; support community initiatives
Provide /Respond	Fully or partially fund, or provide a service, or respond to a need
Promote/Educate	Develop resources to promote a common understanding; provide information; Distribute and display information produced by others; refer others to information, programs or organisation that might assist.
Facilitate/Connect	Bringing together stakeholders; initiate or join with other parties to collectively pursue a shared interest, service or resolve an issue
Partner/Collaborate	Formal partnerships bound by regulation, delegation or contract to deliver outcomes
Owner/Custodian	Manage community assets including building, facilities, public space, reserves on behalf of current and future generations
Regulate	Specific role in response to legislation & compliance – direct, specific or general in nature (such as duty of care)
Fund/Grant/Auspice	Collect and distribute funding from, and/or to, community (by law or policy on behalf of community)
Funding applicant/ Recipient	Apply for, receive and expend funding and/or revenues (by law or policy on behalf of community)
Advocate/Influencer	Make representations on behalf of community; engage in public policy development in the interests of community

## Governance Arrangements

### Council and Committees

Adelaide Hills Council was established on 1 July 1997 through the amalgamation of the District Councils of East Torrens, Gumeracha, Onkaparinga, and Stirling. Council has a Mayor and 12 Council Members elected to represent the community across two wards. The Ranges Ward has seven councillors and the Valleys Ward has five councillors. Elections for Local Government are held every four years, with the next election to occur in November 2022.

The Elected Council's role is to provide for the governance and management of the Council area. It does this through representing the interests of the community; providing and coordinating public services and facilities; encouraging and developing initiatives to improve the community's quality of life; and exercising, performing and discharging its functions under legislation and its strategic management plans.

Council has established three Council Committees to assist it to discharge its responsibilities in specific areas. These are the Strategic Planning & Development Policy Committee (SPDPC), the Audit Committee and the Chief Executive Officer Performance Review Panel (CEOPRP).

### Regional Subsidiaries

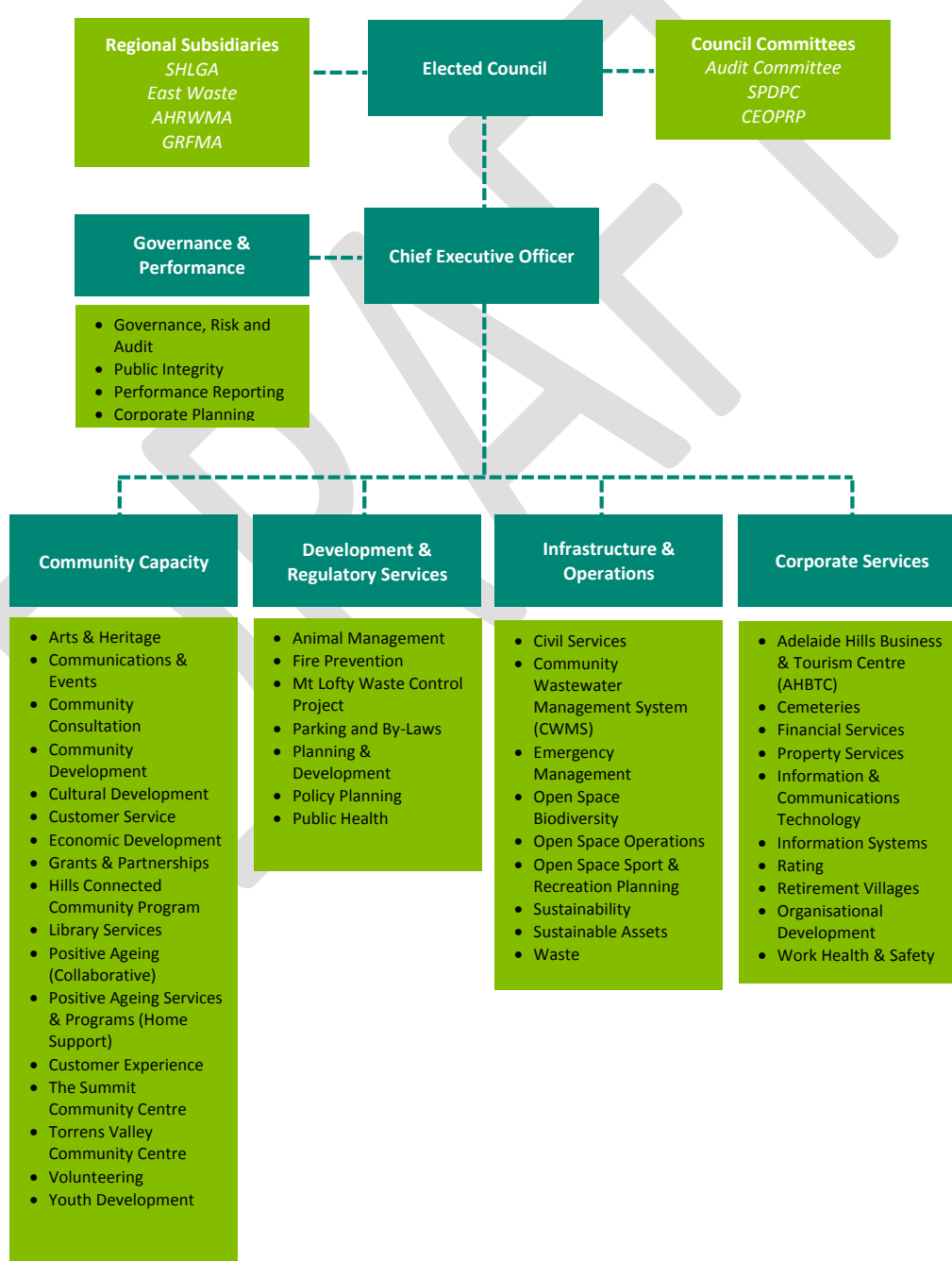
The Adelaide Hills Council is a member of four regional subsidiaries which assist Council in its strategic planning and service delivery activities. The subsidiaries are the Southern and Hills Local

Government Association (SHLGA), the Eastern Waste Management Authority (East Waste), the Adelaide Hills Region Waste Management Authority (AHRWMA), and the Gawler River Floodplain Management Authority (GRFMA).

## Administration

The Council's Administration is led by a Chief Executive Officer appointed by the Council. The Chief Executive Officer appoints staff to carry out the functions and duties delegated to them and to implement Council decisions. The Administration is organised into directorates (see Figure 2), each with a specific area of focus and functional responsibilities. The arrangement of the directorates provides for the separation of the regulatory activities (into the Development & Regulatory Services Directorate) from the other activities of the Council.

Figure 2 – Organisational structure of the Adelaide Hills Council





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## **Appendix 2**

### *What we heard – Phase 2 Consultation*

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# Phase 2 Consultation Summary – 2020-24 Strategic Plan

## Background

Phase 2 of the Strategic plan consultation ran from 16 December 2019 to 26 January 2020. During that time we had 30 people complete the online survey and another 4 people contacted us directly via email or Facebook to provide comments. We have also requested staff to provide recommendations of changes.

## Result summary

Overall, participants responded positively to the strategic plan goals, objectives and priorities indicating that we have captured the main concerns and priorities that matter to our community.

Where written feedback was provided, the majority were suggestions on the activities we should be undertaking for the various priorities and a few suggested minor word changes or feedback on the priorities themselves.

The top 5 topics that had the most comments were:

- Roads – suggested usage and overall maintenance
- Bushfire resilience - suggested activities/focus
- Weed & pest control
- Waste services & management
- Economy/businesses

## General comments regarding overall format

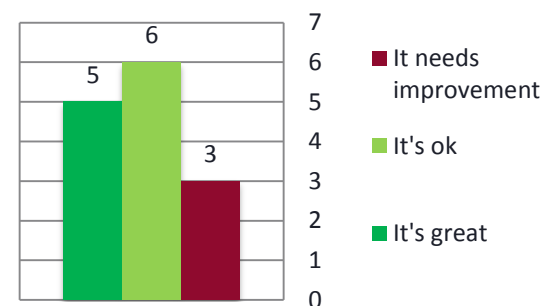
A summary of common feedback themes regarding the strategic plans format include:

- Remove the jargon/politically correct/marketing words. Use simple plain language to explain exactly what is meant.
- People want to see clear evidence (measurable actions and outcomes) on exactly how we plan to achieve these goals.

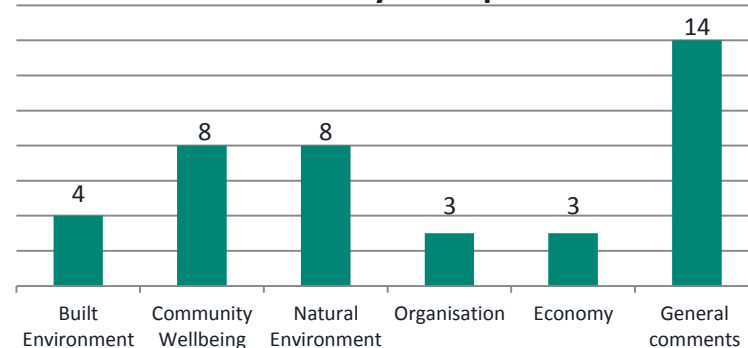
## What's next

- The feedback has been shared with the relevant areas around council to consider in our future planning
- Council discussed suggested word changes incorporating the feedback at the workshop held 11 February 2020.
- We will be drafting the full strategic plan and asking for further community feedback in March.

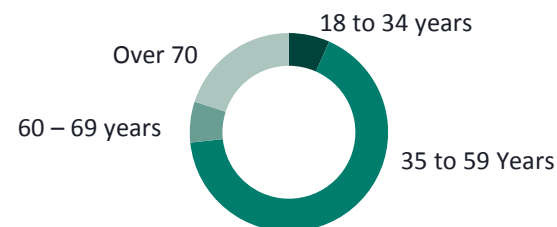
## What do you think of the Strategic Plan?



## No of Surveys Completed



## Age range of survey participants



# Strategic Plan Priorities – Survey results

## Natural Environment

■ = It's Great 
 ■ = It's Ok 
 ■ = Don't Like It

<b>N1.1</b>	Enhance and manage horticultural amenity, including succession planning for street trees that contribute to and reinforce our distinctive streetscapes and villages	4	4	
<b>N1.2</b>	Manage reserves and open space to support the community , whilst balancing biodiversity conservation, resource use and environmental impacts	5	2	1
<b>N2.1</b>	Monitor and manage areas of high biodiversity or habitat value on Council reserves and Native Vegetation Marker Scheme (NVMS) sites using best practice methodologies	6	2	
<b>N2.2</b>	Explore opportunities and take appropriate actions to monitor current and emerging threats to biodiversity including feral cats and Phytophthora	6	2	
<b>N2.3</b>	Mitigate bushfire risks across the landscape by undertaking fuel reduction activities including woody weed control, maintenance of asset protection zones and educate & enforcement to reduce fuels on private property	5	2	1
<b>N3.1</b>	Increase knowledge and environmental awareness within the community through engagement and education	6	1	1
<b>N3.2</b>	Collaborate and engage with public and private organisations, schools and community members, to improve biodiversity outcomes	5	1	1
<b>N3.3</b>	Continue to work in partnership with the Resilient Hills and Coasts region to build Council and community resilience to the impacts of climate change	5	2	
<b>N4.1</b>	We will work with partners to analyse the benefits and feasibility of introducing a fee incentive to property owners to produce less waste and recycle more in relation to the kerbside bin service	5	1	1
<b>N4.2</b>	We will undertake a scoping study in regard to the various options to achieve improved environmental outcomes in relation to Green Organics	5	2	
<b>N4.3</b>	We will provide specific education to the community to increase their level of food scrap recycling	4	2	
<b>N4.4</b>	Implement new or improved waste service opportunities whilst continuing to provide ongoing resource recovery and waste service to our community	4	2	
<b>N5.1</b>	Encourage and educate the community to help minimise the generation of household waste by advocating the principles of the Waste Management Hierarchy to avoid, reduce and reuse	5	2	
<b>N5.2</b>	Support and assist the community to prevent valuable resources going to landfill and reduce contamination in kerbside recycling bins	5	2	

## Built Environment

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B1.1	Increase accessibility to our district though the development and delivery of high priority trails and routes for all cyclists (on-road, off road, commuters, recreational) and pedestrians	1	2	1
B1.2	Improve outcomes for the elderly by incorporating Council's Age Friendly Strategic Plan into built environment design and delivery	2	2	
B1.3	Progress state-wide and inter-regional connectivity of cyclist routes by partnering with neighbouring councils.	2	2	
B1.4	Ensure that the key road network is accessible for heavy vehicles used by the primary production, tourism and construction sectors through engagement with industry and Government.	2	1	1
B1.5	Provide accessibility for the full range of users by ensuring Council's road, footpath and trails network is adequately maintained and service levels for all users are developed and considered.	5		
B2.1	Continue to embrace and support community led place-making across our district.	4		
B2.2	Incorporate Water Sensitive Urban Design principles within Council developments and projects and advocate for other developments within the region to do the same	3	2	
B2.3	Proactively work with developers to ensure that built form complements or enhances existing local character whilst preserving the character and amenity of our towns, historic buildings and scenic environment	3	1	
B2.4	Ensure our planning framework, council policies and guidelines support privately owned local heritage places	4		
B2.5	Continue to collaborate with other councils and stakeholders in pursuing our World Heritage Bid to protect the landscapes, sites and facilities that represent the State's aboriginal and early colonial history	4		
B3.1	Improve water security by maximising water reuse opportunities, reducing reliance on ground water and improving water efficiencies for open space irrigation and building facilities	3	1	
B3.2	Aim to achieve 100% renewable energy use for our corporate operations and strive towards carbon neutrality	2	1	1
B3.3	Investigate and source recyclable materials for asset renewal projects wherever practical and in doing so promote the circular economy	3	1	
B3.4	Proactively adapt our built environment to changes in social and environmental factors to minimise the impact from natural hazards such and fire and flood.	2	2	
B4.1	Ensure the long term sustainable management of the built form and public spaces.	3	1	
B4.2	Embrace innovative and new technology solutions to proactively maintain our built assets that further enhance the provision of efficient services to the community.	2	2	
B4.3	Ensure Council owned or managed assets, including staff accommodation, are functional and adaptive to meet service requirements. Also, where appropriate and endorsed by Council, equitably assist community owned site (halls and recreation sites) to ensure their facilities are functional and meet service standards.	2	2	
B4.4	Improve road safety through a safe system approach to road design, construction and maintenance including on-going applications to the State and Federal Road Blackspot program	1	2	
B4.5	Explore and provide the infrastructure to support Electric Vehicles (EV) and investigate infrastructure requirements for emerging technological transport such as Connected and Automated Vehicles (CAV)	1	3	



## Strategic Plan Priorities – Survey results *continued...*

### Economy

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E1.1	Support and encourage a compelling reason for both local and international tourists to visit the Adelaide Hills	3		
E1.2	Take advantage of the full potential of our region's primary production and associated value adding activities	3		
E1.3	Support and encourage the growth and development of our region's creative industry micro businesses	2	1	
E1.4	Facilitate an economic environment where our existing and emerging businesses can be creative, innovative and productive	2	1	
E1.5	Engage and assist our region's key business and industry groups to be resilient, proactive and successful	1	1	
E1.6	Encourage and facilitate local supplier participation in all level of Government tendering processes	3		
E2.1	Work with all levels of Government to ensure the region's infrastructure needs are understood and prioritised	2	1	
E2.2	Explore and advocate for the opportunities that new technologies could bring to our region	3		
E2.3	Support changes to planning and development that leverages and encourages sustainable economic development	3		
E2.4	Encourage more housing opportunities where provided for in the Development Plan	1	2	
E2.5	Manage and maintain Council assets to maximise their utilisation and benefit to the community	2	1	
E3.1	Attract and encourage professional and business development and networking activities	2	1	
E3.2	Understand the nature of skills our region's businesses will require to prosper into the future	1	1	1
E3.3	Work with our local communities and businesses to create active, attractive and vibrant places	1	2	
E3.4	Enable start-ups and home based business through services, information and networking opportunities	2	1	
E4.1	Work with key stakeholders to develop a realistic, yet inspiring, collective vision to connect the region and its industries	1	2	
E4.2	Work with our communities and businesses to encourage co-ordinated and strategic regional projects that enhance and support the regional identity	3		
E4.3	Support and encourage events that supports the region's identity and generates social, cultural and economic benefits	1	2	
E4.4	Support the continued development and community engagement for the World Heritage nomination of the region	1	2	

## Strategic Plan Priorities – Survey results *continued...*

### Community

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<b>C1.1</b>	Provide welcoming spaces and places for the community through our libraries, community centres, and Council and community facilities	5	3	
<b>C1.2</b>	Diversity in the community is one of our greatest strengths and we will support and promote opportunities for social inclusion and celebration of our cultural diversity	4	3	1
<b>C1.3</b>	Make the district more accessible and welcoming for all with a focus on youth engagement, positive ageing, disability inclusion and multiculturalism	6	2	
<b>C1.4</b>	Provide opportunities to improve transport options for those who need it most	7	1	
<b>C2.1</b>	Work with community to provide a range of programs and opportunities to connect and engage around shared interests	4	4	
<b>C2.2</b>	Support our ageing community to access services and continue to participate and contribute to community life	7	1	
<b>C2.3</b>	Engage with our youth so they are supported to grow, learn and be connected	6	1	
<b>C2.4</b>	Increase participation from the broadest range of our community and engage with them to shape policies, places and decisions that affect them	6	2	
<b>C3.1</b>	Provide and support programs and services that encourage and enhance personal growth, lifelong learning and professional development	5	3	
<b>C3.2</b>	Support volunteering both organisationally and in the community as an essential element in delivering community outcomes and building wellbeing	6	2	
<b>C3.3</b>	Empower our community groups and leaders to shape and determine change in their community through the provision of training opportunities, grants that meet strategic priorities, building relationships and supporting communities to be cohesive in progressing local projects.	6	2	
<b>C3.4</b>	Build partnerships with community and other stakeholders to enhance our capacity to provide and support opportunities for them to thrive	6	2	
<b>C4.1</b>	Support community wellbeing through our contribution to public health planning and the implementation of strategies that aim to measure and enhance wellbeing	6	2	
<b>C4.2</b>	Support the provision of formal and informal sport, recreation and play spaces for the community to enjoy	7	1	
<b>C4.3</b>	Recognise that trails are a destination in their own right and support both commuter and recreational trail opportunities	7	1	
<b>C4.4</b>	Support clubs and groups to continue to provide sport and recreation activities to the community	7	1	
<b>C4.5</b>	Take an all hazards approach to emergency management so we can support the emergency services and the community before, during and after disaster events.	7	1	

## Strategic Plan Priorities – Survey results *continued...*

### Community *continued...*

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C5.1	Partner with the Aboriginal and Torres Strait Islander community to develop our second Reconciliation Action Plan (Innovate) and actively participate in Reconciliation Week	6	2
C5.2	Celebrate and recognise Aboriginal culture and heritage through participation in and the delivery of programs and activities that engage our community in cultural experience and learning	6	2
C6.1	Develop Fabrik as a vibrant cultural hub for the Adelaide Hills, fostering community connections and creativity and presenting the significant history of the Woollen Mill site	7	1
C6.2	Develop, support or bring events to our district that have social, cultural, environmental or economic benefits	7	1
C6.3	Recognise, encourage and support artists, emerging artists, writers and performers through promotion of the Arts and supporting opportunities to exhibit and perform	7	1
C6.4	Foster the development of Public Art that adds value to public spaces and supports place making in our community	7	1

### Organisation

■ = It's Great ■ = It's Ok ■ = Don't Like It

O1.1	Progressively enhance our safe systems of work to maintain emotional and physical safety of our people	2	1
O1.2	Continue to develop a positive culture through supporting an equitable, diverse and continuously improving work environment	2	
O1.3	Support our people leaders in further developing the skills necessary to lead an engaged and productive teams	2	1
O1.4	Continue to support all staff through training, mentoring, coaching and development to enable the achievement of organisational and community goals	2	1
O2.1	Develop our digital channels to better meet customers' current and future needs	2	
O2.2	Modernise our services and enhance the customer experience by making service delivery faster, more convenient and more proactive	2	1
O2.3	Build the capabilities of our people through a focus on two-way communication, cooperation and placing customers at the centre of everything we do	2	1
O2.4	Continuously strive to measure and improve performance and service delivery across all functions	1	1

## Strategic Plan Priorities – Survey results *continued...*

### Organisation Continued...

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<b>03.1</b>	Ensure the delivery of agreed strategic plan requirements whilst meeting endorsed long term targets for a sustainable operating surplus and level of debt	2	1	
<b>03.2</b>	Ensure that renewal of assets and the associated maintenance is based on current asset management plans which consider reviewed service levels and whole of life costing	2	1	
<b>03.3</b>	Actively pursue alternative funding opportunities to reduce reliance on rates income	1	2	
<b>03.4</b>	Assess the range and level of services undertaken to ensure they fulfil Council's legislative and strategic intent		3	
<b>04.1</b>	Optimise opportunities for the community to access and provide input into the decision-making processes	1	2	
<b>04.2</b>	Attract and develop a diverse and capable elected body that represents, promotes and reflects the composition of the community	1	2	
<b>04.3</b>	Advocate to, and exert influence with, our stakeholders on behalf of our community to promote the needs and ambitions of the region		3	
<b>05.1</b>	Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations	1	2	
<b>05.2</b>	Make evidence-based decisions consistent with our role and responsibilities	1	2	
<b>05.3</b>	Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community	1	2	
<b>05.4</b>	Prudently assess the risks and opportunities to the organisation and our community before taking action	2	1	
<b>06.1</b>	Progressively strengthen Council's systems security to minimise the impact of cyber attack		3	
<b>06.2</b>	Utilise technology to enable more evidence based and efficient delivery of services to the community	1	1	1
<b>06.3</b>	Provide more resilient business systems by utilising cloud technologies where appropriate	1	1	1
<b>06.4</b>	Utilise our online engagement tools to reach a wider range of community members to obtain their views and input.	1	1	1
<b>06.5</b>	Support the delivery of services to the community through improved utilisation and connectivity of existing business systems		2	1
<b>06.6</b>	Ensure the way in which we provide our digital services delivers an enhanced experience for our community	1	1	1



# Strategic Plan - Feedback Summary

Theme/topic	Volume	Feedback Summary
Roads	5	<ul style="list-style-type: none"> <li>Too many trucks on our roads (x2)</li> <li>Dangerous to allow cyclists on our roads (x3)</li> <li>Roads and road verges are poorly maintained (x3)</li> </ul>
Bushfire resilience	5	<ul style="list-style-type: none"> <li>Need to make fire protection a priority</li> <li>Include stormwater harvesting for fire defence</li> <li>Council needs to allocate resources to further mitigate bushfire risk in areas bordering residential areas</li> <li>Identify “indefensible” properties and where possible implement strategies to assist – install fire tracks, widen access roads, etc</li> <li>greater proactivity in assessment of private properties for compliance</li> <li>Bushfire resilience needs to be included in the design / implementation of any future infrastructure projects or even dwellings - if we accept this will be an increasing issue, the sooner we make our built environment able to withstand fire to a reasonable degree the more likely we will be able to save money and lives in the future.</li> <li>There has been NO management regarding build up of fuel on the ground or fire breaks for CFS trucks to enter dense bushland in Mylor and surrounds. Council needs to not just focus on the bigger towns in the district, but also care for the smaller towns.</li> </ul>
Youth	3	<ul style="list-style-type: none"> <li>A youth action plan is needed</li> <li>There's no mention of children under 5 and how families and children of this group can be supported</li> <li>Reword C2.3 to include all children birth to 18.</li> <li>Please prioritize the clean up of bushland park and a new playground on the site of the old one that burnt during the recent fires. The local kids used the area frequently.</li> </ul>
Waste	4	<ul style="list-style-type: none"> <li>Bin collection is included in rates and should not be an additional fee</li> <li>Some areas (eg: crafers) don't get green bin services but we all pay the same rates – we are all entitled to the same services. Expand green organics outside of townships . 2 free vouchers is inadequate.</li> <li>Increase recycling to weekly. Consider introducing soft plastics pickup etc.</li> <li>Greater promotion of waste options</li> <li>Waste options need to consider accessibility for those without towing ability, and limited mobility like elderly and disabled community.</li> <li>Council to provide better services which accurately meet the demand and find viable future solutions.</li> <li>Businesses should be fined for incorrect recycling/waste practises. Fining small businesses and residents should not be considered.</li> <li>Establish council run businesses to manage waste and process/sort recycling into new products = source of revenue and create more jobs.</li> </ul>
Weed & pest control	4	<ul style="list-style-type: none"> <li>Discontinue use of glyphosate</li> <li>Replace chemical control with manual/mechanical labour.</li> <li>Harvest pest animal and weeds to produce/process organic products or compost. Opportunity to create more employment and/or pair with cert 3 in permaculture (to get government funding to employ people). This will encourage sustainable weed and pest control.</li> <li>Whose responsibility is it to manage weeds and waterways on private land?</li> <li>Management of undergrowth and exotic weeds in conservation parks is inadequate.</li> <li>Weeds are not being controlled by landowners in particular blackberries and gorse.</li> </ul>

## Strategic Plan - Feedback Summary *continued...*

Theme/topic	Volume	Feedback Summary
Economy	4	<ul style="list-style-type: none"> <li>People visit the Hills for experiences and environment not available elsewhere. We need to remain unique and capitalise on our differences</li> <li>3.1 – council should stay out of this – there are professional bodies to help</li> <li>3.2 &amp; 3.4 – council should stay out of it (interference) – businesses can work out things for itself.</li> <li>More Council investment in sustainable local businesses</li> <li>Plan needs more about economic growth and business, and more focus on Tourism. Too heavily focused on the Natural environment.</li> <li>Somewhere in priority three there should be a reference to entrepreneurship. Heathfield HS is one of the few high schools in the state which have official entrepreneur status and support from the education department. There's an opportunity there for council to be proactive and support youth employment</li> <li>Regular and frequent entrepreneur sessions</li> </ul>
NBN	2	<ul style="list-style-type: none"> <li>Not enough coverage – Mylor 3km from Stirling only can get satellite – very poor form of NBN</li> <li>Global working (from home) requires good telecommunications infrastructure. This is not consistent across the district and in some areas woeful.</li> </ul>
Public transport	1	<ul style="list-style-type: none"> <li>Tourism and economy relies on good public transport whereas the hills has a poor system.</li> </ul>
Fireworks	2	<ul style="list-style-type: none"> <li>Council must consider wildlife before approving community events near conservation parks</li> <li>Fireworks should be banned – negative impact on animals and pets as well as fire hazard in a bushfire prone zone.</li> </ul>
Reporting	1	<ul style="list-style-type: none"> <li>Focus needs to be on doing job right not excessive reporting. Keep it streamlined and relevant</li> </ul>
Built environment (general)	5	<ul style="list-style-type: none"> <li>3.2 – 100% renewables is laudable but impractical and expensive which will make rates even more expensive.</li> <li>(x2) 2.1 – “place making” is jargon – what does it actually mean?</li> <li>2.3 – is ok within reason – council can be too pedantic about some regulations such as colours used.</li> <li>Greater transparency needed and more effort to inform and consult community on issues of heritage and natural spaces where there may be community interest/opposition.</li> <li>Would like to see areas such as Woorabinda Hall developed. The access road and lighting, especially at night needs attention and make more wheelchair friendly</li> <li>B4.1 - "sustainable management" term is very generic - could there be reference to design principles or policy here?</li> <li>Development approvals take a long time and every builder I've talked to says the AHC is one of the most frustrating councils to deal with.</li> <li>Council should encourage and assist with the creation of Community Solar and/or Wind farms throughout the Hills.</li> <li>B4.5 - should not proceed until the science is settled on impacts to human, animal and wildlife and biological safety confirmed.</li> <li>Partner with state (and federal if combined with telecommunications infrastructure) to progressively transition power lines underground across the council</li> </ul>

## Strategic Plan - Feedback Summary *continued...*

Theme/topic	Volume	Feedback Summary
Encourage more housing	2	<ul style="list-style-type: none"> <li>Don't like it – moved here for greenery and space not more housing</li> <li>More housing impacts the fire risk</li> </ul>
Preserving rural heritage	2	<ul style="list-style-type: none"> <li>Missing from plan - If people want to live in the suburbs or cities, they have enough choices. People move to our area for very different reasons, often to get away from the suburbs and into a quiet, rural area yet still be close to the city for work</li> <li>Built 2.3 – is good but development have been allowed that are at odds with built form around them.</li> </ul>
Animals / wildlife	3	<ul style="list-style-type: none"> <li>Animals and wildlife need to be higher on councils list of priorities</li> <li>Return full biodiversity to our parks pre cats and foxes. Eg: bettongs, numbats &amp; bandicoots who would have multiple ecological benefits including assisting in making natural mini fire breaks.</li> <li>Council should work with bee keepers for hive removal rather than poisoning a problem hive</li> </ul>
Cats	3	<ul style="list-style-type: none"> <li>No mention of cats and feral cats in biodiversity</li> <li>Cats are still a problem – when will action be taken?</li> <li>Enhanced council involvement in feral cats and foxes</li> </ul>
Biodiversity	2	<ul style="list-style-type: none"> <li>Objectives are positive but council often find justification for the opposite eg- removal of trees, removal of native vegetation, non-removal of weeds and clogged waterway, residents removing protected trees, residents not keeping vegetation/their property in good order, destruction of corridors of native vegetation. I don't see the conservation of natural biodiversity.</li> <li>Use modern organic methods alongside traditional Aboriginal methods to preserve biodiversity and reduce chemical contamination</li> </ul>
Trees	2	<ul style="list-style-type: none"> <li>Stronger focus on planting native trees and fruit trees to provide food for animals and people</li> <li>Plant avenue of trees in townships to provide welcoming entrance to towns. – opportunity to replace burnt trees around townships</li> </ul>
General Council commentary	2	<ul style="list-style-type: none"> <li>Women not supported in plan</li> <li>Ambitions of regions differ - Those with the loudest voice or biggest group shouldn't be entitled to all the services</li> <li>Why are councillors are obsessed with social justice issues rather than their core responsibilities</li> </ul>
Aboriginal heritage	2	<ul style="list-style-type: none"> <li>Happy to see the inclusion of this section (x2)</li> <li>C2.5 – council should seek out opportunities for references to heritage of area – eg place names</li> <li>Regular and meaningful engagement with the right traditional owners</li> <li>C5.1 – wording is really similar to 5.2 – one of them should change</li> </ul>
Events / Road closures / infrastructure	3	<ul style="list-style-type: none"> <li>Events need to be well managed to not result in ongoing road closures. Some are ok but not ongoing and multiple events</li> <li>Planners need to look at cascading impacts on residents. Car parking for large events are totally inadequate – planned off road parking required for safe access for residents and to protect roadside vegetation.</li> <li>Please remember Northern Adelaide Hills for events – we have great venues too and are often forgotten</li> </ul>
Community wellbeing	1	<ul style="list-style-type: none"> <li>C4.1 should reflect the importance of planning and business mix that promotes health and wellbeing. The best thing Council ever did wellbeing of the local community was to approve the gym in Balhannah, but it took a barrage of community pressure to make it happen.</li> </ul>

## Strategic Plan - Feedback Summary *continued...*

Theme/topic	Volume	Feedback Summary
Natural Environment (general)	3	<ul style="list-style-type: none"> <li>Suggested priority wording change: Priority 1.2 Manage reserves and open space to support the community, whilst balancing biodiversity conservation, resource use and environmental impacts. Be modified to say: Priority 1.2 Manage reserves and open space to support the community and return full biodiversity, whilst preventing damage from the impact of resource use and other environmental impacts.</li> <li>Consider using the tree catalogue or database, as adopted by Burnside Council to manage their trees.</li> <li>N2.2 - Consider including Citizen Science or a citizen science strategy here. Your community are a huge asset and can help in this space.</li> <li>Should have a planning component as development planning has the most impact on the environment.</li> <li>Continue the expansion of the Sculpture Trail</li> <li>N3.4 – Too vague – what does it mean?</li> <li>N4.2 - What is a scoping study? What does it all actually mean?</li> <li>N4.3 – people will need help to achieve this</li> <li>N5.1 - Note that schools are missing here - they are an integral part of our community which can spread the message.</li> <li>N5.1 - Council should also consider partnerships here as well as taking the lead.</li> <li>N5.2 - partnership with East Waste/WMA/Kesab can kick goals here. A good step might be to set a waste challenge or incentivise change in the community.</li> </ul>
Community services	3	<ul style="list-style-type: none"> <li>Need services outside of business hours so those who work can connect as well</li> <li>C1 is too focused on facilities – could add support of events that inclusive and welcoming.</li> <li>Equity in support of community spaces – we miss out on opportunities available to “council owned” spaces.</li> <li>What about reference to providing efficient services to the community?</li> <li>Why you can't even run a proper customer service centre - like every other council does - and instead make your library staff, at only a single location, handle all in-person customer service functions</li> </ul>
Disability	2	<ul style="list-style-type: none"> <li>B1.5 – consider using “all abilities access” rather than full range of users to be inclusive of disability.</li> <li>It is difficult to find ways for youth/young adults with disability and their carers who are not entitled to support via NDIS/government to find ways to engage socially in the community</li> <li>Is there community support programs that could be implemented for parents/carers as it can be very isolating</li> </ul>
Ageing	2	<ul style="list-style-type: none"> <li>Ageing demographic should be considered as a significant part of plan. Services and infrastructure needed for those over 60</li> <li>Add programs for aged as well as youth</li> <li>Equity of access to services for all areas. Tried to get aged care home support in Cudlee Creek and told that it falls into the Mount Barker Community Health Zone – and then told they don't travel as far as Cuddlee creek</li> </ul>
Sport clubs	1	<ul style="list-style-type: none"> <li>Equity for Council owned and Non council sites.</li> <li>Established clubs to be encouraged to work together to provide the best opportunities for all.</li> <li>Look at options for all - Tennis allows people of all ages to engage in sport.</li> </ul>



**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 12.6

**Responsible Officer:** Megan Sutherland  
Executive Manager Organisational Development  
Corporate Services

**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 review due to legislative amendments in relation to child safety.

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 10 March 2020, to revoke the 5 June 2019 *Safe Environments Policy* and to adopt the 25 February 2020 *Safe Environments Policy* as per *Appendix 1*.**
  - 3. That the Chief Executive Officer be authorised to make any formatting, nomenclature or other minor changes to the 25 February 2020 *Safe Environments Policy* prior to the effective date.**
-

## 1. GOVERNANCE

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

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

- *Child Safety (Prohibited Persons) Act 2016 (SA)*
- *Child Safety (Prohibited Persons) Regulations 2019 (SA)*
- *Children and Young People (Safety) Act 2017 (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.

➤ **Sustainability Implications**

Not applicable.

➤ **Engagement/Consultation conducted in the development of the report**

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.

*Council Committees:* Not Applicable

*Council Workshops:* Not Applicable

*Advisory Groups:* Not Applicable

*Administration:* Organisational Development Advisor  
Manager Community Development  
Team Leader Positive Ageing  
Service Coordinator Libraries and Customer Service  
Volunteer Coordinator

*External Agencies:* Not Applicable

*Community:* 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 has been update to reflect legislative amendments to child-safe legislation.

### **3. ANALYSIS**

The Policy has been reviewed to reflect new legislative requirements in the stated Acts and in particular the new requirement for persons who are working with children or providing child-related work to have a Working with Children Check (WWCC). The WWCC replaces the previous requirement for a Criminal and Relevant History Screening Assessment with the Department of Human Services continuing to undertake the screening.

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 option:

- I. Adopt the Safe Environments Policy. This Policy shows Council's commitment to meeting its legal responsibilities under the various Acts. 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 (Recommended)
- II. To not adopt the policy and continue with the current policy which will be in breach of new legislation (Not Recommended)

### **5. APPENDIX**

- (1) Safe Environments Policy – February 2020



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# **Appendix 1**

*Safe Environments Policy – February 2020*

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# COUNCIL POLICY

	<b>SAFE ENVIRONMENTS</b>
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Policy Number:	COM-12
Responsible Department(s):	Organisational Development
Other Relevant Policies:	<i>Code of Conduct for Council Employees Complaint Handling Policy</i>
Relevant Procedure(s):	<i>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 Coaching, Performance Management and Discipline Procedure Grievance Resolution Procedure</i>
Relevant Legislation:	<i>Child Safety (Prohibited Persons) Act 2016 (SA) Child Safety (Prohibited Persons) Regulations 2019 (SA) Children and Young People (Safety) Act 2017 (SA) Aged Care Act 1997 (Cth) and Aged Care Accountability Principles 2014 (Cth) Disability Services Act 1993 (Cth)</i>
Policies and Procedures Superseded by this policy on its Adoption:	<i>Organisational Development Policy (administrative): Safe Environments, 05/06/18, Item 12.3 113/18</i>
Adoption Authority:	Council
Date of Adoption:	25 February 2020
Effective From:	10 March 2020
Minute Reference for Adoption:	<i>To be updated administratively</i>
Next Review:	No later than February 2023 or as required by legislation or changed circumstances

## 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 \(DECD 2015\)](#)~~
- [Child Safety \(Prohibited Persons\) Act 2016 \(SA\)](#)
- [Child Safety \(Prohibited Persons\) Regulations 2019 \(SA\)](#)
- [Children and Young People \(Safety\) Act 2017 \(SA\)](#)
- [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;~~ physical or psychological harm including harm caused by sexual, physical, mental or emotional abuse or neglect.

- ~~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 **“Child Related Work”** and **“Work with Children”** means the following activities or services:

- accommodation and residential services for children
- those provided by religious organisations (including organisations providing spiritual or pastoral services)
- childcare or child-minding services
- child protection services
- those provided by operating sporting, recreational, cultural or artistic clubs or associations with significant membership or involvement of children
- coaching or tuition services for children
- commercial services provided directly to children, including:
- the sale or supply of goods or services where physical contact with children would be reasonably expected to occur
- recreational services where contact with children would be reasonably expected to occur (such as a play gym)
- entertainment services provided at children parties or events (such as face painting or the hire of bouncy castles)
- entertainment services where a person appears or performs as a costumed character that is likely to appeal to children (such as a sports mascot or Santa Claus)
- photography of children
- competitions held primarily for children, or where there is a children’s category (such as beauty pageants and talent shows)
- disability services for children
- education services for children (including preschool, primary and secondary education, but not tertiary education)
- health services for children (including allied health services)
- justice and detention services for children
- transport services for children
- traffic control (or supervision of) provided at school pedestrian crossings.

**“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)~~

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

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

~~“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.~~

4.6 **“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:

Part 3, Section 5 (1) of the *Child Safety (Prohibited Persons) Act 2016 (SA)* in which a person works, or is likely to work, with children or in a position of a class prescribed by the *Child Safety (Prohibited Persons) Regulations 2019*.

A *Working with Children Check* is a requirement for prescribed positions under the *Child Safety (Prohibited Persons) Act 2016 (SA)*.

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 Disability Service Employment Check 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.

4.11 **“Working with Children Check”** means a check conducted under the *Child Safety (Prohibited Persons) Act 2016 (SA)* by the central assessment unit for people who are [working with children or providing child-related work.](#)

## 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 Working with Children Check is a requirement for all persons who seek to work, or a working in, a prescribed position under Part 3 (5) of the Child Safety (Prohibited Persons) Act 2016 (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 Disability Service Employment Check is a requirement for prescribed positions 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'~~ 'Safe Environments – Through their eyes' training for employees and volunteers working with children
- Promoting an awareness of and access to ~~DECD's~~ the Department for Education'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

Under Section ~~1130~~ of the ~~Children's Protection Act 1993~~ *Children and Young People (Safety) Act 2017* (SA), a ~~mandated~~ notified ~~notifiers~~ have a legal obligation required by law to report notify the Department for Child Protection if they suspect on reasonable grounds that a child or young person is, or may be, at risk of harm. This legal obligation arises when the mandated notifier forms this suspicion in the course of their employment (whether paid or voluntary). 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-Child Safety \(Prohibited Persons\) Act 2016](#) (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 [Child Safety \(Prohibited Persons\) Act 2016](#) ~~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 [Child Safety \(Prohibited Persons\) Act 2016](#) ~~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.

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**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 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 12.7

**Responsible Officer:** Steven Watson  
Governance & Risk Coordinator  
Office of the CEO

**Subject:** Review of Confidential Items

**For:** Decision

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**SUMMARY**

Section 91 of the *Local Government Act 1999* requires Council to review confidential orders at least once every year.

A review of the Register of Confidential Items has been undertaken and there is one (1) item that requires a new confidentiality order. Council must determine the period of confidentiality for this item.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted.
2. Pursuant to Section 91(7) of the *Local Government Act 1999*, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(i) of the Act:
  - The Report of 27 February 2018, Item No. 19.2, Adelaide Hills Swimming Centre Shade Sail.

On the grounds that the document(s) (or part) relates to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council, the disclosure of which could reasonably be expected to prejudice the commercial position of person/agency/business involved with any litigation that may be undertaken.

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

## 1. GOVERNANCE

### ➤ Strategic Management Plan/Council Policy

Goal                      Organisational Sustainability  
Strategy                Governance

The review of Council's *Confidential Items Register* is an important element of Council's commitment to open and transparent decision making which facilitates public accountability.

### ➤ Legal Implications

Section 91(7) of the *Local Government Act 1999* sets out the provisions regarding the making of orders to retain documents and discussions considered at Council and Council Committees in confidence.

Section 91(9) requires that these orders must specify the duration of the order or the circumstances in which the order will cease to apply or must be reviewed. Any order that operates for a period exceeding 12 months must be reviewed at least once in every year.

### ➤ Risk Management Implications

Reviewing confidentiality orders assists with mitigating the risks of:

*Confidential information is released which prejudices Council's and/or third parties' interests.*

Inherent Risk	Residual Risk	Desired Risk
Extreme (3A)	Low (3E)	Low (3E)

*Information scheduled for release under a confidentiality order is not duly released resulting in a breach of legislation and depriving the community of public information.*

Inherent Risk	Residual Risk	Desired Risk
Extreme (3A)	Low (3E)	Low (3E)

Note: there are a number of other controls that assist with managing these risks.

### ➤ Financial and Resource Implications

Not applicable

### ➤ Customer Service and Community/Cultural Implications

Not applicable

### ➤ Sustainability Implications

Not applicable



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

*Council Committees:* Not applicable

*Council Workshops:* Not applicable

*Advisory Groups:* Not applicable

*Administration:* Director Infrastructure & Operations  
Director Development & Regulatory Services  
Director Corporate Services  
Executive Manager Governance & Performance  
Manager Waste and Emergency Management  
Manager Property Services

*Community:* Not applicable

**2. BACKGROUND**

The Register of Confidential Items is contained on Council's website and is reviewed on a monthly basis. Items that have progressed to the specified point and are no longer of a confidential nature are released in accordance with the respective council resolution. Items that remain in confidence are displayed on the Register.

**3. ANALYSIS**

The Register of Confidential Items has been reviewed and there is one (1) item that requires a new confidentiality order applied at this time. An extract of the register is attached (**Appendix 1**) which provides a summary of all existing confidential orders highlighting those orders that require new confidentiality provisions, as follows:

- **No 323 – Adelaide Hills Swimming Centre Shade Sail**

The current Period of Confidentiality for this item concludes 27 February 2020.

It is recommended that a new confidentiality order be applied and that the item 'Remain confidential until legal proceedings and deliberations have concluded'.

**4. OPTIONS**

Council has the following options:

- I. To extend the period of confidentiality as per the recommendations. (Recommended)
- II. Determine an alternative period of confidentiality. (Not Recommended)
- III. Allow the confidentiality order to expire thus releasing the information. (Not Recommended)

If the meeting wishes to discuss the status of any items in a manner that will result in the disclosure of information currently under a s91(7) confidentiality order, it should first consider making a s90 order to go into confidence.

**5. APPENDIX**

- (1) Extract of Current Confidential Items Register

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# **Appendix 1**

*Extract of Current Confidential Items Register*

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Register No	Date of Meeting	Council/Committee	Agenda No	Still in confidence	Report Title	LG Act S90 Provision	Release date	Original Resolution regarding Period of Confidentiality	Revised Period of Confidentiality	Next Review Date
358	28/01/2020	Council	19.1.1	Y	Open Office Pty Ltd Contract Novation Deed	90(3)(d)	28/02/2021	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)(d) 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 a public announcement is made from Open Office with regards to the new business entity and investment partner but no later than 12 months from the adoption of the recommendation within this report. Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.		1/11/2020
348	25/06/2019	Council	19.3	Y	Land Acquisition Lower Hermitage Road	90(3)(d)	25/06/2020	Until the completion of the contract, but no longer than 12 months		25/03/2020
343	7/05/2019	Special Council	19.1	Y	Unsolicited Approach to Purchase Community Land	90(3)(d)	7/05/2020	Until the matter is further presented to Council for a decision, but not longer than 12 months		7/02/2020
340	23/04/2019	Council	19.1	Y	East Waste Kerbside Recycling Contract	90(3)(d)	23/04/2020	Until East Waste advise it is appropriate to release the information, but not longer than 23 April 2020.		23/01/2020
331	1/08/2018	Special Council	7.2.1	Y	Retirement Village Review	90(3)(b)	31/07/2023	Until settlement with the exception of Clause 8 and Appendix 2 which shall be retained in confidence until 31 July 2023	Partially released 01 August 2018 Resolution Passed 04 June 2019 for remaining items to remain confidential until 31 July 2023 Partially released 05 July 2018 (Resolution 4 and Community Consultation from Report) Resolution passed 19 June 2018 to remain confidential until 31 December 2019 Minute fully Released 9 August 2018 Report remains confidential Resolution Passed 04 June 2019 to remain confidential until 31 December 2019	4/06/2020
328	19/06/2018	Special Council	6.1.1	Y	CWMS Expression of Interest Outcomes	90(3)(b)	26/11/2020	Until 31 December 2019	1. Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(b) of the Act: • The Report of 19 June 2018, Item No. 6.1, CWMS Expression of Interest Outcomes On the grounds that the document(s) (or part) relates to tenders for the supply of goods, the provision of services or the carrying out of works. Specifically, the present matter relates to a tender for CWMS Services. This order shall operate until further order of the Council and will be reviewed at least annually in accordance with the Act. 2. Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.	26/08/2020
323	27/02/2018	Council	19.2	Y	Adelaide Hills Swimming Centre Shade Sail	90(3)(i)	27/02/2020	Until legal proceeding have concluded, but not longer than 12 months	To remain confidential until legal proceedings and deliberations have concluded.	27/12/2019
311	26/09/2017	Council	19.2	Y	Community Wastewater Management Systems Review	90(3)(b)	26/11/2020	Until 26 September 2018	Partially released 13 February 2017 (Resolution 3) Resolution passed 26 June 2018 to remain confidential until 31 December 2019 Related to 290 & 301 Resolution Passed 04 June 2019 to remain confidential until 31 December 2019 1. Pursuant to Section 91(7) of the Local Government Act, 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(b) of the Act: • The Report of 26 September 2017, Item No. 19.2, Community Wastewater Management Systems Review On the grounds that the document(s) (or part) relates to tenders for the supply of goods, the provision of services or the carrying out of works. Specifically, the present matter relates to a tender for CWMS Services. This order shall operate until further order of the Council and will be reviewed at least annually in accordance with the Act. 2. Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.	26/08/2020
309	22/08/2017	Council	19.1	Y	Adelaide Hills Region Waste Management Authority Tender Landfill Compactor	90(3)(d)	4/06/2020	Until 3 August 2018.	Resolution passed 26 June 2018 to remain confidential until 3 August 2019 Related to 325 Resolution Passed 04 June 2019 to remain confidential until Legal Proceeding have concluded Resolution passed 26 June 2018 to remain confidential until 31 December 2019 Related to 290 Resolution Passed 04 June 2019 to remain confidential until 31 December 2019	4/03/2020
301	28/02/2017	Council	19.1	Y	Community Wastewater Management Systems Review	90(2)(b)	26/11/2020	Until 30 June 2018	1. Pursuant to Section 91(7) of the Local Government Act, 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(b) of the Act: • The Report of 28 February 2017, Item No. 19.2, Community Wastewater Management Systems Review On the grounds that the document(s) (or part) relates to tenders for the supply of goods, the provision of services or the carrying out of works. Specifically, the present matter relates to a tender for CWMS Services. This order shall operate until further order of the Council and will be reviewed at least annually in accordance with the Act. 2. Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.	26/08/2020
290	25/10/2016	Council	19.1	Y	CWMS Expression of Interest	90(3)(d)	26/11/2020	Until 31 December 2017 except public statements which outline the rationale and process for seeking a review of options	Resolution passed 12 December 2017 to remain confidential until 26 September 2018 Resolution passed 26 June 2018 to remain confidential until 31 December 2019 Resolution Passed 04 June 2019 to remain confidential until 31 December 2019 1. Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(d) of the Act: • The Report of 25 October 2015, Item No. 19.1, CWMS Expression of Interest On the grounds that the document(s) (or part) relates to tenders for the supply of goods, the provision of services or the carrying out of works. Specifically, the present matter relates to a tender for CWMS Services. This order shall operate until further order of the Council and will be reviewed at least annually in accordance with the Act. 2. Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.	26/08/2020
240	22/04/2014	Council	18.2.1	Y	AHRWMA	90(3)(b,d,i)	26/11/2020	Until legal action concluded 22 April 2015	Resolution passed 24 November 2015 to remain confidential until legal action has concluded but no longer than 30 June 2016. Resolution passed 28 June 2016 to remain confidential until legal action has concluded but no longer than 31 December 2016. Resolution passed 13 December 2016 to remain confidential until Legal Action has concluded. Resolution passed 12 December 2017 to remain confidential until legal proceedings and deliberations have concluded. Resolution passed 27 November 2018 to remain confidential until legal proceedings and deliberations have concluded. 1. Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(b)(d)(i) of the Act: • The Report of 22 April 2014, Item No. 18.2, Adelaide Hills Regional Waste Management Authority On the grounds that the document(s) (or part): (i) could reasonably be expected to confer a commercial advantage on a person with whom the Council is conducting or proposing to conduct business, or to prejudice the commercial position of the Council; and (ii) would, on balance, be contrary to the public interest. Commercial information of a confidential nature (not being a trade secret) the disclosure of which: (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest. Specifically, the present matter relates to Council considering an offer from a competitor with regard to where to take its waste stream, and to consider the long term implications and options in relation to the Regional Waste Management Authority of which it is a member, and due to the fact that the competitor has initiated legal proceedings against the aforementioned Authority where Council disposes of its waste. This order shall operate until further order of the Council and will be reviewed at least annually in accordance with the Act. 2. Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.	26/08/2020

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

<b>Item:</b>	<b>12.8</b>
<b>Responsible Officer:</b>	<b>Steven Watson Governance &amp; Risk Coordinator Office of the CEO</b>
<b>Subject:</b>	<b>Request for permission to use the District Council of Stirling Minutes</b>
<b>For:</b>	<b>Decision</b>

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**SUMMARY**

On 5 February 2020 Council received a request for use of minutes from the District Council Stirling District for a publication on the history of Silver Lake, Mylor.

As these minutes are the property of the Council they are subject to copyright law. In Australia, copyright law is set out in the *Copyright Act 1968* (Cth). This is federal legislation and applies throughout Australia.

Additionally Council does not have a Policy position or Sub-delegation that permits the Chief Executive Officer to approve the use of the minutes in accordance with the copyright legislation or in turn a creative commons license.

This report seeks Council's consideration for the use of the minutes.

**RECOMMENDATION**

**Council resolves:**

- 1. That the report be received and noted**
  - 2. To approve the use of Minutes from the District Council of Stirling as requested in Appendix 1 for a publication on the history of Silver Lake, Mylor.**
  - 3. To delegate to the Chief Executive Officer or their delegate, permission to consider and, if so determined, approve all future requests for use of Councils' Copyright Protected material.**
-



## 1. GOVERNANCE

### ➤ Strategic Management Plan/Council Policy

Goal: Organisational Sustainability  
Strategy: Governance

A key element of the Governance Strategy within the Strategic Plan is that Council 'is committed to open, participative and transparent decision making and administrative processes'.

The matter addressed herein offers open and transparent decision making around the use and publication of Council materials.

### ➤ Legal Implications

The law of copyright in Australia is contained in the *Copyright Act 1968 (Cth)*. This law is complex and despite this complexity there are a number of basic rules that provide a general understanding of the operation of the Act.

Australian law does not require registration of copyright. A work is automatically covered when it is created. In this sense it is very different to other forms of intellectual property like patents.

Copyright does not protect ideas or information. It protects the work of creators and the investment of producers in things such as novels, films, paintings and so forth. It is the work (the form of expression used by the creator) that is protected and not the underlying ideas or information.

Copyright refers to certain exclusive rights held by the owner of the copyright. These include the rights to reproduce, publish or communicate (including over the internet) a work. Copyright is property and can be bought and sold independently of the physical item. For example, a painter who sells a painting may retain ownership of copyright even though he or she no longer owns the canvas.

A person who makes an unauthorised use of copyright material infringes the copyright owner's rights and can be sued for monetary compensation (damages). However, certain uses are permitted without obtaining the owner's permission. See Acts that do not infringe copyright. This request does not fit into the allowable criteria.

### ➤ Risk Management Implications

Responding appropriately to a request for the use and publication of Council materials will assist in mitigating the risk of:

*Inability to discharge role and functions of a local government entity leading to a breach of legislation and loss of stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	High (5E)	High (5E)

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

➤ **Financial and Resource Implications**

There are no direct financial implications arising from this report.

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

It is reasonable to assume that the community could expect Council to provide feedback that promotes open, responsive and accountable government.

➤ **Sustainability Implications**

There are no direct sustainability implications arising from this report.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable

*Council Workshops:* Not Applicable

*Advisory Groups:* Not Applicable

*Administration:* Executive Manager Governance & Performance

*External Agencies:* Australian Copyright Council - Website

*Community:* Not Applicable

## **2. BACKGROUND**

On 5 February 2020, Council received a request for use of minutes from the District Council Stirling District for a publication on the history of Silver Lake, Mylor.

As these minutes are the property of the Council they are subject to copyright law. In Australia, copyright law is set out in the *Copyright Act 1968* (Cth). This is federal legislation and applies throughout Australia.

Additionally Council does not have a Policy position or Sub-delegation that permits the Chief Executive Officer to approve the use of the minutes in accordance with the copyright legislation or in turn a creative commons license.

This report seeks Council's consideration for the use of the minutes.

### 3. ANALYSIS

*The Australian Government* have administrative policies relating to the management of Government-owned copyright. For example, at the Commonwealth level the *Statement of Intellectual Property Principles for Australian Government Agencies* covers a range of issues regarding ownership, use and management of intellectual property, including copyright.

The two key principles with regard to copyright are:

- individual agencies are now responsible for their management of intellectual property, including copyright; and
- all public sector information should be licensed under a creative commons attribution licence at the minimum.

Neither the local government sector nor the Council has had a need in the past to establish copyright policies, procedures or creative commons licencing arising from requests to use and publish council owned material. Additionally there is no Subdelegation that permits the Chief Executive Officer to approve the use of such materials.

Hence the matter is referred to Council for consideration.

### 4. OPTIONS

Council has the following options:

- I. To resolve approval for use of Minutes from the District Council of Stirling as requested in **Appendix 1** for a publication on the history of Silver Lake, Mylor and for the CEO or their delegate to write to the applicant advising of the outcome.(Recommended)
- II. To resolve approval for use of Minutes from the District Council of Stirling as requested in **Appendix 1** for a publication on the history of Silver Lake, Mylor with conditions and for the CEO or their delegate to write to the applicant advising of the outcome. (Recommended - Such a decision however should be discussed with the Administration to ensure any conditions are legally privileged)
- III. To resolve not to approve use of Minutes from the District Council of Stirling as requested in **Appendix 1** for a publication on the history of Silver Lake, Mylor and for the CEO or their delegate to write to the applicant advising of the outcome.

### 5. APPENDIX

- (1) Request to use Minutes from the District Council of Stirling

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## **Appendix 1**

*Request for permission to use the District Council of  
Stirling Minutes*

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## Appendix 1 - Request for permission to use the District Council of Stirling Minutes

To Whom It May Concern

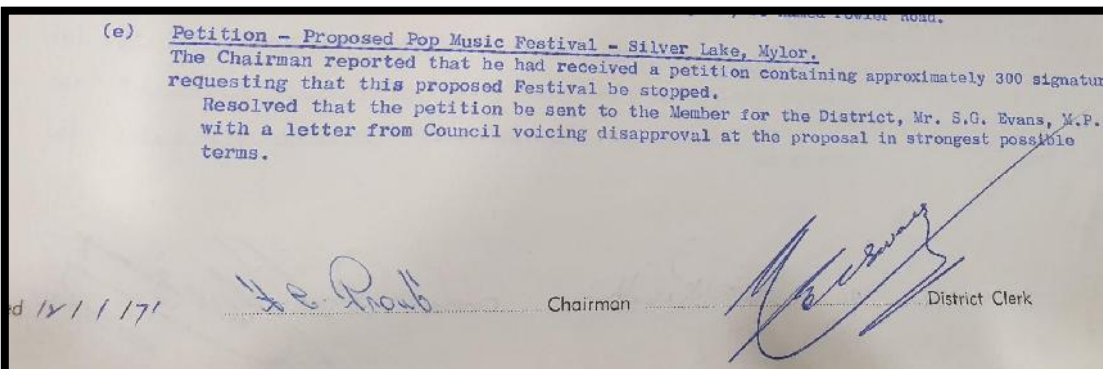
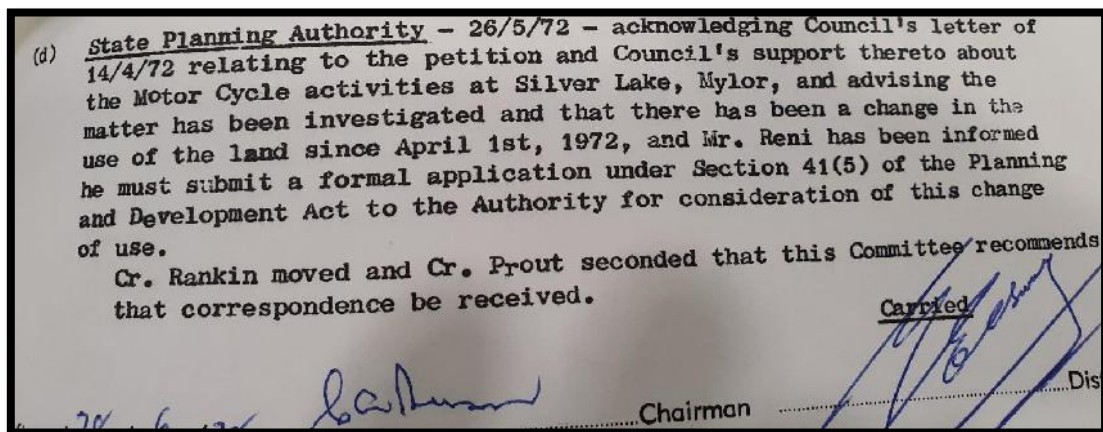
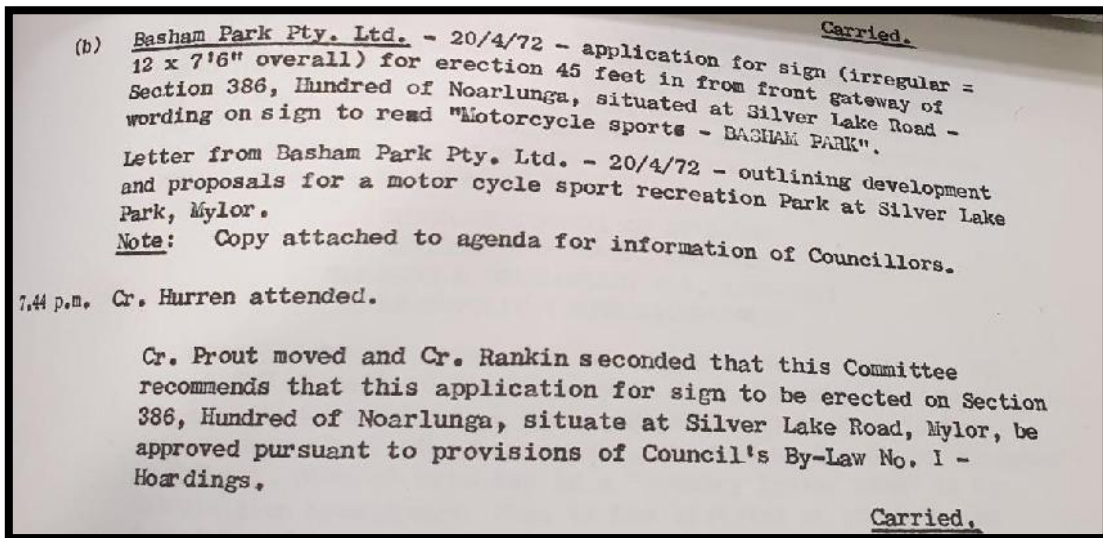
I am in the process of writing a book on the history of Silver Lake, Mylor. I have had the opportunity to go through the minutes from The District Council of Stirling between 1968 and 1972, and there are three records which I'd like to include in the book. The three entries are titled:

*Basham Park Pty Ltd, State Planning Authority, Petition - Proposed Pop Music Festival*

I have included a proposed layout for the first two items for the book.

Are you able to provide permission for me to include these entries? The book has a bibliography and I'm happy to make reference as to where the information came from.

Kind regards





## Appendix 1 - Request for permission to use the District Council of Stirling Minutes

The minutes for The District Council of Stirling are now kept at State Records of South Australia, Cavan. The following two entries are from two separate meetings held in 1972 at the Stirling Council Chambers. Both entries are about Basham Park.

# The District Council of Stirling Minutes

Date of Meeting 26/4/72

Basham Park Pty. Ltd. – 20/4/72 – application for sign (irregular =12 x 7'6" overall) for erection 45 feet in from front gateway of Section 386, Hundred of Noarlunga, situated at Silver Lake Road – wording on sign to read “Motorcycle sports – “BASHAM PARK”

Letter from Basham Park Pty. Ltd. – 20/4/72 – outlining development and proposals for a motor cycles sport recreation park at Silver Lake Park, Mylor.

Note: Copy attached to agenda for information of Councilors.

Cr. Prout moved and Cr. Rankin seconded that this Committee recommends that this application for sign to be erected on section 386, Hundred of Noarlunga, situate at Silver Lake Road, Mylor, be approved pursuant to provisions of Council's By-Law No.1 – Hoardings.

Carried.

Date of Meeting 13/6/72

State Planning Authority – 26/5/72 – acknowledging Council's letter of 14/4/72 relating to the petition and Council's support thereto about the Motor Cycle activities at Silver Lake, Mylor, and advising that the matter has been investigated and that there has been a change in the use of the land since April 1st, 1972, and Mr. Reni has been informed he must submit a formal application under Section 41 (5) of the Planning and Development Act to the Authority for consideration of this change of use.

Cr. Rankin moved and Cr. Prout seconded that this Committee recommends that correspondence be received.

Carried.

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 12.10

**Responsible Officer:** Lachlan Miller  
Executive Manager Governance & Performance  
Office of the Chief Executive

**Subject:** 2019/20 External Audit Plan

**For:** Decision

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**SUMMARY**

Under the Audit Committee's Terms of Reference, two of the key roles in relation to External Audit relate to recommending the approval of the auditor's terms of engagement and reviewing and making recommendations regarding the proposed external audit plan.

At the commencement of the 2018/19 External Audit, the Audit Committee recommended to Council, and Council approved, the engagement of Galpins Accountants, Auditors and Business Consultants (Galpins) and that engagement is enduring for the subsequent years of the audit contract (**Appendix 2**).

As part of the planning for the 2019/20 Annual Financial Statements and Internal Control Audit, Galpins have prepared a *2019/20 External Audit Plan* (**Appendix 1**). The Audit Committee considered the draft *2019/20 External Audit Plan* at its 17 February 2020 meeting and resolved to recommend its approval to Council.

The purpose of this report therefore is to provide the *2019/20 External Audit Plan* for the Council's approval.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted
  2. To approve the *2019/20 External Audit Plan* by Galpins Accountants, Auditors and Business Consultants as contained in Appendix 1.
-

## 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, Part 3 – Accounts, financial statements and audit, 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.

➤ **Sustainability Implications**

The External Audit process reviews the key internal financial controls and the Annual Financial Statements and as such provides a degree of assurance regarding Council's financial sustainability which, in turn, assists in the Council's economic, social and environmental sustainability.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* The Audit Committee considered the *2019/20 External Audit Plan* at its 17 February 2020 meeting and recommended its approval to Council.

*Council Workshops:* Not applicable

*Advisory Groups:* Not applicable

*Administration:* Director Corporate Services  
Manager Financial Services

*External Agencies:* Galpins Accountants, Auditors and Business Consultants

*Community:* Not applicable

## 2. **BACKGROUND**

### Audit Committee role

The Audit Committee's Terms of Reference set out a number of specific functions, one of which relates to External Audit and contains key roles for the Committee, relevant to the conduct of the 2018/19 Annual Financial Statement and Internal Control Audit, as follows:

- Recommending the approval of the external auditor's terms of engagement, including any engagement letter issued at the commencement of each audit and the scope of the audit (clause 3.5.2.2);
- Assessing the external auditor's independence and objectivity taking into account relevant professional and regulatory requirements and the extent of Council's relationship with the auditor, including the provision of any non-audit services (clause 3.5.2.3)
- Satisfying itself that there are no relationships (such as family, employment, investment, financial or business) between the external auditor and the Council (other than in the ordinary course of business) (clause 3.5.2.4); and
- Review and make recommendations on the annual audit plan, and in particular its consistency with the scope of the external audit engagement (clause 3.5.4).

### Appointment of the External Auditor

On 27 February 2018, Galpins were appointed by Council for the provision of external audit services for a three year period (with and option of a further period for up to two years) commencing with the audit of the financial year ending 30 June 2018. Galpins completed the 2017/18 audit with the Final Completion Report received and noted by the Audit Committee (AC25/18) at its 5 November 2018 meeting.

### Conduct of the 2018/19 External Audit

At its 18 February 2019 meeting, the Audit Committee considered the proposed *2018/19 External Audit Engagement Letter (Appendix 2)* and the *2018/19 External Audit Plan* and recommended these documents to Council for approval. Council approved these at its 26 February 2019 meeting as follows:

#### **12.3 External Audit Engagement Letter and Plan**

Moved Cr Malcolm Herrmann  
S/- Cr Leith Mudge

32/19

Council resolves:

1. That the report be received and noted
2. To approve the:
  - a. Audit Engagement Letter between Adelaide Hills Council and Galpins Accountants, Auditors and Business Consultants as contained in Appendix 1 and authorise the Chief Executive Officer to execute the Letter on behalf of Council; and
  - b. External Audit Plan (Appendix 2) by Galpins Accountants, Auditors and Business Consultants as contained in Appendix 2.

Carried Unanimously
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### Conduct of the 2019/20 External Audit

As part of the planning for the 2019/20 Annual Financial Statements and Internal Control Audit, Galpins have prepared a *2019/20 External Audit Plan (Appendix 1)*. The Audit Committee considered the *2019/20 External Audit Plan* and its 17 February 2020 meeting, and resolved as follows:

#### **7.11. 2019/20 External Audit Plan**

Moved Peter Brass  
S/- Paula Davies

13/20

The Audit Committee resolves:

1. That the report be received and noted
2. To recommend to Council the approval of the *2019/20 External Audit Plan* by Galpins Accountants, Auditors and Business Consultants as contained in Appendix 1.

Carried Unanimously
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### 3. ANALYSIS

The *2019/20 External Audit Plan* and the Engagement Letter are the guiding documents to the scope and conduct of the mandatory Financial Statement and Internal Control audits. The Engagement Letter, while tendered for the 2018/19 External Audit, is enduring for the subsequent years of the audit contract and Galpins have confirmed that there are no changes to the provisions of the letter (other than the obvious applicability to each successive year's audits). As such matters such as independence and objectivity are maintained.

Both the Administration and the Audit Committee have reviewed these documents and are agreeable with the scope, responsibilities and timeframes set out in the documents. As such, Council should take some comfort that this important accountability process will be undertaken in a legislatively compliant and professional manner.

### 4. OPTIONS

The Committee has the following options:

- I. To approve the scope of work and timing of the 2019/2019 External Audit by Galpins Accountants, Auditors and Business Consultants as contained in **Appendix 1**. (Recommended)
- II. To seek amendments to the scope of work and timing of the 2019/20 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) 2019/20 External Audit Plan
- (2) Audit Engagement Letter – Galpins

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# **Appendix 1**

*2019/20 External Audit Plan*

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# Galpins

Accountants, Auditors & Business Consultants

## 2019/20 External Audit Plan

### Adelaide Hills Council



#### Mount Gambier

233 Commercial Street West  
PO Box 246, Mount Gambier SA 5290  
DX 29044  
P: (08) 8725 3068  
F: (08) 8724 9553  
E: admin@galpins.com.au

#### Stirling

Unit 4, 3-5 Mount Barker Road  
PO Box 727, Stirling SA 5152  
P: (08) 8339 1255  
F: (08) 8339 1266  
E: stirling@galpins.com.au

#### Norwood

3 Kensington Road, Norwood SA 5067  
PO Box 4067, Norwood South SA 5067  
P: (08) 8332 3433  
F: (08) 8332 3466  
E: norwood@galpins.com.au

[www.galpins.com.au](http://www.galpins.com.au)

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## 1. AUDIT SCOPE

### *Opinion on the Financial Report*

We are required to audit the financial report of Adelaide Hills Council, which comprises the statement of financial position as at 30 June 2020, 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 2020 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.

### *Controls Opinion*

We are required to undertake a reasonable assurance engagement on the design and the operating effectiveness of controls established by 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 2019 to 30 June 2020 relevant to ensuring such transactions have been conducted properly and in accordance with law.

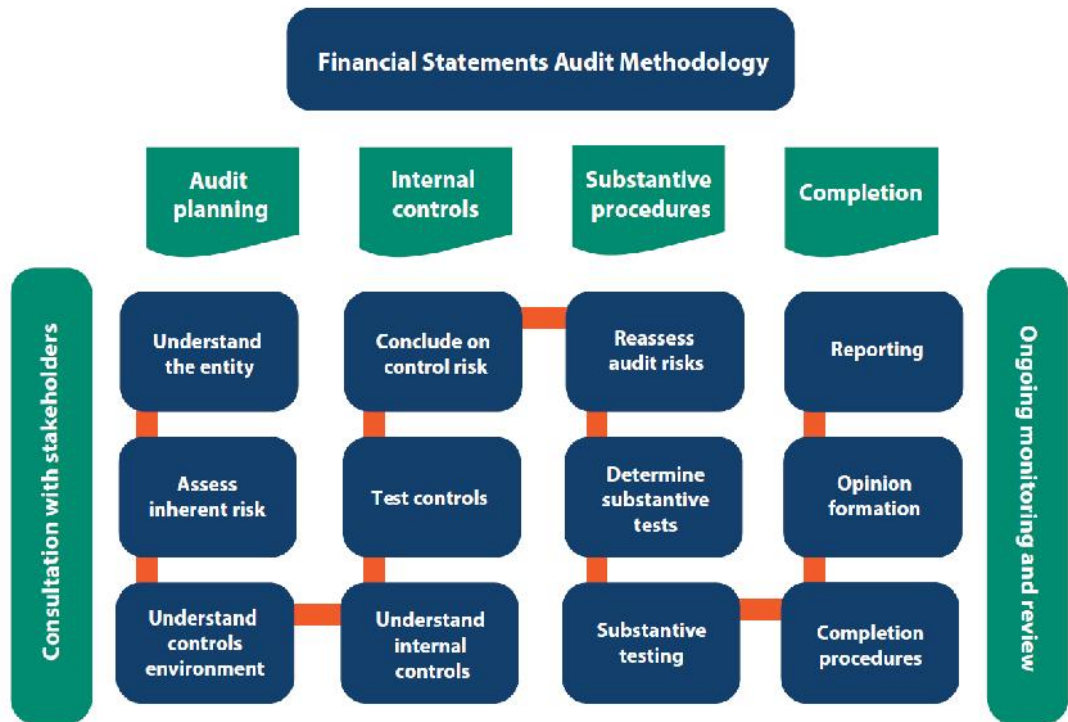
We are to provide an opinion whether, in all material respects:

- 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 2019 to 30 June 2020.



## 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.

**Audit Planning Stage** - the objective of the audit planning stage is to develop a greater understanding of the entity. Based on our understanding of the entity, planning analytical review, structured interviews with management and walkthroughs we identify and rank the inherent risks.

**Internal Controls** - we obtain an understanding of the internal controls relevant to the financial statements and perform tests of design and effectiveness for these controls. Based on the results of the control testing, we then assess controls risks and design further audit procedures.

**Substantive Procedures** - From our understanding of the entity, our risk analysis and results of control testing, we are able to design and refine appropriate substantive procedures, including analytical review and test of details. Testing methods include reconciliations, recalculations, 3rd party confirmations, observation and inspection.

**Completion** - We evaluate the results of the audit testing and determine whether adjustments to the financial statements are required and review the final financial statements to provide support regarding the best presentation of these reports.

### 3. AUDIT PLANNING STAGE

#### 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.

The results of our plan are included in the audit plan summary table containing our initial inherent risk assessment related to the account balances, classes of transactions and business cycles identified during our audit planning.

The inherent risks assessment is what drives our audit approach (being controls approach, substantive approach or a combination of both). We usually provide an internal controls approach together with a substantive approach to the areas with high and medium inherent risks.

See a summary of our inherent risk assessment and the audit approach to be provided for each business cycle in the audit plan summary table overpage:

A list of internal controls to be tested for each business with high and medium inherent risks is provided in Appendix 1 of this document.

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

Area	2019	2018	Audit approach	Business cycle	Audit Response	Inherent Risk
Rates and charges	36,915,000	35,512,000	<b>Controls and Substantive</b>	Rates	Controls and substantive tests	<b>High</b>
Statutory charges	1,172,000	1,069,000	<b>Substantive</b>	User Pay Income	Substantive tests	<b>Moderate</b>
User charges	1,007,000	1,479,000	<b>Substantive</b>	User Pay Income	Substantive tests	<b>Moderate</b>
Grants	5,123,000	5,508,000	<b>Substantive</b>	Grants	Controls and substantive tests	<b>Moderate</b>
Investment Income	41,000	30,000	<b>Substantive</b>	Investment Income	Substantive tests	<b>Low</b>
Reimbursements	516,000	447,000	<b>Substantive</b>	Other Revenue	Substantive tests	<b>Low</b>
Other Income	648,000	488,000	<b>Substantive</b>	Other Revenue	Substantive tests	<b>Low</b>
Equity Accounted Businesses	138,000	-	<b>Substantive</b>	Other Revenue	Substantive tests	<b>Low</b>

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

Area	2019	2018	Audit approach	Business cycle	Audit Response	Inherent Risk
Employee costs	15,923,000	14,956,000	<b>Controls and Substantive</b>	Payroll	Controls and substantive tests	<b>High</b>
Materials / Contracts / Other Expenses	19,231,000	19,961,000	<b>Controls and Substantive</b>	Purchasing, Procurement and Contracting	Controls and substantive tests	<b>High</b>
Depreciation and amortisation	8,826,000	8,246,000	<b>Controls and Substantive</b>	Fixed Assets	Controls and substantive tests	<b>High</b>
Finance Costs	623,000	646,000	<b>Substantive</b>	Other Expenses	Substantive tests	<b>Low</b>
Equity Accounted Businesses	6,000	216,000	<b>Substantive</b>	Other Expenses	Substantive tests	<b>Low</b>

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

Area	2019	2018	Audit approach	Business cycle	Audit Response	Inherent Risk
Asset Disposals & Fair Value Adjustments	(95,000)	(2,401,000)	<b>Controls and Substantive</b>	Fixed Assets	Controls and substantive tests	<b>High</b>
Amounts Received Specifically for New or Upgrade Assets	425,000	867,000	<b>Controls and Substantive</b>	Grants	Controls and substantive tests	<b>Moderate</b>
Physical Resources Received Free of Charge	1,982,000	2,068,000	<b>Substantive</b>	Other Revenue	Substantive tests	<b>Moderate</b>

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

Area	2019	2018	Audit approach	Business cycle	Audit Response	Inherent Risk
Cash and cash equivalents	2,025,000	491,000	<b>Controls and Substantive</b>	Banking	Controls and substantive tests	<b>High</b>
Trade and other receivables	2,541,000	2,853,000	<b>Controls and Substantive</b>	Debtors	Controls and substantive tests	<b>Moderate</b>
Inventories	19,000	13,000	<b>Substantive</b>	Inventory	Substantive tests	<b>Low</b>
Non-Current Assets Hold for Sale	1,530,000	1,260,000	<b>Controls and Substantive</b>	Fixed Assets	Controls and substantive tests	<b>High</b>
Financial Assets – NC	-	50,000	<b>Substantive</b>	Loans to Community Groups	Substantive tests	<b>Low</b>
Equity Accounted Businesses - NC	1,350,000	838,000	<b>Substantive</b>	Other Assets	Substantive tests	<b>Low</b>
IPPE	424,101,000	370,815,000	<b>Controls and Substantive</b>	Fixed Assets	Controls and substantive tests	<b>High</b>
Other Non Current Assets	-	-	<b>Controls and Substantive</b>	Fixed Assets	Controls and substantive tests	<b>High</b>

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

Area	2019	2018	Audit approach	Business cycle	Audit Response	Inherent Risk
Trade and other payables	5,446,000	8,645,000	<b>Controls and Substantive</b>	Accounts Payable	Controls and substantive tests	<b>High</b>
Borrowings	62,000	4,918,000	<b>Substantive</b>	Borrowings	Substantive tests	<b>Low</b>
Provisions	3,048,000	3,478,000	<b>Substantive</b>	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	1,398,000	651,000	<b>Substantive</b>	Provisions	Substantive tests	<b>Moderate</b>

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

Area	2019	2018	Audit approach	Business cycle	Audit Response	Inherent Risk
Accumulated Surplus	141,348,000	137,081,000	<b>Substantive</b>	Other business cycles	Substantive tests	<b>Low</b>
Asset Revaluation Reserves	269,691,000	210,121,000	<b>Controls and Substantive</b>	Fixed Assets	Controls and substantive tests	<b>High</b>
Other Reserves	573,000	1,426,000	<b>Substantive</b>	Other business cycles	Substantive tests	<b>Low</b>

## 4. INTERNAL CONTROLS / CONTROLS OPINION

We review the internal controls we consider as key controls to be in place for the purpose of issuing our control opinion. 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 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
Purchasing and Procurement / Contracting	Materials / Contracts / Other Expenses	10	High
Fixed Assets	IPPE, Depreciation expense, Asset Disposals and FV adjustments, Revaluation Reserves	16	High
General Ledger	All accounts	11	N/A
Accounts Payables	Accounts Payables	13	High
Rates / Rates Rebates	Rates charges	10	High
Payroll	Employee Costs	19	High
Receipting	Debtors	5	Moderate
Credit cards	Materials / Contracts / Other Expenses	5	High
Banking	Cash and cash equivalents	5	High
Debtors	Debtors	6	Moderate
<b>Total number of controls</b>		<b>100</b>	

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 item 5 of this document).



## 5. RISK OF MATERIAL MISSTATEMENTS

Risk of material misstatement consists of the following components:

Risks	Definition
<b>Inherent risks</b>	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).
<b>Controls risks</b>	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:

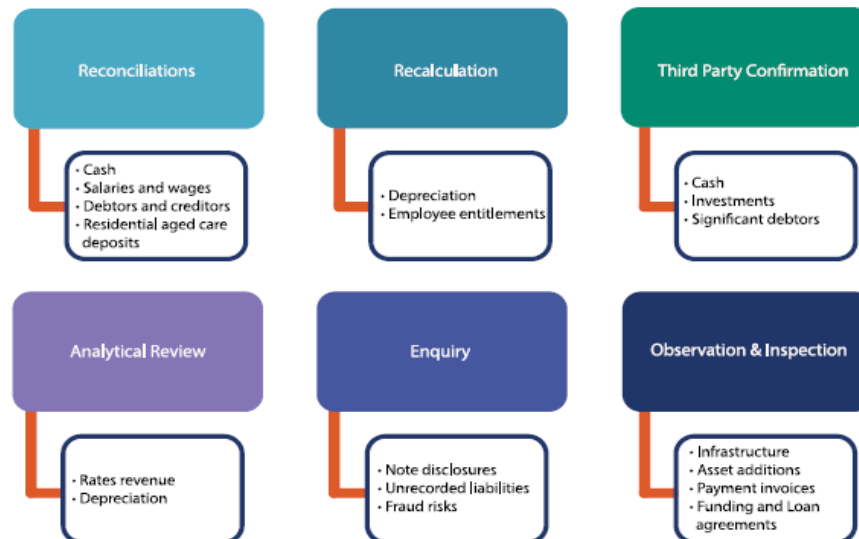
		Inherent Risks		
		HIGH	MEDIUM	LOW
Controls Risks	HIGH	H	H	M
	MEDIUM	H	M	L
	LOW	M	L	L

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 (RoMM) we will be able to design our substantive audit procedures. Below, a summary of the impact of risk of material misstatements on our audit strategy:

Inherent Risk	Controls Risk	RoMM	Impact on audit strategy
Low	Low	Low	High reliance on controls/minimum level of substantive tests
	Medium	Low	Medium reliance on controls / low level of substantive tests
	High	Medium	No reliance on controls / medium level of substantive tests
Medium	Low	Low	High reliance on controls / low level of substantive tests
	Medium	Medium	Med. reliance on controls/medium level of substantive tests
	High	High	No reliance on controls / high level of substantive tests
High	Low	Medium	High reliance on controls / medium level of substantive tests
	Medium	High	No reliance on controls / high level of substantive tests
	High	High	No reliance on controls / high level of substantive tests

## 6. SUBSTANTIVE PROCEDURES STAGE

From our risk analysis (please refer to item 3 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:



Please refer to the audit timetable indicating the dates for our final visit to perform our final substantive procedures (please refer to the item 8 of this report).

Audit will request authorisation from Council to request an independent confirmation from banks of information such as Council's account balances, securities, treasury management instruments, documents and other related information held by banks on behalf of Council.

We will also require Council to request its lawyers to send a 'Legal Representation Letter' to us (a template of the letter will be provided by the auditors).

## 7. COMPLETION STAGE

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. We also review the final financial statements regarding the best presentation of these reports.

Key deliverables to complete the engagement include:

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

## 8. AUDIT TIMETABLE

The following is an indicative 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 Finance Management and Key Staff Members	Late February
2. Detailed Audit Plan / Audit Program Development	5 February
3. Interim Site Visit	6-8 April
4. Interim Management Letter	Early May
5. Final Audit Visit	TBA
6. Final Auditor's Report	TBA
7. Final Management Letter	TBA

## 9. CONTACT DETAILS



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

### 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.                |

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

### 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.                                    |

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



## 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

## 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

## 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
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



## 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
R5	All payroll deductions must be approved by the relevant employee.	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

## 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.	
R1,R2	Credit card holders sign a declaration confirming compliance with Council policy and procedures prior to the Credit Card being released.	
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.	
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.	
R3	There is a process in place to ensure credit card limits and usage is reviewed for operational efficiency.	

## 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

## 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



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## **Appendix 2**

*Audit Engagement Letter – Galpins*

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Jason Seidel CA  
Renaë Nicholson CA  
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under Professional Standards Legislation

13 February 2019

Mr Andrew Aitken  
CEO  
Adelaide Hills Council  
PO Box 44  
Woodside SA 5244

Dear Andrew,

## AUDIT ENGAGEMENT LETTER

### Scope

You have requested that we audit the financial report of Adelaide Hills Council (the Council) which comprises the balance sheet as at 30 June 2019, and the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended, and notes comprising a summary of significant accounting policies and other explanatory information, and Council certificate. You have also requested that we provide an audit of the compliance of the Council with the requirements of Section 125 of the *Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2018 to 30 June 2019 have been conducted properly and in accordance with law. We are pleased to confirm our acceptance and our understanding of this audit engagement by means of this letter. Our audit will be conducted with the objective of expressing an opinion on the financial report and financial controls in place.

### The responsibilities of the auditor

We will conduct our audit of the financial report of the Council in accordance with Australian Auditing Standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial report.

We will conduct our audit of the compliance of the Council with the requirements of Section 125 of the *Local Government Act 1999* in accordance with applicable Australian Standards on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and ASAE 3150 *Assurance Engagements on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Council has complied with Section 125 of the *Local Government Act 1999* in relation only to the Internal Controls specified above for the period 1 July 2018 to 30 June 2019. ASAE 3000 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with Australian Auditing Standards

In making our risk assessments, we consider internal control relevant to the Council's preparation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. However, we will communicate to you in writing concerning any significant deficiencies in internal control relevant to the audit of the financial report that we have identified during the audit.

#### **The responsibilities of the Council and management**

Our audit will be conducted on the basis that the Council and management acknowledge and understand that they have responsibility:

- (a) for the preparation of the financial report that presents fairly in accordance with the *Local Government Act 1999*, *Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards;
- (b) for such internal control as the Council and management determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error;
- (c) for the identification of risks that threaten compliance with section 125 of the *Local Government Act 1999*;
- (d) for design of the system, comprising controls which will mitigate those risks so that those risks will not prevent achievement of compliance with section 125 of the *Local Government Act 1999*;
- (e) for ensuring that the financial controls established by the Council were suitably designed to ensure compliance with section 125 of the *Local Government Act 1999*;
- (f) for operation of the controls as designed throughout the period;
- (g) to provide us with:
  - (i) access to all information of which the Council and management are aware that is relevant to the preparation of the financial report and compliance with section 125 of the *Local Government Act 1999* such as records, documentation and other matters;

- (ii) additional information that we may request from the Council and management for the purpose of the audit of the financial report and the controls opinion;
- (iii) unrestricted access to persons within the Council from whom we determine it necessary to obtain audit evidence;
- (h) for adjusting the financial report to correct material misstatements and for confirming to us in the representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial report as a whole;
- (i) for informing us of your knowledge of any allegations of fraud or suspected fraud affecting The Adelaide Hills Council received in communications from employees, former employees, regulators, or others;
- (j) for identifying and ensuring that the Council complies with applicable laws and regulations.

As part of our audit process, we will request from the Council and management written confirmation concerning representations made to us in connection with the audit.

We look forward to full cooperation from your staff during our audit.

#### **Quality control**

The conduct of our audit in accordance with Australian Auditing Standards means that information acquired by us in the course of our audit is subject to strict confidentiality requirements. Information will not be disclosed by us to other parties except as required or allowed for by law or professional standards, or with your express consent.

Our audit files may, however, be subject to review as part of the quality control review program of CPA Australia and/or The Institute of Chartered Accountants in Australia which monitors compliance with professional standards by its members. We advise you that by signing this letter you acknowledge that, if requested, our audit files relating to this audit will be made available under this program. Should this occur, we will advise you. The same strict confidentiality requirements apply under this program as apply to us as your auditor.

#### **Independence**

We confirm that, to the best of our knowledge and belief, we currently meet the independence requirements of the Australian professional accounting bodies or any applicable code of professional conduct in relation to the audit of the financial report. In conducting our audit of the financial report, should we become aware that we have contravened the independence requirements, we shall notify you on a timely basis.

To assist us in meeting the independence requirements, and to the extent permitted by law and regulation, we request you discuss with us:

- (a) the provision of services offered to you by us prior to engaging or accepting the service; and

- (b) the prospective employment opportunities of any current or former partner or professional employee of our firm prior to the commencement of formal employment discussions with the current or former partner or professional employee.

#### **Communication**

We may communicate with you or others via email transmission. Due to the nature of email transmission, we cannot guarantee that emails from us will be properly delivered and/or read only by the addressee. Therefore, we accept no liability or responsibility for any loss or damage to any person or entity resulting from the use of email transmissions in connection with this engagement.

#### **Limitation of liability**

Our liability is limited by a scheme approved under Professional Standards Legislation. Further information on the scheme is available from the Professional Standards Councils' website:  
<http://www.professionalstandardscouncil.gov.au>.

#### **Paperless files**

We advise that our firm maintains paperless files. Necessary documents that we need will be retained as scanned copies only. We will not keep original documents belonging to you – these will be scanned and returned to you. If documents are required by you in future for any purpose, we will only be able to provide scanned copies.

#### **Presentation of audited financial report on the internet**

The Council may intend to publish a hard copy of the audited financial report and auditor's report for members, and to electronically present the audited financial report and auditor's report on its internet web site. When information is presented electronically on a web site, the security and controls over information on the web site should be addressed by the Council to maintain the integrity of the data presented. The examination of the controls over the electronic presentation of audited financial information on the Council's web site is beyond the scope of the audit of the financial report. Responsibility for the electronic presentation of the financial report on the Council's web site is that of the Council.

#### **Fees**

We look forward to full cooperation from your staff and we trust that they will make available to us whatever records, documentation and other information we request in connection with our audit. Audit fees are specified in our tender. Our fees, which will be billed as work progresses, are based on the time required by the individuals assigned to the engagement. Individual hourly rates vary according to the degree of responsibility involved and the experience and skill required. The audit fees will be due within 30 days from the end of the month in which the Council receives a correctly rendered tax invoice from Galpins.

Our fee assumes that unaudited data (including trial balance, financial statements and notes to the accounts) are presented for audit in a satisfactory, auditable and timely manner, with full supporting schedules and documentation. While we will use our best endeavours to work with the Council to achieve a positive outcome,



our fee does not allow for rework of the financial report after submission for audit, other than for minor audit adjustments. Where we consider that the quality of data presented will result in additional audit effort, we may need to negotiate an additional fee. In order to maintain audit independence, it is necessary that we avoid providing assistance to the Council to prepare the financial report.

Additional grant audits provided is charged on hourly basis, it depends on the number, size and nature of grants requiring acquittal.

#### **Ownership of documents**

All original documents obtained from the client arising from the engagement shall remain the property of the client. However, we reserve the right to make a reasonable number of copies of the original documents for our records. All other documents produced by us in respect of this engagement will remain the property of the firm.

The firm has a policy of exploring a legal right of lien over any client documents in our possession in the event of a dispute. The firm has also established dispute resolution processes.

#### **Other**

- This letter will be effective for future years unless we advise you of its amendment or replacement, or the engagement is terminated.

Please sign and return this letter to indicate your acknowledgement of, and agreement with, the arrangements for our audit of the financial report including our respective responsibilities.

Yours sincerely,



**Tim Muhlhausler** CA, Registered Company Auditor  
Partner

Acknowledged and agreed on behalf of Adelaide Hills Council by



**Mr Andrew Aitken**  
CEO

Date 5/8/2019

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 12.10

**Responsible Officer:** Lachlan Miller  
Executive Manager Governance & Performance  
Office of the Chief Executive

**Subject:** Strategic Internal Audit Plan Revision

**For:** Decision

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**SUMMARY**

At its 17 February 2020 meeting, the Audit Committee resolved to recommend to Council to amend both the scope and timing of the Cyber Security Audit contained in the 2018/19-21/22 Strategic Internal Audit Plan v1.2 (the SIAP).

The purpose of this report is to seek Council's consideration of the Audit Committee's recommendation.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted.
  2. That Council approve the revised Strategic Internal Audit Plan (v1.3a) as contained in Appendix 1.
- 

**1. GOVERNANCE**

➤ **Strategic Management Plan/Council Policy**

Goal 5                      Organisational Sustainability  
Strategy 5.7              Governance

➤ **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 Internal Audit program is an important tool to provide an objective appraisal of the adequacy on internal controls in managing our risk and supporting the achievement of council objectives.

➤ **Risk Management Implications**

The implementation of the internal audit program 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 Internal Audit budget for this financial year includes funding to resource the proposed 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 and while not necessary, it does promote the objectivity of the audit process.

The recommendation of the Audit Committee (contained in this report) is to bring forward the scheduled Cyber Security audit into the 2019/20 program without deferring any of the other 2019/20 scheduled audits. Doing so will have a budgetary impact as the 2019/20 internal budget is fully committed to the 2019/20 scheduled audits.

If Council resolves to bring the Cyber Security audit forward, an application will be made to Local Government Risk Services (LGRS) to access part of the Risk Incentive Fund allocation to Adelaide Hills Council. This application has a high likelihood of success however if it is not successful, a subsequent report will be brought to Council seeking direction with regard to funding the audit.

➤ **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.

➤ **Sustainability Implications**

Not applicable

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

Consultation in the preparation of the report was as follows:

*Council Committees:* The 17 February 2020 Audit Committee recommended the revision of the current Strategic Internal Audit Plan 1.2.

*Advisory Groups:* Not Applicable

*Workshops:* Not Applicable

*Administration:* Director Corporate Services  
Manager ICT

*External Agencies:* Not Applicable

*Community:* Not Applicable

## 2. **BACKGROUND**

### Strategic Internal Audit Planning

The Institute of Internal Auditors *International Professional Practices Framework (IPPF)*, defines internal auditing as:

*...an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.*

Council has developed and implemented strategic internal audit plans (SIAP) for many years to guide the scoping and delivery of internal audit projects.

One of Council's roles is to approve the SIAP and any revisions which often are initiated by recommendations of the Audit Committee. Most recently at its December 2019 meeting, Council approved revisions to the now current SIAP (2018/19 – 2022/23 v1.2) as follows:

#### **12.8 Internal Audit Quarterly Update**

Moved Cr Malcolm Herrmann  
S/- Cr Leith Mudge

318/19

Council resolves:

1. That the report be received and noted.
2. That Council adopt the revised Strategic Internal Audit Plan as contained in Appendix 1.

Carried Unanimously
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### Cyber Security Internal Audit

The current SIAP contains a Cyber Security audit scheduled for Q2 2020/21 with the following scope:

*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 a Post Implementation Review from the 2015 audit.*

At its 17 February 2020 meeting, the Audit Committee considered a motion on notice (see AC agenda for further information) regarding cyber security risks, the recently publicised impacts of attacks on public sector agencies and the timing and scope of the scheduled Cyber Security audit. The Committee resolved as follows:

#### **6.1. Cyber Security**

**Moved Cr Leith Mudge  
S/- Paula Davies**

**2/20**

**I move the Audit Committee recommends to the Council that:**

**Given the increasing number of cyber security threats that are being reported, that the Audit Committee recommends to Council the following:**

- 1. Council acknowledge that cyber security threats are serious issues that have the potential to significantly impact on Council operations and therefore a need to ensure that risk mitigation systems are in place, resourced & managed in line with Strategic and Operational Management Plans.**
- 2. The Strategic Internal Plan 2018/19-2022/23 is amended to set the scope for the Cyber Security Audit to be "Focusing on the cyber security risks to the Council, undertake an assessment of the adequacy of the control framework including an assessment against the maturity levels of the Australian Cyber Security Centre's Essential Eight Model."**
- 3. The Cyber Security Audit currently scheduled for Q2 2020/21 be bought forward such that it can be performed as soon as is reasonably practicable.**

<b>Carried Unanimously</b>
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The *Essential Eight Maturity Model* referred to in the resolution is a set of prioritized mitigation strategies developed by the Australian Cyber Security Centre (part of the Australian Signals Directorate) to assist organisations in protecting their systems against a range of adversaries.

### 3. ANALYSIS

The proposed new scope of the Cyber Security audit was developed in conjunction with the Administration.

While these types of audits are relatively common, they are provided by niche firms and are more expensive than standard internal audits.

Subject to Council resolving to amend the SIAP, as is the normal practice under Council's *Procurement Policy*, an audit brief will be prepared and quotations sought from qualified firms in a competitive process. The expected cost of the audit is not disclosed in this report so as to not prejudice the procurement process.

It is anticipated that the audit would be commenced and potentially concluded this financial year, subject to internal priorities and audit firm availability.

The SIAP has been revised to reflect the Audit Committee's recommendation (see SIAP v1.3a in **Appendix 1**).

### 4. OPTIONS

The Council has the following options:

- I. To adopt the revised SIAP as contained in Appendix 1 thereby approving the change in timing and scope of the Cyber Security audit (Recommended); or
- II. To identify an alternative course of action.

### 5. APPENDIX

- (1) Strategic Internal Audit Plan 2018/19 – 22/23 v1.3a



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# **Appendix 1**

*Strategic Internal Audit Plan 2018/19 – 22/23 v1.3a*

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**Strategic Internal Audit Plan 2018/19 - 22/23**

Audit Engagement	Scope	Strategic/Corporate Risk Linkage	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23
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.		Q3			
Budgetary Management	Focussing on financial planning, control and reporting. Relationship of budget with LTFP, legislative and regulatory compliance.	SR9c - Failure to manage, improve and develop the financial resources available to the Council.		Q3			
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.		Q4			
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	Q2
Use of Purchase Cards	Focussing on the systems, processes and documentation for the issuing, custody, use, transaction approval and oversight of Purchase Cards	SR9c - Failure to manage, improve and develop the financial resources available to the Council.	Completed				
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 from natural and other hazards			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.			Q1		
Cyber Security	<del>Focussing on the systems, processes and controls associated with securing and protection Council's ICT network from penetration and data corruption/denial of service from external parties, including PIR from 2015 audit.</del> Focusing on the cyber security risks to the Council, undertake an assessment of the adequacy of the control framework including an assessment against the maturity levels of the Australian Cyber Security Centre's Essential Eight Model.	SR9b - Failure to manage, improve and develop the information resources available to the Council.		Q4	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.				Q3	
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>			1	5	4	5	4

**Version Control**

Date Adopted	Version Comments	No.
30/04/2018	Initial plan considered by Audit Committee	1.0a
22/05/2018	Adopted by Council	1.0
26/02/2019	Amended plan adopted by Council (Purchase Card audit added)	1.1
17/12/2019	Amended plan adopted by Council (Plan extended for a year, projects rescheduled)	1.2
20/02/2020	Proposed changes to the timing and scope of the cyber security audit	1.3a

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 12.11

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

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

**Subject:** Council Resolutions Update including 2 year update to outstanding resolutions

**For:** Decision

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**SUMMARY**

The Action List is updated each month by the responsible officer and outlines actions taken on resolutions passed at Council meetings. In some cases actions can take months or years to be completed due to the complexity and/or the level of influence Council has in the matter.

In March 2015, Council resolved that outstanding resolutions passed before 31 March 2013 would be the subject of a report outlining the reasons why the resolutions have not been completed, detailing what actions have been taken and an estimated date of completion.

While the above resolution referred to a date, the duration was two (2) years and the intent of the Council's resolution has been carried forward as a prudent accountability mechanism.

**RECOMMENDATION**

**Council resolves:**

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

Meeting Date	Meeting	Res No.	Item Name
25/06/2019	Ordinary Council	164/19	2018 – 2019 Play Space Upgrades – Confidential Item
23/07/2019	Ordinary Council	186/19	Naming of Reserve, Houghton
27/08/2019	Ordinary Council	219/19	Bridgewater Retirement Village - Trust Variation Scheme (Carripook Park)
27/08/2019	Ordinary Council	220/19	Road Closure Portion Road Reserve adjacent 38-42 Sturt Valley Road Stirling
24/09/2019	Ordinary Council	247/19	11.2 Boundary Reform Proposal Survey of Residents in Rostrevor & Woodforde
17/12/2019	Ordinary Council	310/19	MON Median Rule Land Division Tool for Country Living Zone
17/12/2019	Ordinary Council	317/19	Uraidla Safer Place Signs
17/12/2019	Ordinary Council	331/19	Citizen of the Year Award 2020 - Confidential
17/12/2019	Ordinary Council	332/19	Citizen of the Year Award 2020 - Period of Confidentiality
17/12/2019	Ordinary Council	335/19	Appointment of East Waste Chair - period of confidentiality
28/01/2020	Ordinary Council	4/20	Petition - Council Boundary Reform
28/01/2020	Ordinary Council	5/20	Petition - Gumeracha Main Street Masterplan
28/01/2020	Ordinary Council	9/20	Council Boundary Change Survey Responses
28/01/2020	Ordinary Council	10/20	Draft Public Consultation Policy
28/01/2020	Ordinary Council	14/20	Council Member Conduct Policy - Realignment of Complaint Handling Procedure
28/01/2020	Ordinary Council	15/20	DA Fee Waiver Request - Lobethal & District Aged Homes, Oakbank Racing Club, DA 473/995/19
28/01/2020	Ordinary Council	17/20	Code of Practice for Meeting Procedures
28/01/2020	Ordinary Council	22/20	Open Office Pty Ltd Contract Novation Deed
28/01/2020	Ordinary Council	23/20	Open Office Pty Ltd Contract Novation Deed - Period of Confidentiality

## 1. GOVERNANCE

### ➤ Strategic Management Plan/Council Policy

Goal                      Organisational Sustainability  
Strategy                Governance

The timely completion of Council resolutions assists in meeting legislative and good governance responsibilities and obligations.

### ➤ Legal Implications

Not applicable

### ➤ Risk Management Implications

Regular reporting on outstanding action items will assist in mitigating the risk of:

*Actions arising from Council resolutions may not be completed in a timely manner*

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

### ➤ Financial and Resource Implications

Not applicable

### ➤ 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

Not applicable

## 2. BACKGROUND

At its meeting of 24 March 2015 Council resolved:

*That the CEO provides a report to the 28 April 2015 Council meeting in relation to outstanding resolutions passed before 31 March 2013 outlining the reasons why the resolutions have not been completed, detailing what actions have been taken and an estimated date of completion.*

The contents of this report formed a workshop discussion with Council Members on 3 May 2017.

While the above resolution referred to a date, the duration was two (2) years and the intent of the Council's resolution has been carried forward as a prudent accountability mechanism.

**3. ANALYSIS**

The Action list has been updated to provide Council with information regarding outstanding actions. Completed resolutions are identified in the recommendation for removal from the Action List.

**4. OPTIONS**

Council has the following options:

- I. Note the status of the outstanding items and the proposed actions
- II. Resolve that other actions are required.

**5. APPENDIX**

- (1) Action List



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# Appendix 1

*Action List*

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Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)
24/03/2015	Ordinary Council	57/15	Confidential Item - Morella Grove	None declared	As per confidential minute	Peter Bice	In Progress	Whilst it was anticipated that a report would be provided to Council by the end 2019 on the status of and recommendations regarding this project, this will now occur early 2020.
22/03/2016	Ordinary Council	69/16	Land Acquisition Colonial Drive Norton Summit	None declared	Negotiate with the Anglican Church and CFS regarding the proposed boundary realignment and the preparation of preliminary plans	Terry Crackett	In Progress	Final plans and valuation are being considered by the Anglican Church State Diocese and upon confirmation from them a report will be presented to Council for consideration. Council staff met with the State Diocese to discuss the matter and work through some of their queries. It is now in the hands of the State Diocese to present a formal position to Council for consideration. The Norton Summit Church has advised that they are actively working with the State Diocese to progress the matter. 13/2 - no further update from the Norton Summit Church
26/04/2016	Ordinary Council	83/16	Croft & Harris Road Precinct, Lenswood	None declared	2. That the Office for Recreation and Sport and Department of Planning, Transport and Infrastructure be approached to discuss any potential funding opportunities to undertake bituminising works up to where the bicycle access occurs. 3. That a further report be presented on potential road treatments for Croft Road Lenswood and the surrounding road network once additional data has been collected on peak traffic numbers generated through a major event and staff continue negotiations with ForestrySA regarding infrastructure improvements for Cudlee Creek Forest Reserve.	Peter Bice	In Progress	Following damage sustained in the recent fires, renewed conversations with Forestry SA and Bike SA are now underway to explore options.
24/05/2016	Ordinary Council	105/16	Land at Houghton Request to Purchase	None declared	The acquisition of the land described as CT 5363/842 and CT 5363/452 consisting of two parcels of land, one 819m2 the other 36m2 respectively, and currently owned by R J Day and B E Day for nil consideration. Council to pay all transfer fees, charges and GST that may be applied.  To undertake a Section 210 process for the conversion of private road to public road for the land described as CT 5343/355 of 27m2 currently owned by Marinus Maughan and Alick Stephen Robinson. To negotiate and accept a transfer of the land described as CT 5343/354 of 476m2 from the City of Tea Tree Gully for nil consideration. To negotiate and accept a transfer or vesting of the land described as CT 5421/887 from the Department of Planning, Transport & Infrastructure for nil consideration.	Terry Crackett	In Progress	The acquisition from RJ & BE Day has been completed and registered at the Lands Titles Office.  Title for the land held by City of Tea Tree Gully has been reissued in the name of Adelaide Hills Council.  The Section 210 process has been completed.  The request to DPTI for the transfer of land has been made and DPTI have confirmed their agreement to transfer the land at no consideration subject to Council agreeing to declare the land as public road. Finalisation of the transfer is being progressed with Ministerial approval being sought. 13/2 - no further updated fro DPTI has been received

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)
24/01/2017	Ordinary Council	7/17	Cromer Cemetery Revocation of Community Land	None declared	a report be prepared and submitted to the Minister for Local Government seeking approval for the revocation of the community land classification of a portion of the land contained in Certificate of Title Volume 5880 Folio 219 identified in red on the plan attached as Appendix 1.	Terry Crackett	In Progress	DEWNR have requested that the revocation be put on hold whilst they investigate the requirements to alter the trust affecting the land and undertake an assessment of the native vegetation on the land, this is likely to take some months. DEW advised on 4/12/18 that there are some impediments to the progression of the proposed boundary realignment due to the mining operations on the adjacent land, which are being negotiated with the Dept for Mining. Advice is that these negotiations could take considerable time (2yrs). In the interim, consideration will be given to the granting of a right of way to ensure that the cemetery has legal access. DEW staff member dealing with this matter has left DEW so there may be an extended delay whilst it is reallocated and assessed. 13/2 - DEW staff not in a position to progress further at this time until negotiations with Dept for Mining are complete
25/07/2017	Ordinary Council	155/17	Reserve Gifting Proposal - Dunnfield Estate, Mt Torrens	Cr Linda Green (Material)	Subject to the approval of the land division variation application 473/D38/2011 by the Development Assessment Commission and the required Council engineering approvals for the infrastructure, being obtained:  1. That council accepts from Paul & Michele Edwards (the Developer), the donation of additional reserve land as described in Appendix 6 – Amended Plan of Division rev K dated 16.06.2017 Agenda Item 14.1, subject to the following conditions: The Council specified construction standards are metThe cost of all works are to be met by the DeveloperThe Developer enters into a legally binding Landscape Maintenance Agreement to agreed maintenance standards for a period of ten (10) yearsThe landscaping works are completed within two (2) years from the date of final approval.  2. That, in the event that there is a dispute between the Council and the Developer, the dispute is referred to an Independent Arbitrator for resolution, with costs being shared equally by the parties.	Peter Bice	In Progress	The draft LMA has been refined, and was provided to the Developer for consideration. Following feedback from the developer some amendments are being made. Should be finalised in early March.
24/10/2017	Ordinary Council	250/17	DEW Fuel Reduction on Private Lands Program	None declared	That DEW's Strategic Fuel Reduction program is approved for the Adelaide Hills Council region	Peter Bice	In Progress	2018 spring burns completed on Lobethal Bushland Park, Yanagin Reserve, Belair (Upper Sturt) site and Mylor Oval (recently included in the DEW Burning on Private Lands Program). Heathfield Waste Facility site has been completed as part of the 2019 autumn burn schedule. Council will collaborate with DEW on post weed management activities. Weed management activities by DEW and AHC were undertaken at Heathfield Stone Reserve on June 28th 2018 and on Thursday 16 May 2019 and the coming 5 year period. Draft Weed Management Plans have been submitted for Council staff to review for Lobethal Bushland Park and Mylor Oval site. Council post fire weed management has been undertaken at the Mylor Oval site in July 2019. The burn at the new site located at Morgan Road, Ironbank was undertaken in Spring 2019 (Mon 7th Oct and Fri 15th Nov). Mailout to residents complete.

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)
23/01/2018	Ordinary Council	4/18	Road Exchange - Mt Torrens Walking Loop	None declared	To issue a Road Process Order pursuant to the <i>Roads (Opening &amp; Closing) Act 1991</i> to: Close and merge the land identified as "A" in Preliminary Plan No 17/0041 ( <i>Appendix 1</i> ) with Allotment comprising pieces 81 & 82 in Filed Plan No. 218134 comprised in Certificate of Title Volume 6025 Folio 732 owned by Brian Bruce Willison Open the land identified as "1" in Preliminary Plan No 17/0041 as public road being portion of Allotment comprising pieces 81 & 82 in Filed Plan No. 218134 comprised in Certificate of Title Volume 6025 Folio 732 owned by Brian Bruce Willison The closed road be excluded as Community Land pursuant to the Local Government Act 1999 To undertake the road exchange for nil consideration with the Council to pay all necessary costs to effect this resolution To authorise the Chief executive Officer (or delegate) to finalise and sign all necessary documentation to effect the road exchange and this resolution	Terry Crackett	In Progress	Documents have been executed by Council and returned to the Conveyancer for lodgement with the Surveyor-General. Awaiting confirmation of completion from Surveyor-General. 13/2 - documents are required to be re-executed due to change of land owner
27/02/2018	Ordinary Council	31/18	Arts & Heritage Hub	None declared	That the report be received and noted. That the Business Development Framework for the establishment of an Arts and Heritage Hub in the Old Woollen Mill at Lobethal, contained in Appendix 1, be noted. That the Administration proceeds with the establishment of an Arts and Heritage Hub using the Business Development Framework as a guide. That the development of a Hub Evaluation Framework, as envisaged in the Business Development Framework, occur as early as possible and include key performance and results targets, and mechanisms for review of the implementation by Council to ensure alignment with budget allocations and strategic objectives. That \$50,000 be allocated to the 2017-18 Operating Budget from the Chief Executive Officer's contingency provision to enable the initial actions to be taken. The CEO provides a progress report on the implementation of the Business Development Framework within 6 months from the date of appointment of the Director.	David Waters	In Progress	The Hub Director commenced on 23 July 2018.  The progress report was received by Council on 22 January 2019.  A draft of the Evaluation Framework has been developed and is being utilised. It is undergoing peer review by an arts industry consultant prior to finalisation.
27/02/2018	Ordinary Council	57/18	Confidential Item - AH Swimming Centre Shade Sail	None declared	As per confidential minute	Terry Crackett	In Progress	Matter being progressed per resolution
27/02/2018	Ordinary Council	58/18	AH Swimming Centre Shade Sail - Period of Confidentiality	None declared	that an order be made under the provisions of sections 91(7) and (9) of the <i>Local Government Act 1999</i> that the report and the minutes of Council and the discussion and considerations of the subject matter be retained in confidence until the matter is determined but not longer than 12 months. Pursuant to section 91(9)(c) of the <i>Local Government Act 1999</i> , Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.	Terry Crackett	In Progress	Progressing per confidential minutes

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)
28/08/2018	Ordinary Council	200/18	Proposal to enter 11 AHC Reserves into Heritage Agreements 2018	None declared	<p>1. That the report be received and noted.</p> <p>2. That the Biodiversity Officer be authorised to enter: Doris Coulls Reserve, 152 Old Mt Barker Road, Aldgate; Heathfield Waste Facility, 32 Scott Creed Road, Heathfield; Kiley Reserve, 15 Kiley Road, Aldgate; Shanks Reserve, 1 Shanks Road, Aldgate; Stock Reserve, Stock Road, Mylor; Leslie Creek Reserve, Leslie Creek Road, Mylor; Mi Mi Reserve, 125 Aldgate Valley Road, Mylor; Aldgate Valley 2 Reserve, 114 Aldgate Valley Road, Mylor; Kyle Road Nature Reserve, Kyle Road, Mylor; Carey Gully Water Reserve, Deviation Road, Carey Gully; Heathfield Stone Reserve, 215 Longwood Road, Heathfield; Mylor Parklands, Mylor</p> <p>all being of significant biodiversity value, into Heritage Agreements.</p> <p>3. That the Heritage Agreements retain the existing dog access arrangements in place for each of those reserves.</p>	Peter Bice	In Progress	<p>Heritage Agreement applications lodged for:</p> <p>Following CTs (13/11/18) TRIM reference OC 18/16631</p> <ul style="list-style-type: none"> <li>• Doris Coulls Reserve, 152 Old Mt Barker Road, Aldgate</li> <li>• Heathfield Waste Facility, 32 Scott Creed Road, Heathfield</li> <li>• Kiley Reserve, 15 Kiley Road, Aldgate</li> <li>• Shanks Reserve, 1 Shanks Road, Aldgate</li> <li>• Kyle Road Nature Reserve, Kyle Road, Mylor</li> </ul> <p>Following CRs (27/11/18) TRIM reference OC18/17474</p> <ul style="list-style-type: none"> <li>• Leslie Creek Reserve, Leslie Creek Road, Mylor</li> <li>• Aldgate Valley 2 Reserve, 114 Aldgate Valley Road, Mylor</li> <li>• Mylor Parklands, Stock Road, Mylor</li> </ul>
28/08/2018	Ordinary Council	203/18	Community Wastewater Management Systems Review - Update and Consultation Outcomes	Cr Andrew Stratford (Material), Cr Linda Green (Material), Cr Malcolm Herrmann (Material)	<p>The report be received and noted. The CEO undertakes a request for tender process for the divestment of Council's CWMS assets to inform Council's decision to sell or retain these assets. The resolution to undertake a request for tender process is subject to there being no matters of material impact identified through further due diligence and request for tender preparation activities, as determined by the CEO. Subject to Council resolving to proceed to a request for tender for the divestment of Council's CWMS assets, the CEO be delegated to prepare and approve an evaluation plan for the purposes of assessing responses received including but not limited to the following criteria: CWMS customer pricing and fees; Sale price for CWMS assets; Respondents financial capacity; Respondents operational capacity and capability; Network investment and expansion. That ongoing analysis be undertaken on continued Council ownership of CWMS assets for request for tender comparison purposes to inform future decision making. The Prudential Review Report and the Probity Report be received and noted. The Council acknowledges that whilst S48 of the Local Government Act 1999 does not require a prudential review to be undertaken, the report in relation to this project is consistent with the provisions of S48. The Administration is to continue to work collaboratively with the City of Onkaparinga and Rural City of Murray Bridge for the potential divestment of Council's CWMS. That probity advisory services continue to be maintained throughout the CWMS review process. That a further report be provided to Council detailing the outcomes of the second stage request for tender and evaluation process with recommended next steps.</p>	Peter Bice	In Progress	<p>In collaboration with project partners currently progressing with preparation of request for tender process and documentation.</p> <p>Commercial advisory services have been engaged to ensure the approach to market is undertaken in such a manner to maximise return.</p> <p>Council staff continue to work with project partners towards request for tender release forecast to be in March/April 2020.</p>

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)
11/09/2018	Special Council	229/18	Road Exchange McBeath Drive, Skye Horsnell Gully	None declared	In accordance with sections 12 and 15 of the Roads (Opening and Closing) Act 1991, as regards the land within the Adelaide Hills Council area, enter into an Agreement for Exchange with Boral Resources (SA) Ltd and issue a Road Process Order to open as road portions of Section 906 Hundred of Adelaide numbered "1", "2" and "3" on Preliminary Plan No. 17/0066 (Appendix 1) and in exchange to close portions of McBeath Drive marked "A", "B", "C" and "D" on Preliminary Plan No. 17/0066, subject to the following: Boral Resources (SA) Ltd agreeing to pay all costs associated with the road exchange process including but not limited to all survey, valuation and reasonable legal costs; Boral Resources (SA) Ltd agreeing to pay all costs associated with a Council boundary adjustment between Adelaide Hills Council and the City of Burnside to rectify the resulting Council boundary anomaly from the road exchange process The closed road is excluded as Community Land pursuant to the <i>Local Government Act 1999</i> . Council approves the sale of the differential between the total area of closed road and the total area of opened road of approximately 1,242m <sup>2</sup> to Boral Resources (SA) Ltd for the amount of \$6,210 as determined by an independent valuation. Subject to the successful completion of the road exchange process, Council undertakes a process in conjunction with the City of Burnside to realign the local government boundary along the new location of McBeath Drive to the south side of pieces 42, 52 and 62 of the proposed residential allotments in accordance with the provisions of the Local Government (Boundary Adjustment) Amendment Act 2017	Terry Crackett	In Progress	Road exchange documentation has been executed and provided to Boral for lodgement with the Surveyor-General. Submission has been prepared and lodged with the Boundaries Commission jointly on behalf of the City of Burnside and Adelaide Hills Council. The Boundaries Commission has agreed to investigate the proposal and that process is underway. Further feedback has been provided to the Boundaries Commission to progress. Boral are negotiating a Land Management Agreement with the State Government which has delayed the completion of the land division and road exchange 13/2 - Boral negotiating works deed with another authority and not yet finalised, land division and boundary realignment can not progress until that is completed
11/09/2018	Special Council	232/18	Revocation of Community Land – Bridgewater Retirement Village	None declared	To commence a process to revoke the Community Land classification of the land located on the corner of Mt Barker Road and Second Avenue Bridgewater known as 511 Mt Barker Road Bridgewater contained in Certificate of Title Volume 5488 Folio 788 (Land) on which a portion of the Bridgewater Retirement Village is located by: Preparing a report as required under section 194(2)(a) of the Local Government Act 1999 and making it publicly available. Undertaking consultation in accordance with its Public Consultation Policy as required under section 194(2)(b) of the Local Government Act 1999. To commence a process to vary the charitable trust affecting the Land by investigating land parcels owned by the Adelaide Hills Council, including Carripook Park, Candlebark Reserve and Vincent Playground Reserve, that may be suitable for the development of a landscaped garden for the benefit of the community and for the construction of a memorial to the Ash Wednesday Bushfires of 1983 as contemplated by the charitable trust over the Land and invite community suggestions and feedback in relation to any appropriate land parcels. To approve a budget allocation in the amount of \$10,000 for legal expenses for the preparation of an Application to the Supreme Court to vary the charitable trust. That a further report be presented to Council for consideration after community consultation and further investigations have been completed	Terry Crackett	In Progress	Initial consultation to identify possible locations for the establishment of a garden and memorial concluded on 28 January 2019 with only one submission received being a suggestion from the Retirement Village residents to investigate Carripook Park as their preferred option. Council, at the meeting of 27 August 2019, approved Carripook Park as the location to vary the trust to. Community consultation is open and runs until 20th December 2020. A report is being presented to Council at the January meeting 13/2 - awaiting completion of road closure process before trust variation scheme can progress
11/09/2018	Special Council	238/18	Ashton Landfill – Confidential Item	None declared	Until 10 September 2019. Pursuant to section 91(9)(c) of the <i>Local Government Act 1999</i> , Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer. Refer to confidential minute	Peter Bice	In Progress	Matter continues to be progressed.



Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)
26/03/2019	Ordinary Council	70/19	Aboriginal Place Naming	Nil	That advice on the potential for Aboriginal place naming be sought from the Reconciliation Working Group, including a proposed approach for progressive implementation	David Waters	In Progress	This matter will be worked through with the Reconciliation Working Group. It is likely to take some time to work through this matter.
26/03/2019	Ordinary Council	77/19	Randell's Cottages, Beavis Court, Gumeracha	None declared	That, acknowledging that a land division in Watershed (Primary Production) is non-complying, an initial approach be made to the State Commission Assessment Panel to determine the possibility of a land division to create a separate allotment for the potentially local heritage listed building located at 1 Beavis Court, Gumeracha known as Randell's Cottages being supported. That subject to the response from the State Commission Assessment Panel, a Development Application be lodged for a non-complying land division. That, if a land division is not supported, an expression of interest (EOI) process be undertaken in respect of the local heritage listed building located at 1 Beavis Court, Gumeracha known as Randell's Cottages to determine any interest in restoring the building for tourism or other purpose (other than long term residential) under a long term lease arrangement. That the CEO be delegated to prepare the necessary documentation to undertake the EOI. That a report be presented to Council following the EOI detailing the results of that process and providing further options.	Terry Crackett	In Progress	The land sits within the Environmental Food Protection Area and proposed use is not supported. An application will be made to DPTI for a review once the Minister announces the review, likely to be in mid 2020. Subject to a removal of the land from the EFPA, a development application will then be lodged for the division of the cottages (noting that it will be a non-complying development) 13/2 - no further update
26/03/2019	Ordinary Council	78/19	Scott Creek Cemetery Reserve Fund	None declared	That the reserve funds held in relation to the Scott Creek Cemetery be expended to achieve the following outcomes: Marking of unmarked graves with a small and simple identification piece detailing the name and date of death of the deceased; Installation of a single plaque with the names of the deceased who are buried in unmarked graves where the exact location of the graves is unknown; Renewal of existing gravel driveways; and Creation/extension of driveways to facilitate expansion of the cemetery	Terry Crackett	In Progress	Investigations as to options for marking of graves has commenced and once collated, Council staff have met with the Scott Creek Progress Association Committee to progress. Construction of concrete plinths are progressing and plaques will be finalised for installation
7/05/2019	Special Council	94/19	Stonehenge Reserve Masterplan Update and Findings from Consultation	None declared	That the report be received and noted. To not proceed with any of the masterplanning options at Stonehenge Reserve at this point in time. To proceed with resurfacing works at both the Stonehenge Reserve and Heathfield sites. To delegate to the CEO to seek variations and finalise arrangements to the grant funding agreements with the Office for Recreation, Sport & Racing, and Tennis SA that allow new court construction at alternative sites. The CEO to report back to Council on those finalised arrangements. To notify those who have registered through the Stonehenge Reserve Project's engagement site of the outcome of the consultation and this report.	Peter Bice	In Progress	Administration have begun discussions with the Office for Recreation, Sport & Racing and Tennis SA regarding a variation to the grant funding agreement that allows new court construction at an alternative site.
7/05/2019	Special Council	104/19	Unsolicited Approach to Purchase Community Land – Period of Confidentiality	None declared	that the report, related attachments and the minutes of Council and the discussion and considerations of the subject matter be retained in confidence until the matter is further presented to Council for a decision, but not longer than 12 months.	Terry Crackett	In Progress	

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)
25/06/2019	Ordinary Council	158/19	Boundary Reform - Approval to Explore	None declared	That the report be received and noted.To note that correspondence will be sent to the residents of Woodforde and Rostrevor (in the Council area) inviting them to a community meeting to discuss the boundary reform process and the status of the Campbelltown City Council proposal.That in relation to strategic boundary reform:Approve the engagement of a consultant to undertake a high level review of Council's boundaries to identify boundary reform options.Once the review has been undertaken and boundary reform options identified, that a workshop be held with the Elected Body (confidential if necessary) whereby the outcomes of the subject review can be presented prior to a formal report to council for consideration.	Andrew Aitken	In Progress	Rec 2: Updated correspondence was sent to Woodforde and Rostrevor residents regarding the community meeting - COMPLETED Rec 3a: C.L. Rowe & Associates engaged to conduct the Strategic Boundary Review - COMPLETED Rec 3b: Workshop scheduled for March 2020.
25/06/2019	Ordinary Council	164/19	2018 – 2019 Play Space Upgrades – Confidential Item	None declared	As per Confidential Minute	Peter Bice	Completed	
25/06/2019	Ordinary Council	173/19	Library Services Review	None declared	That the report be received and noted.That the Administration proceed with the replacement of the mobile library as per the provision in the 2018-19 Capital Works Budget and the Long Term Financial Plan as budgeted for in the 2018/19 Annual Business Plan, with the Council noting that the budget will need to be carried forward into 2019-20.That a Library Services Strategy be developed during 2019-20.That Council consults with the community on any changes to operating hours and services.	David Waters	In Progress	Procurement process for mobile library replacement is underway. Development of the library services strategy is underway.
23/07/2019	Ordinary Council	186/19	Naming of Reserve, Houghton	None declared	That the CEO investigate, in accordance with Council's Public Place and Road Naming Policy, and report on naming of the reserve on the corner of Horn, Blackhill and Lower North East Roads, Houghton	Terry Crackett	Completed	Council resolved to name the reserve the Houghton Square following community consultation outcomes
23/07/2019	Ordinary Council	188/19	LED Street Lighting Upgrade	None declared	That the report be received and noted.To approve an increase of \$365k in Council's 2019/20 capital budget to commence the transition of 900 P – category public streetlights to LED with the funding source to be recommended to Council at its next budget review.That Council engage SAPN to commence the changeover of P-Category lights to LED public lighting on Council roads and that authority is given to the CEO to finalise a contract with SAPN and sign that agreement.That Council enter into a PLC tariff agreement for public lighting with SAPN until 30 June 2020 and subsequently move to the tariff set by the Australian Energy Regulator from July 2020.That Council continues to liaise with SAPN and DPTI on the changeover of Council public lighting on roads under the care and control of the State Government.That a further report be provided to Council on the outcome of the continued discussions with SAPN and DPTI.	Peter Bice	In Progress	DPTI request for all new lights to be V3 or V4 standard for DPTI roads.  Meeting with DPTI and SAPN undertaken to discuss main road requirements. Assessment of requirements being investigated.  Phase One roll-out of P Category street lights on Council roads has been completed.  SAPN Letter of Offer accepted.  Hardware supplier agreed and notified. SAPN final contract offer being reviewed.  Procurement process for hardware installation has commenced. Subject to availability of hardware, installation on site is proposed to commence prior to the end of the calendar year.  Follow-up contact made with SAPN to progress contract and management of roll-out including any design work, communications and project management.

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)
27/08/2019	Ordinary Council	219/19	Bridgewater Retirement Village - Trust Variation Scheme (Carripook Park)	None declared	That the report be received and notedThat Carripook Park in Bridgewater, being land on the north eastern corner of Kain Avenue and Mt Barker Road Bridgewater previously identified as Allotment 137 in Deposited Plan No. 1427 ( <i>Appendix 1</i> ), be the nominated reserve to include in the trust variation scheme application to the Supreme Court to vary the F H Todd trust from the land at the corner of Second Avenue and Mt Barker Road Bridgewater contained in Certificate of Title Volume 5488 Folio 788.That a further report be presented to Council following conclusion of community consultation in relation to the revocation of community land.	Terry Crackett	Completed	Trust variation scheme process will be progressed once the road closure process is complete.
27/08/2019	Ordinary Council	220/19	Road Closure Portion Road Reserve adjacent 38-42 Sturt Valley Road Stirling	None declared	<ol style="list-style-type: none"> <li>1. That the report be received and noted</li> <li>2. To make a Road Process Order pursuant to the <i>Roads (Opening &amp; Closing) Act 1991</i> to close and merge the pieces of land identified as "A" in the Preliminary Plan attached to this report with Allotment 203 in Deposited Plan No 62796 comprised in Certificate of Title Volume 5907 Folio 850 as detailed in Appendix 2 of this report.</li> <li>3. Subject to the closure of the road identified in the Preliminary Plan attached, that:The closed road be excluded as Community Land pursuant to the <i>Local Government Act 1999</i>; andThe piece marked "A" be sold to Mr Peter McKay and Ms Simona Achitei, the owners of the property with which it is merging for the amount of \$8,800.00 plus GST (if applicable) and all fees and charges associated with the road closure process.</li> <li>4. Authorise the Chief Executive to finalise and sign all necessary documentation to close and sell the above portion of closed road pursuant to this resolution.</li> </ol>	Terry Crackett	Completed	Road closure has been gazetted and road process finalised
27/08/2019	Ordinary Council	223/19	Review of Primary Production Incentive Grant Funding	None declared	<ol style="list-style-type: none"> <li>1. That the report be received and noted.</li> <li>2. That the Primary Production Incentive Grant be discontinued and the balance of the funds be redirected to community education on rural land management issues and European Wasp control for the benefit of the primary production sector.</li> </ol>	Marc Salver	In Progress	Topics for education of the community on rural land management issues have been identified by the RLMAG its recent meetings. Staff will now prepare relevant material in this regard to put on Council's media channels. Further, wasp eradication numbers to date have been low and therefore none of these funds are anticipated to be used for this purpose.
17/09/2019	Special Council	239/19	Circular Procurement Pilot Project	None declared	Council resolves:That the report be received and noted.To approve participation in the Circular Procurement Pilot Project.That the Chief Executive Officer be authorised to execute the Memorandum of Understanding as contained in Appendix 1 of this report.That the Council endorses, in principle, the following targets:subject to the procurement needs and requirements of Council in 2020/21 purchasing recycled plastic products or materials equivalent to 10% of the weight of plastic collected within the Council area, which is equivalent to approximately 25 tonnes based on 2017/18 data.subject to the procurement needs and requirements of Council, commencing in 2021/22 Council will incrementally increase its purchasing of recycled plastic products or materials thereafter until it is equivalent to 50% of the weight of plastic collected within the Council area, which is equivalent to 124 tonnes based on 2017/18 data.That a report be provided to Council in early 2021/22 providing an update on the Council's participation in the Circular Procurement Pilot Project for the period 2020/21.	Peter Bice	In Progress	<p>The Circular Procurement Project is now underway, and the Memorandum of Understanding has been executed.</p> <p>Amendments to Council's procurement processes underway to provide effect to Council's participation in the Circular Procurement trial.</p> <p>Staff training in the Circular Procurement Project scheduled for February 2020.</p>

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)
24/09/2019	Ordinary Council	247/19	11.2Boundary Reform Proposal Survey of Residents in Rostrevor & Woodforde	None declared	<p>1. The CEO conducts a postal survey of the residents and ratepayers of the areas of Rostrevor and Woodforde affected by the Campbelltown City Council boundary change proposal to determine the level of support for the proposal in that community.</p> <p>2. Distribution of the survey is accompanied by a short document that describes the impacts of the proposed boundary change in the areas such as planning, rating, service provision, representation etc.</p> <p>3. The survey asks whether the participant supports, opposes or is undecided with respect to the proposal.</p> <p>4. Space is provided in the survey for an explanation of reasons or general comments.</p> <p>5. That an amount of \$10,000 be included in the 2019/20 budget to fund any costs associated with undertaking the survey.</p> <p>6. A report be presented on the results of the survey to the October 2019 Ordinary Council Meeting or as soon as practicable after that</p>	Andrew Aitken	Completed	Final Survey Report presented to the January 2020 Council meeting.
24/09/2019	Ordinary Council	252/19	Kenton Valley War Memorial Park	None declared	<p>That the report be received and notedThat no further action be taken at this time to progress the revocation of community land classification for the land located at the intersection of Kenton Valley and Burfords Hill Roads known as the Kenton Valley War Memorial Park, being Allotment 64 in Filed Plan No. 155479 contained in Certificate of Title Volume 5718 Folio 775 ("Land")That Council staff provide assistance to the proposed community group to form plans for the use and maintenance of the Land within existing budget and resources, including assistance to identify grant opportunities that may be available to the groupA review be undertaken with the community working group in 12 months and an update report be provided to Council by 31 December 2020.</p>	Terry Crackett	In Progress	No action required until August 2020. Working Group notified of Council's decision.
24/09/2019	Ordinary Council	253/19	Oakbank Soldiers Memorial Hall	None declared	<p>That the report be received and notedThat the Council provides financial and administrative assistance to the Oakbank Soldiers Memorial Hall Inc ("Association") to make an application to the Supreme Court for a trust variation scheme to vary the charitable trust that exists over the Oakbank Soldiers Memorial Hall ("OSM Hall") located at 210 Onkaparinga Valley Road Oakbank contained in Certificate of Title Volume 5846 Folio 513.That the Council and the Association enter into a binding agreement regarding the level of financial and administrative support being provided, to a maximum of \$40,000, to undertake the trust variation scheme, and land division if deemed financially viable, with all agreed financial and administrative support to be reimbursed to Council upon sale of the OSM Hall.That the Council agree to enter into a trust variation scheme that would result in the trust being varied from the OSM Hall to the Council owned Balhannah Soldiers Memorial Hall ("BSM Hall") that would bind the BSM Hall to be held in perpetuity as a Memorial Hall in memory of the residents of the township and district of Oakbank who enlisted for and made the supreme sacrifice in the Great War 1914 - 1918 and preserve the same upon trust for the general benefit of the residents of the township of Oakbank and district, and including the Balhannah township and district, and accept monies from the Association to be held on trust for that purpose.</p> <p>5. That the Mayor and CEO be authorised to sign all necessary documents, including affixing the common seal, to give effect to this resolution</p>	Terry Crackett	In Progress	Initial discussions held with the Balhannah Soldiers Memorial Hall Committee about the proposal. Oakbank Soldiers Memorial Hall Committee has undertaken additional notification of the proposal with the Oakbank community. Council has received some contact from community members raising some concerns about the proposal. It has been requested that the committee hold a community meeting to enable community members to express their concerns. 13/2 - meeting has been held with the committee and their lawyers to progress. Community meeting being arranged with the assistance of Council's communications team

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)
22/10/2019	Ordinary Council	244/19	MON (Cr Parkin) Publishing Recordings of Council Meetings	None declared	I move that Council resolves to request the Chief Executive Officer to provide a report to a future Council meeting on the practices of Australian local government entities for publishing Council Meeting audio recordings on their websites with a view to assessing the risks and benefits of adopting this practice at Adelaide Hills Council.	Andrew Aitken	In Progress	Initial data collection has commenced.
22/10/2019	Ordinary Council	247/19	Local Heritage Grant Fund	None declared	That the report be received and noted.To approve the Local Heritage Grant Fund Guidelines Procedure as detailed in <i>Appendix 1</i> of this report subject to inclusion of the following sentence at the end of the definition of Conservation Works in Section 4.2 of the Procedure - "The Grant Funds may be used to cover some of the costs (up to \$1,000) for obtaining professional advice from a heritage architect or tradesperson for the proposed works to be undertaken as part of the grant application."That the Chief Executive Officer be authorised to make minor amendments, not affecting the intent of the Guidelines or the Fund, as required from time to time.That recommendations for successful grant recipients be reported to Council for consideration before any grants are awarded.That any remaining grant funds in a particular financial year be rolled over to the next financial year over the intended 3 year life of the Grant Fund.	Marc Salver	In Progress	The Grant has been advertised on Council's website and at the request of a number of potential applicants, the closing date was extended to 21 February 2020. So far eight applications have been received. Staff will then review the applications received and report the recommendations to Council for consideration in accordance with its resolutions in this regard.
22/10/2019	Ordinary Council	249/19	Crown Land Review	None declared	That the report be received and notedThat Council commence a community land revocation process in relation to the following land:  CR 5752/186, Lot 32 Fullgrave Road, CrafersCR 5753/725, Section 1609 Illert Road, Mylor CR 5753/729, Section 1657 Scott Creek Road, Scott CreekCR 5753/741, Sections 53 and 54 Sandy Waterhole Road, WoodsideCR 5753/742, Section 547 Schuberts Road, LobethalCR 5753/744, Section 553 Pedare Park Road, WoodsideCR 5753/745, Section 556 Tiers Road, WoodsideCR 5753/746, Section 565 Old Carey Gully Road, StirlingCR 5753/751, Section 489 Chapman Road, InglewoodCR 5753/754, Section 511 North East Road, Inglewood CR 5753/758, Section 262 Reserve Road, ForrestonCR 5763/631, Section 1591 Silver Road, BridgewaterCR 5763/634, Section 71 Magarey Road, Mount TorrensCR 5763/635, Section 72 Magarey Road, Mount TorrensCR 5763/636, Section 84 Forreston Road, ForrestonCR 6142/329, Lot 501 Greenhill Road, BalhannahCR 5926/487, Lot 20 Bell Springs Road, CharlestonCR 5753/718, Section 1544 Reserve Terrace, AldgateCR 5753/753, Section 495 off Kersbrook Road, Kersbrook Community consultation be undertaken in accordance with the Council's Public Consultation Policy. A further report be presented to Council following completion of the community consultation process.	Terry Crackett	In Progress	Consultation Report is being prepared prior to going for community consultation
22/10/2019	Ordinary Council	250/19	Road Reserve adj Piccadilly Road Piccadilly	None declared	That the report be received and noted.To make a Road Process Order pursuant to the <i>Roads (Opening &amp; Closing) Act 1991</i> to close the piece of land identified as "A" in the Preliminary Plan attached to this report.Subject to the closure of the road identified in the Preliminary Plan attached, that:The closed road be included as Community Land dedicated as Civic Purpose pursuant to the <i>Local Government Act 1999</i> ; andThe piece marked "A" be retained by Council as reserve Authorise the Chief Executive to finalise and sign all necessary documentation to close and retain the above portion of closed road pursuant to this resolution	Terry Crackett	In Progress	Final documentation and plans are being progressed with the surveyor and Surveyor-General

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)
26/11/2019	Ordinary Council	277/19	MON Water Usage from Bores	None declared	<ol style="list-style-type: none"> <li>That the CEO investigates any circumstances where Council provides water to or receives water from a person/organisation.</li> <li>Following the investigation, a report detailing, among other things, any contractual arrangements, costs, risks and liabilities, be provided to Council by 30 April 2020</li> </ol>	Terry Crackett	In Progress	Investigations as to various arrangements is being undertaken
26/11/2019	Ordinary Council	278/19	Pomona Road Bike Trial	Perceived - Cr Leith Mudge	<p>That the report be received and noted.</p> <p>Allow the Pomona BMX Track to remain in place for the Community, and suggested improvements be reviewed by staff and considered as part of future Annual Business Planning processes</p>	Peter Bice	In Progress	Council resolved at its meeting on 26 November 2019 to allow the Pomona BMX Track to remain in place for the Community, and suggested improvements be reviewed by staff and considered as part of future Annual Business Planning processes.
26/11/2019	Ordinary Council	288/19	Strategic Plan Proposed Priorities for Consultation	None declared	<ol style="list-style-type: none"> <li>That the report be received and noted.</li> <li>That the draft strategic goal areas (Community, Economic, Environment and Organisational), related objectives and priorities included in <i>Appendix 1</i> of this report be endorsed for community consultation with the deletion of priority E5.2 "Explore opportunities to expand township district boundaries and rezone land to medium to low-density residential".</li> <li>To delegate to the Chief Executive Officer, or delegate, the authority to make any formatting or content changes to the draft strategic goal areas, related objectives and priorities to reflect matters raised in the Council's debate on the matter prior to its release for community consultation.</li> </ol>	Andrew Aitken	In Progress	Consultation of the Strategic Plan Goals and Objectives completed in January 2020. Results workshopped with Council Members on 11 February 2020. Consultation report included in 25 February 2020 Council meeting agenda.
17/12/2019	Ordinary Council	308/19	Road Closure UPR adj Charleston Conservation Park	None declared	<ol style="list-style-type: none"> <li>That the report be received and noted.</li> <li>To make a Road Process Order pursuant to the <i>Roads (Opening &amp; Closing) Act 1991</i> to close and merge the pieces of land identified as "A" in the Preliminary Plan attached to this report with Section 3942 and Section 3943 as comprised in Certificate of Title Volume 5772 Folio 824 and Volume 5481 Folio 673 as detailed in <i>Appendix 2</i> of this report.</li> <li>Subject to the closure of the road identified in the Preliminary Plan attached, that: The closed road be excluded as Community Land pursuant to the <i>Local Government Act 1999</i>; The piece marked "A" be transferred to the Minister for Sustainability, Environment and Conservation (Department of Environment and Water), the owners of the property with which it is merging for \$1.00 (if demanded); and all fees and charges associated with the road closure process be the responsibility of the Minister for Sustainability, Environment and Conservation.</li> <li>To authorise the Chief Executive Officer to finalise and sign all necessary documentation to give effect to this resolution.</li> </ol>	Terry Crackett	In Progress	Being progressed in accordance with resolution



Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)
17/12/2019	Ordinary Council	309/19	Mylor BMX Bike Track	Perceived - Cr Leith Mudge	<ol style="list-style-type: none"> <li>That the report be received and noted.</li> <li>That broad community consultation be undertaken in accordance with the consultation plan set out in this report</li> <li>That, following completion of community consultation and further investigations by Council staff, a further report is presented to Council for consideration.</li> <li>That consultation excludes any areas identified in the Community Land Management Plans as being for conservation purposes in the Mylor Parklands as a site considered for any potential BMX track in the Mylor region</li> <li>To reaffirm its commitment to the Heritage Agreement application in its current form, which is in progress for the Mylor Parklands</li> <li>To thank all community groups and volunteers who have contributed to the preservation and conservation of the Mylor Parklands over many years</li> <li>That compliance action be taken to stop further illegal use in Mylor Parklands, signs be placed informing visitors appropriately of activities that are, and are not, allowed in accordance with Community Land Management Plans.</li> </ol>	Peter Bice	Not Started	Consultation Plan <ol style="list-style-type: none"> <li>February Signage erected for Parklands</li> <li>Better to wider community / incl. local stakeholders to alert them of the process + update EHQ site enable people to engage through this</li> <li>Meet with groups individually to bring people into process and set the context + Get representatives from three groups</li> <li>March Commence working group. The aim is to: understand what is important to each group, what could future look like and develop some design principles</li> <li>April/ May Wider consultation with community invited to see proposals</li> <li>May/ June Report to council on consultation outcomes</li> </ol>
17/12/2019	Ordinary Council	310/19	MON Median Rule Land Division Tool for Country Living Zone	None declared	That Council resolves to formally request the Department of Planning, Transport and Infrastructure to include either a subzone or Technical and Numeric Variation Overlay to carry over Council's current Award-Winning median rule land division tool with its absolute 2,000 square metre minimum allotment size into the new Residential Neighbourhood Zone as contained in the Draft Planning & Design Code.	Marc Salver	Completed	This matter has been incorporated into the comments to DPTI/State Planning Commission on the Planning & Design Code which were adopted by Council's Strategic Planning & Development Policy Committee on 18 February 2020. These comments will now be submitted to the SPC by the 28 February 2020 deadline.
17/12/2019	Ordinary Council	311/19	MON Range Road South, Houghton, Pedestrian Movements	None declared	I move that the CEO liaises with the CEO of the City of Tea Tree Gully and users, and investigate how pedestrian movement can be improved on Range Road South, Houghton and provide a report to Council by 31 March 2020.	Peter Bice	In Progress	Investigation is currently underway. CEO has sent a letter to the CEO of the City of Tea Tree Gully (CTTG), to which CTTG replied promptly and collaboration underway.
17/12/2019	Ordinary Council	312/19	Community Energy Program	Material - Cr Linda Green Perceived - Cr Ian Bailey, Cr Nathan Daniell, Cr Chris Grant, Cr Leith Mudge, Cr Kirsty Parkin and Mayor Jan-Claire Wisdom	That the reports be received and noted That resources developed under the Community Energy Program will be published for use by the community, industry and local government sector, and Council involvement be wound up (Option 2).	Peter Bice	In Progress	The resources are still being developed and are likely to be completed in March 2020.
17/12/2019	Ordinary Council	313/19	Road Closure Cnr Kain Aven & Mt Barker Road Bridgewater	None declared	<ol style="list-style-type: none"> <li>That the report be received and noted.</li> <li>To make a Road Process Order pursuant to the <i>Roads (Opening &amp; Closing) Act 1991</i> to close the piece of land identified as "A" in Preliminary Plan No 19/0031 attached to this report as Appendix 2 (Road Land).</li> <li>Subject to the closure of the Road Land, that: the Road Land be retained by Council as a reserve; the Road Land be retained as Community Land and entered onto the Council's Community Land Register; and the Council's Community Land Management Plan be amended to include the Road Land as an Informal Recreation Reserve.</li> <li>Authorise the Chief Executive to finalise and sign all necessary documentation to give effect to this resolution.</li> </ol>	Terry Crackett	In Progress	8/1/2020 - Road Process Order Documents are currently with the CEO for signing  10/2/2020 - Documents signed and returned to McDonald Conveyancing for lodgement with the Lands Titles Office

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)
17/12/2019	Ordinary Council	314/19	Road Exchange Montacute Road Montacute	None declared	<ol style="list-style-type: none"> <li>That the report be received and noted</li> <li>To execute under seal a Deed of Assignment of Rights to Occupation to bring land identified as proposed Allotment 11 in DP 72622 under the <i>Real Property Act 1886</i></li> <li>To, in conjunction with Giuseppe Meccariello, Filomena Sanche, Vincenzo Meccariello and Telstra Corporation Ltd, undertake the road widening process in accordance with the plan attached as Appendix 2, to vest allotments 12 and 14 as public road for nil consideration</li> <li>The road to be closed as identified as "A" in Preliminary Plan 05/0056 be excluded as Community Land pursuant to the Local Government Act 1999</li> <li>To authorise the Chief Executive Officer and Mayor to finalise and sign all documentation, including under seal if necessary, to give effect to this resolution.</li> </ol>	Terry Crackett	In Progress	<p>8/1/2020 - Preparing documents for Council execution</p> <p>10/2/2020 - Documents executed by Mayor and CEO - returned to Clelands Lawyers for signing by Meccariello family and lodgement with LTO</p>
17/12/2019	Ordinary Council	317/19	Uraidla Safer Place Signs	None declared	<ol style="list-style-type: none"> <li>That the report be received and noted.2. That CEO write to the Executive Officer of the Adelaide Mount Lofty Ranges Bushfire Management Committee requesting the committee review the CFS decision not to provide Bushfire Safer Place signage within Uraidla.</li> </ol>	Peter Bice	Completed	CEO has written to the AMLRBMC as outlined in the resolution completing this action.
17/12/2019	Ordinary Council	331/19	Citizen of the Year Award 2020 - Confidential	Material - Cr Nathan Daniell Perceived -Cr Linda Green, Cr Leith Mudge, Cr Pauline Gill ,Cr Malcolm Herrmann, Cr Kirsty Parkin	Refer to Confidential minute	David Waters	Completed	Awards were presented at the Australia Day ceremony on 26 January and a list of recipients is available on our website.
17/12/2019	Ordinary Council	332/19	Citizen of the Year Award 2020 - Period of Confidentiality	Material - Cr Nathan Daniell Perceived -Cr Linda Green, Cr Leith Mudge, Cr Pauline Gill, Cr Malcolm Herrmann and Cr Kirsty Parkin	the report, related attachments and the minutes of Council and the discussion and considerations of the subject matter be retained in confidence until the presentation of the awards on 26 January 2020	David Waters	Completed	
17/12/2019	Ordinary Council	335/19	Appointment of East Waste Chair - period of confidentiality	Perceived - Cr Linda Green	the report, related attachments and the minutes of Council and the discussion and considerations of the subject matter be retained in confidence until 30 March 2020 or until East Waste advises of the Independent Chairperson appointment whichever occurs earlier.	Andrew Aitken	Completed	
28/01/2020	Ordinary Council	4/20	Petition - Council Boundary Reform	None declared	Council resolves that the petition signed by 61 signatories, advising that the petitioners from Rostrevor do not want to be incorporated into Campbelltown City Council, be received and noted.  To advise the Campbelltown City Council, the Boundaries Commission, the Minister for Local Government, the Shadow Minister for Local Government and the Member for Morialta of the receipt of the petition.	Andrew Aitken	Completed	All letters sent.
28/01/2020	Ordinary Council	5/20	Petition - Gumeracha Main Street Masterplan	None declared	Council resolves that the petition signed by 13 signatories, concerning the Gumeracha Main Street Masterplan, be received and noted.	Andrew Aitken	Completed	

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)
28/01/2020	Ordinary Council	7/20	Citizen of the Year Location	None declared	That the Administration explores the feasibility of rotating the presentation of Citizen of the Year throughout the Council area, commencing January 2021. That the location be influenced by where the recipient of the Citizen of the Year is from. That Council recognises that this presentation is a celebration of citizens who make an enormous contribution to the Adelaide Hills community and recipients should be able to be recognised within the local community which has nominated them.	David Waters	Not Started	Staff anticipate bringing options to the Council for consideration at the May 2020 meeting.
28/01/2020	Ordinary Council	8/20	Cudlee Creek Bushfire	None declared	That the report be received and noted. To recognise the impact of the Cudlee Creek Bushfire on the communities within the Adelaide Hills Council district, the Mount Barker District Council, the Rural City of Murray Bridge and the Mid-Murray Council and, in particular, recognises the personal impact on those directly and indirectly affected by the fires. To recognise the exceptional work of the various emergency services, government and non-governmental support agencies, community groups, volunteers and members of the community alike who worked on the bushfire response, and now recovery. To express its sincere thanks and gratitude to those councils, both locally and interstate, which have offered support of various kinds. To continue to commit to the National Principles of Disaster Recovery and acknowledges the long term nature of the recovery effort. To continue to commit to working with other affected councils, government agencies and non-governmental organisations on behalf of its community as part of the local recovery structure including the Local Recovery Coordinator and the Local Recovery Committee. The CEO be authorised to commit expenditure up to an amount of \$2m to support bushfire emergency maintenance and recovery works, noting potential opportunities to offset a large proportion of these costs through various funding sources. That the Chief Executive Officer or delegate continues to provide regular reports to Council Members on the progress of the bushfire recovery effort.	Andrew Aitken	In Progress	
28/01/2020	Ordinary Council	9/20	Council Boundary Change Survey Responses	None declared	That the report be received and noted. To note that electronic copies of the Council Boundary Change Survey Report have been provided to the residents and ratepayers who participated in the survey and to the Mayor of Campbelltown City Council. To provide the Council Boundary Change Proposal Survey Report at Appendix 1 to the Boundaries Commission, the Minister for Local Government, the Shadow Minister for Local Government and the Member for Morialta. To recognise and accept that the majority of Rostrevor (AHC) and Woodforde community respondents in the Council Boundary Change Survey are against the boundary change proposal. As such, Council requests that Campbelltown City Council, in light of these results, consider withdrawing their proposal with the Boundaries Commission.	Andrew Aitken	Completed	Survey provided to nominated parties as per resolution. Request to withdraw proposal provided to Campbelltown City Council. Two deputations to CCC has been requested and both have been refused.
28/01/2020	Ordinary Council	10/20	Draft Public Consultation Policy	None declared	That the report be received and noted. With an effective date of 10 February 2020, to revoke the 8 September 2015 Public Consultation Policy and to approve the Public Consultation Policy as contained in <i>Appendix 1</i> . 3. That the Chief Executive Officer, or delegate, be authorised to make any formatting, nomenclature or other minor changes to the Policy prior to coming into effect.	David Waters	Completed	The Public Consultation Policy has been approved and is now available on our Website and to the public in line with our requirements under the Local Government Act 1999.

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)
28/01/2020	Ordinary Council	11/20	Revocation of Community Land - Bridgewater Retirement Village	None declared	That the report be received and notedSubject to the Supreme Court issuing an order granting approval for a trust variation scheme, a report be prepared and submitted to the Minister for Planning seeking approval to revoke the community land classification of Allotment 220 in Filed Plan No. 8131 known as 511 Mount Barker Road Bridgewater.The Mayor and CEO be authorised to sign all necessary documentation to give effect to this resolution.	Terry Crackett	In Progress	Application to the Minister for Planning will be made once the trust variation scheme has been approved by the Supreme Court
28/01/2020	Ordinary Council	12/20	Naming of Houghton Village Green	None declared	That the report be received and notedTo name of the reserve bounded by Horn, Blackhill and Lower North East Road, Houghton as the "Houghton Square" To notify all relevant government authorities of the naming of the reserveTo erect a sign on the reserve identifying the name of the reserve, consistent with the updated Council branded signage used at Woorabinda & Bushland Park 5. To install a plaque on the site acknowledging the significant contribution Mr & Mrs Day made to its redevelopment and beautification program and their subsequent donation of the land	Terry Crackett	In Progress	Council staff are meeting with Mr Day to discuss the proposed plaque. Installation of the sign and plaque will be progressed after that meeting.
28/01/2020	Ordinary Council	13/20	Road Closure adj 307 Scott Creek Road Longwood	None declared	1. That the report be received and noted 2. To make a Road Process Order pursuant to the <i>Roads (Opening &amp; Closing) Act 1991</i> to close and merge the pieces of land identified as "A" in the Preliminary Plan No. 19/0047 attached to this report with Allotment 61 in Filed Plan No. 159338 comprised in Certificate of Title Volume 5776 Folio 896. 3. Subject to the closure of the road identified in the Preliminary Plan attached, that:The closed road be excluded as Community Land pursuant to the <i>Local Government Act 1999</i> ; andThe piece marked "A" be sold to Mr Paul Reed, the owner of the property with which it is merging for the amount of \$69,500 plus GST (if applicable) and all fees and charges associated with the road closure process. 4. Authorise the Chief Executive to finalise and sign all necessary documentation to close and sell the above portion of closed road pursuant to this resolution.	Terry Crackett	In Progress	Final survey plans and documents are being progressed.
28/01/2020	Ordinary Council	14/20	Council Member Conduct Policy - Realignment of Complaint Handling Procedure	None declared	That the report be received and noted.With an effective date of 11 February 2020, to revoke the 24 November 2015 <i>Council Member Conduct Policy</i> and to adopt the January 2020 <i>Council Member Conduct Policy</i> as per Appendix 1.That the Chief Executive Officer be authorised to make any formatting, nomenclature or other minor changes to the January 2020 <i>Council Member Conduct Policy</i> prior to it coming into effect.	Andrew Aitken	Completed	Policy has been finalised and uploaded to Council website. Council Members have been advised via email of the change to the Policy.

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)
28/01/2020	Ordinary Council	15/20	DA Fee Waiver Request - Lobethal & District Aged Homes, Oakbank Racing Club, DA 473/995/19	none declared	That the report be received and noted.To approve the waiver of development fees up to \$345 for Lobethal & District Aged Homes Inc. in relation to Development Application 473/566/18 for a development at 8 Woodside Road and 5 Jeffrey Street Lobethal.To approve the waiver of development fees up to \$356 for Oakbank Racing Club Inc. in relation to Development Application 473/1039/19 for a development at 46 Oakwood Road Oakbank.To approve the waiver of \$108.75 in application fees for Development Application 473/995/19 at 115 Institute Road Montacute as a recipient of the South Australian Heritage Grants Program.	Marc Salver	Completed	The respective applicants have been advised of Council's approval for the fee waiver requests.
28/01/2020	Ordinary Council	16/20	CEO PRP Independent Membership	None declared	That the report be received and noted That in relation to the CEO Performance Review Panel:To undertake a recruitment process for the selection of one Independent Ordinary Member for the CEO Performance Review Panel for a term of 24 months, indicatively commencing 1 March 2020.To appoint Cr Mark Osterstock & Cr Kirsty Parkin and the Executive Manager Organisational Development as members of the CEO Performance Review Panel Independent Member Selection Panel.	Andrew Aitken	In Progress	Advertisements placed. Expressions of interest close on 20 February 2020. Selection Panel will convene soon afterwards to shortlist and interview. A report to the March 2020 Council meeting on the preferred candidate is targeted.
28/01/2020	Ordinary Council	17/20	Code of Practice for Meeting Procedures	None declared	That the report be received and noted.That with an effective date of 10 February 2020, to revoke the 22 August 2017 <i>Code of Practice for Council Meeting Procedures</i> and to adopt the draft <i>Code of Practice for Council Meeting Procedures</i> in Appendix 1.That the Chief Executive Officer, or delegate, be authorised to make any formatting, nomenclature or other minor changes to the <i>Code of Practice for Council Meeting Procedures</i> prior to it coming into effect.To request the Adelaide Hills Region Reconciliation Working Group to review the current Opening Statement within the Code and provide advice on its suitability as an Acknowledgement of Country for the commencement of Adelaide Hills Council Ordinary Council meetings.	Andrew Aitken	Completed	Code has been finalised and placed on the Council website. Council Members and Officers have been emailed regarding the revised Code coming into effect.
28/01/2020	Ordinary Council	19/20	Natural Disaster Provision	None declared	The CEO provide information to a 20/21 budget workshop that reviews the appropriateness of the current \$3m provision established to meet costs associated with natural disasters.	Terry Crackett	In Progress	Workshop scheduled for 27th & 28th March 2020. Natural Disaster Provision to be included on the Agenda.
28/01/2020	Ordinary Council	22/20	Open Office Pty Ltd Contract Novation Deed	None declared	Confidential item	Terry Crackett	Completed	Actions as identified in the Council report have been finalised.
28/01/2020	Ordinary Council	23/20	Open Office Pty Ltd Contract Novation Deed - Period of Confidentiality	None declared	Until a public announcement is made from Open Office with regards to the new business entity and investment partner but no later than 12 months from the adoption of the recommendation within this report.	Terry Crackett	Completed	Held in confidence until announcement made.

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 12.12

**Responsible Officer:** Lachlan Miller  
Executive Manager Governance & Performance  
Office of the Chief Executive

**Subject:** Nomination for Casual Vacancy of GAROC

**For:** Decision

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**SUMMARY**

The Local Government Association (LGA) has advised that a casual vacancy on the Greater Adelaide Regional Organisation of Councils (GAROC) has arisen due to the resignation of a current member. As such, the LGA is seeking nominations from member councils.

The Terms of Reference for GAROC provide that that all council members elected to GAROC must be from a different Member council. As AHC already has Mayor Wisdom serving as a member of GAROC; no further members of AHC are eligible for this election. However, AHC may nominate a council member from another council within the Greater Adelaide region for a position on GAROC.

Nominations are invited from councils and must be received by Wednesday 26 February 2020.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted
  2. To nominate \_\_\_\_\_ for the casual member vacancy of GAROC
  3. Delegate to the Chief Executive to complete and lodge the nomination in accordance with the process set out in *Appendix 1*.
-



## 1. GOVERNANCE

### ➤ Strategic Management Plan/Council Policy

Goal	Organisational Sustainability
Strategy	Governance

### ➤ Legal Implications

The position, role and function of GAROC are set out in the GAROC Terms of Reference.

### ➤ Risk Management Implications

Notwithstanding that Council is only one of the regional group of councils nominating for members to GAROC, given the role of the GAROC, it is in Council's (and the sector's) interest to support the candidates that 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)

### ➤ Financial and Resource Implications

GAROC does not pay sitting fees and clarification is required as to whether GAROC funds travel and related expenses. It is anticipated that costs associated with GAROC will be funded by the LGA and therefore indirectly by the membership fees of councils.

### ➤ Customer Service and Community/Cultural Implications

There are no direct end-user customer service implications regarding the nomination of members to GAROC.

### ➤ Sustainability Implications

Not directly applicable.

### ➤ Engagement/Consultation conducted in the development of the report

Consultation in the preparation of the report was as follows:

*Council Committees:* Not Applicable

*Advisory Groups:* Not Applicable

*Workshops:* Not Applicable

*Administration:* Chief Executive Officer

*External Agencies:* Not Applicable

*Community:* Not Applicable

## 2. BACKGROUND

The Local Government Association (LGA) reviewed its governance structures and this includes its two constituent bodies, being the South Australian Regions of Councils (SAROC) representing the regional councils and the Greater Adelaide Region Organisation of Councils (GAROC) representing the metropolitan councils.

The role of GAROC is regional advocacy, policy initiation and review, leadership, engagement and capacity building in the regions.

The GAROC Regional Groupings consists of:

Adelaide Hills Council	City of Onkaparinga
City of Burnside	City of Playford
Campbelltown City Council	City of Port Adelaide Enfield
City of Charles Sturt	City of Prospect
Town of Gawler	City of Salisbury
City of Holdfast Bay	City of Tea Tree Gully
City of Marion	City of Unley
City of Mitcham	Town of Walkerville
City of Norwood, Payneham & St Peters	City of West Torrens
City of Adelaide (Standing Member)	

Councillor Wisdom (now Mayor Wisdom) was successfully elected to GAROC in October 2019.

On 13 January 2020, the LGA Acting Chief Executive wrote to all GAROC Member councils seeking a nomination for a casual vacancy that has arisen due to a current member's resignation (**Appendix 1**).

The current membership of GAROC is:

Mayor Karen Redman (Chair) – Gawler Council  
Mayor Gillian Aldridge – City of Salisbury  
Mayor Angela Evans – City of Charles Sturt  
Mayor Kevin Knight – City of Tea Tree Gully  
Cr Christel Mex – City of Marion  
Mayor David O'Loughlin – City of Prospect  
Lord Mayor Sandy Verschoor – City of Adelaide  
Mayor Jan-Claire Wisdom – Adelaide Hills Council

## 3. ANALYSIS

The GAROC Terms of Reference requires that all Council Members elected to GAROC must be from a different member council. As Adelaide Hills Council is represented by Mayor Jan-Claire Wisdom, Council is unable to nominate any other Adelaide Hills Council Members, however, Council may nominate a council member from another council within the Greater Adelaide region.

Nominations must be made using the attached form signed by the nominee (indicating their willingness to stand for election) and Council's Chief Executive Officer.

At the time of writing this report, the Administration was not aware of any Council Members from GAROC councils seeking to be nominated.

Notwithstanding Council's entitlement to nominate a candidate(s) for election to GAROC, as that nominee(s) will need to be from another council, it may be prudent to rely on the other GAROC councils to nominate their most appropriate candidates and for Council to only participate in the process at the election stage.

#### **4. OPTIONS**

Council has the following options:

- I. To nominate a Council Member from another GAROC Member council not currently represented on GAROC
- II. To determine not to nominate any other Council Member for election to GAROC

#### **5. APPENDIX**

- (1) Letter from LGA A/CEO dated 13 January 2020 calling for nominations to fill a casual vacancy on GAROC.

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## **Appendix 1**

*LGA letter 13 January 2020 – Nominations for GAROC  
Casual Vacancy*

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ECM 693096 LT/AL

13 January 2020

Dear CEO

**Call for Nominations for Member of GAROC – Casual Vacancy**

The LGA hereby calls for nominations to fill one (1) casual vacancy on the Local Government Association's (LGA) Greater Adelaide Region Organisation of Councils (GAROC) Committee to commence office from the declaration of this election and to remain in office until the conclusion of the 2020 AGM. A nomination form for the position of member of GAROC is attached and must be received by the LGA CEO, no later than **5pm Wednesday 26 February 2020**.

**Casual Vacancies**

The resignation of Cr Tim Pfeiffer from the City of Marion has caused a casual vacancy on the GAROC committee. The processes to fill this casual vacancy is outlined in Clause 4.7.3 of the GAROC Terms of Reference (TOR):

*4.7.3.If there is a casual vacancy in the membership of GAROC then the GAROC Regional Grouping relevant to the GAROC member the subject of the casual vacancy will appoint by resolution of the majority of Members comprising the GAROC Regional Grouping another Council Member to serve as a member of GAROC for the balance of the membership term.*

While a regional GAROC structure was approved by members at the 2019 LGA Annual General Meeting these changes to the GAROC TOR will not take effect until the changes receive Ministerial approval, which is pending. Also, the amendments to the GAROC TOR provide for the new regional structure commence from the 2020 LGA elections. Thus, the process to fill the casual vacancy will be same as that used to fill two (2) casual vacancies in 2019.

Accordingly, I write to you in your capacity as the Chief Executive Officer of an Ordinary Member Council of the Greater Adelaide region to invite nominations from your council for a position on GAROC.

A nomination may only be made by resolution of the council and using the **enclosed** form. The form must be signed by both the candidate nominated by the council to indicate his/her willingness to stand for election, and by you as the Chief Executive Officer of the nominating council.

**Voting**

As the Returning Officer, the Chief Executive Officer of the LGA is required to conduct a ballot if the number of nominations for GAROC exceeds the required number of candidates. If a ballot is required, the distribution of ballot papers to councils will include any information provided by the candidates to the Returning Officer in accordance with the requirements specified in clause 4.4.5 of the GAROC TOR (copy attached).

## Timetable

Key timings and GAROC Terms of Reference provisions are outlined in the following table:

Indicative Timing	Headline	GAROC TOR Provision
n/a	Returning Officer	Returning Officer for all LGA electoral matters is the Chief Executive Officer (Clause 4.4.1)
13 January 2020	Nominations Called	A/CEO to write to members of GAROC calling for nomination for position of members of GAROC (Clause 4.3.2).
26 February 2020	Nominations Close	Nominations must be received by the CEO no later than 5pm on the day specified for the close of nomination (Clause 4.3.4). Council's will have 6 weeks to lodge their nominations.
n/a	Nominations equal to vacancies	If the number of nominations received equals the number of vacant positions each candidate is elected (Clause 4.4.3).
4 March 2020	Ballot papers prepared and posted	CEO shall provide ballot papers to each GAROC member council (Clause 4.4.5(b)).
15 April 2020	Voting closes	The returning officer will determine the closing date for voting with reference to Clause 4.4.5(f) for counting of votes. Council's will have 6 weeks to lodge their votes.
16 April 2020	Counting of votes	The CEO shall nominate the date, time and place for the counting of votes (Clause 4.4.5(f))
16 April 2019	Final declaration of result	CEO shall declare the candidate with the most votes elected at the conclusion of the counting of the votes. The candidates elected will commence their term immediately and will remain in office until the conclusion of the 2020 AGM.

**All nominations (and any accompanying candidate information) must be addressed to the Returning Officer and must be received by 5:00pm Wednesday 26 February 2020.**

Extracts from the relevant section of the GAROC TOR relating to nominating and electing members to GAROC is attached for your information.



## **GAROC Membership**

Information about the current membership of GAROC is attached for your information. The GAROC TOR (Clause 4.2.1) requires that all council members elected to GAROC must be from a different Member council. Therefore, if your council already has a council member currently serving as a member of GAROC; no further members of your council are eligible for this election. However, a council may nominate a council member from another council within the Greater Adelaide region for a position on GAROC.

Please contact Lisa Teburea on 8224 2022 or [lisa.teburea@lga.sa.gov.au](mailto:lisa.teburea@lga.sa.gov.au) if you have any questions in relation to the election process.

Yours sincerely



Dr Andrew Johnson  
**Acting Chief Executive Officer**

*Telephone: (08) 8224 2030*

*Email: [andrew.johnson@lga.sa.gov.au](mailto:andrew.johnson@lga.sa.gov.au)*

Attach: GAROC Casual Vacancy Nomination Form  
GAROC Casual Vacancy Candidate Information Sheet  
Current GAROC membership

## Nomination Form

### GAROC – Casual Vacancy

<b>Nominee's Council</b>	<i>(insert name of council)</i>
<b>Nominee's Name (full name)</b>	<i>(insert title, first name and surname)</i>
<b>Declaration and signature of nominee</b>	<p>I hereby accept such nomination and consent to act as a member of GAROC if so elected.</p> <p>Signature:</p> <p>.....</p>
<b>Signature and name of Nominating Council's CEO</b>	<p>Signature:</p> <p>.....</p> <p><i>(insert name)</i></p>
<b>Dated</b>	<i>(insert date)</i>

**This form is to be sent to the LGA Returning Officer**  
**Close of nominations 5:00pm Wednesday 26 February 2020**

# Candidate Information Sheet

## GAROC – Casual Vacancy

(word limit is strictly 1,000 words)

Name:	<i>(insert title, first name and surname)</i>
Council:	<i>(insert council name)</i>
Local Government Experience & Knowledge	<ul style="list-style-type: none"> <li><i>(insert)</i></li> </ul>
Local Government Policy Views & Interests	<ul style="list-style-type: none"> <li><i>(insert)</i></li> </ul>
Other information	<ul style="list-style-type: none"> <li><i>(insert details of leadership, board, corporate governance experience etc)</i></li> </ul>

**This form must accompany the Nomination Form**

**This information will be supplied to GAROC member councils in the event that an election is required**

## Extract – GAROC Terms of Reference

### Clause 4 – GAROC

#### 4. GAROC

##### 4.1. Role

The role of GAROC is regional advocacy, policy initiation and review, leadership, engagement and capacity building in the region(s).

##### 4.2. Membership

4.2.1. The GAROC Regional Grouping of Members listed in the schedule to these Terms of Reference will elect in accordance with clause 4.3 and 4.4 from the Members of the GAROC Regional Grouping eight (8) Council Members of Members in the GAROC Regional Grouping to GAROC provided that each person elected is from a different Member.

4.2.2. In addition to the members of GAROC elected in accordance with clause 4.2.1, the Lord Mayor of the City of Adelaide will be a standing member of GAROC.

##### 4.3. Nominations for election to GAROC

4.3.1. The members of GAROC will be elected biennially.

4.3.2. In the year in which GAROC members will be elected, and at least 3 months before the Annual General Meeting, the Chief Executive shall write to all Members of GAROC as listed in the schedule calling for nominations for the membership of GAROC.

4.3.3. A nomination of a person as a member of GAROC must be by resolution of the Member received by the Chief Executive not later than 5 pm on the day specified for the closure of nominations (**Close of Nominations**). A nomination must be signed by the candidate indicating his or her willingness to stand for election and be in the form determined by the Chief Executive.

##### 4.4. Election to GAROC

4.4.1. The Chief Executive shall be the returning officer for any election of members to GAROC.

4.4.2. After the Close of Nominations, the Chief Executive will notify Members of the GAROC Regional Grouping of the candidates for membership of GAROC nominated in the Regional Grouping of Members.

4.4.3. If the only nominations received from a Regional Grouping of Members by the Close of Nominations match the membership positions described in clause 4.2.1 then the Chief Executive will declare those persons duly elected to those membership positions.

4.4.4. If the number of persons nominated by the Close of Nominations by the Regional Grouping of Members exceeds the number of membership positions described 4.2.1 then an election for the purpose of clause 4.2.1 must be held in accordance with this clause.

- 4.4.5. In the event of an election being required, the Chief Executive shall conduct the election as follows:
- (a) at least six weeks before the Annual General Meeting, the Chief Executive shall deliver ballot papers to each Member of the Regional Grouping of Members;
  - (b) the ballot papers shall:
    - (i) list the candidate or candidates for election;
    - (ii) specify the day of closure of the election; and
    - (iii) be accompanied by an envelope marked "Ballot Paper" and a second envelope marked "Returning Officer";
  - (c) each Member shall determine by resolution the candidate or candidates (as relevant) it wishes to elect;
  - (d) the chair of the meeting for that Member shall mark the ballot paper with an "X" next to the candidate or candidates (as relevant) that the Member wishes elected and seal the ballot paper in the envelope marked "Ballot Paper" inside the envelope marked "Returning Officer". Before sealing the second envelope the chair must indicate the Member's name on the inside flap of the envelope. The envelope may then be sealed and delivered to the Returning Officer;
  - (e) on receipt of the envelopes the Chief Executive must:
    - (i) open the outer envelope addressed to the "Returning Officer" and record the name of the Member which appears on the inside flap of the envelope on the roll of Member's eligible to vote; and
    - (ii) place the envelope marked "Ballot Paper" unopened into the ballot box;
  - (f) the Chief Executive shall nominate the date, time and place for the counting of votes and shall invite each candidate and a person nominated as the candidate's scrutineer to be present;
  - (g) at the counting of the votes the Chief Executive shall produce unopened envelopes marked "Ballot Paper" and if satisfied that all votes are valid, count the number of votes received by each candidate;
  - (h) in respect of an election for the purposes of clause 4.2.1, the 8 candidates with the most votes shall be deemed elected and the Chief Executive shall declare the candidates elected at the Annual General Meeting.
  - (i) in the case of candidates for membership positions described in clause 4.2.1 receiving the same number of votes, the Chief Executive shall draw lots at the counting of the votes to determine which candidate is elected.
- 4.4.6. The Chief Executive may, in his or her discretion, appoint a deputy returning officer and delegate any of his or her powers, functions or duties to that person who shall act accordingly

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 13.1

**Responsible Officer:** Kira-marie Laverty,  
Corporate Planning & Performance Coordinator  
Office of the Chief Executive

**Subject:** Quarterly Council Performance Report – Q2

**For:** Information

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**SUMMARY**

As a local government entity, Council has a number of legislative obligations regarding the preparation and distribution of corporate planning and reporting information to the elected body and the community. In addition, to these mandated requirements, Council has over time created a number of additional elements to improve the integration, transparency and accountability of its activities.

In June 2018 Council adopted the *Corporate Planning & Performance Framework*, of which a key element was the establishment of a suite of Corporate Business Performance Indicators which are aligned with Adelaide Hills Council's Strategic Plan goals and will enable the tracking of performance over time.

A suite of corporate performance indicators were developed in consultation with Council Members, the Strategic Leadership Team and relevant officers. Targets for each indicator were set as part of the Annual Business Planning process.

This is the second quarterly report to be produced using the corporate performance indicators. The purpose of the report is to provide information on Council's performance against the strategic plan goals.

**RECOMMENDATION**

**Council resolves that the report be received and noted.**

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## 1. GOVERNANCE

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Goal	Organisational Sustainability
Strategy	Our Organisation
Strategy	Financial Sustainability
Strategy	Customer Services Commitment
Strategy	Risk & Responsibility

Quarterly Council Performance Reporting promotes Council's ability to monitor performance against strategic goals and track performance over time.

### ➤ Legal Implications

Chapter 8 - Administrative and financial accountability of the *Local Government Act 1999* sets out the key legislative obligations regarding corporate planning and reporting obligations, as follows:

- S122 – Strategic management plans – development, content requirements, consultation, review and availability of strategic plan, asset management plan and long-term financial plan;
- S123 – Annual business plans and budgets - development, content requirements, consultation, review and availability of annual business plan and budget
- S127 – Financial statements – preparation, content, auditing and availability of the financial statements;
- S131 – Annual reports – preparation, content, distribution and availability of the annual report

Additional requirements are contained in the *Local Government (General) Regulations 2013* and the *Local Government (Financial Management) Regulations 2011*.

### ➤ Risk Management Implications

Quarterly Council Performance Reporting will assist in mitigating the risk of:

*Ineffective performance management and reporting processes leading to poor performance and/or loss of stakeholder confidence*

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

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

### ➤ Financial and Resource Implications

The Corporate Planning & Performance Coordinator role, which coordinates the performance reporting function, is funded in the Governance & Performance Department budget.

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

Providing integrated, consultative corporate planning and effective and transparent performance reporting to the Council and community has the potential to increase the level of trust and confidence in Council.

➤ **Sustainability Implications**

Not applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* The Audit Committee received and noted the Q2 Performance Report at its 17 February 2020 meeting.

*Council Workshops:* Not applicable

*Advisory Groups:* Not applicable

*Administration:* Consultation on the quarterly performance report has occurred with both Executive Leadership Team and the Senior Leadership Team.

*External Agencies:* Not applicable

*Community:* Not applicable

## **2. BACKGROUND**

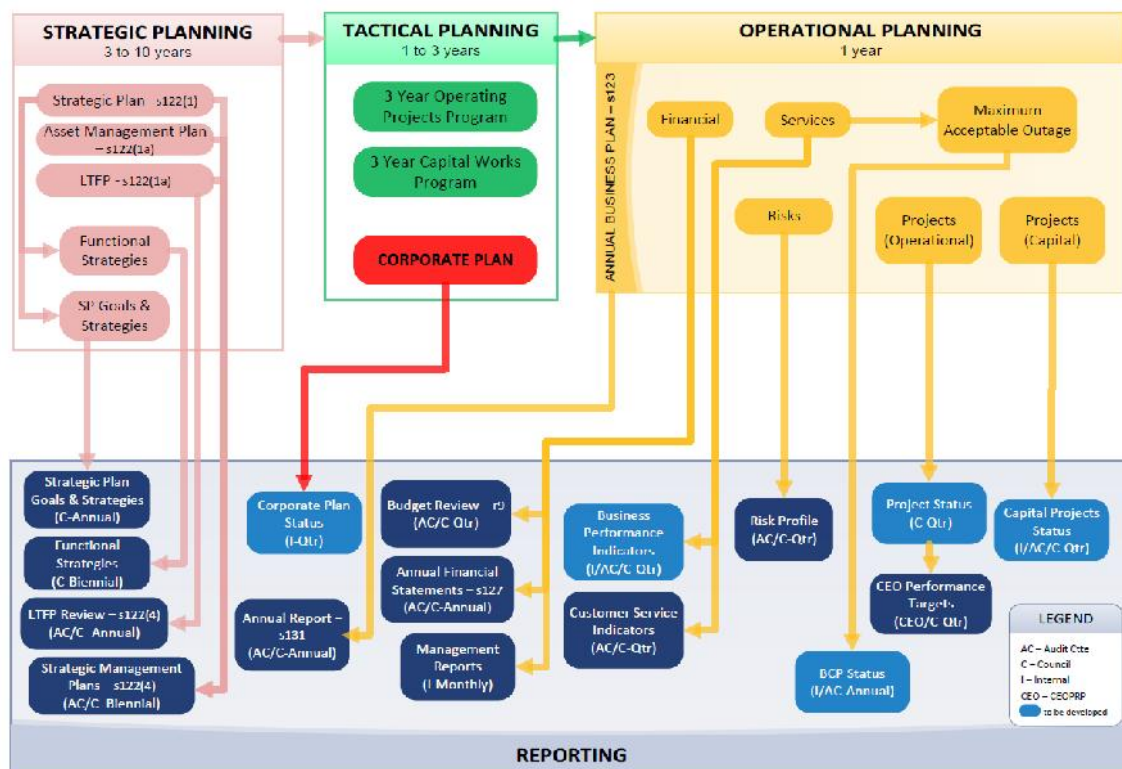
Over the years, the legislative obligations under the Act (as identified above) for corporate planning and performance reporting have been undertaken by a number of different functional areas within the Council's Administration.

While all legislative obligations have been met, this fragmentation has hampered the realisation of the potential synergies available from a more holistic and integrated approach to corporate planning and reporting.

In the first half of 2018, work commenced on the development of an integrated planning and performance framework.

At its 19 June 2018 meeting, Council resolved to adopt the *Corporate Planning & Performance Framework*.

The Framework is displayed graphically as follows:



A key element of this framework was the establishment of a suite of Corporate Business Performance Indicators which are aligned with Adelaide Hills Council's strategic goals and will enable the tracking of performance over time.

A suite of corporate performance indicators were developed in consultation with Council Members, the Strategic Leadership Team and relevant officers. 33 Corporate Performance Indicators were approved in Council's 2019-20 Annual Business Plan, for periodic performance reporting to Council. Targets for each indicator were set as part of the Annual Business Planning process.

The first (production) version of the Quarterly Performance Report was based on Q1 2019-20 data and provided to Council at its 26 November 2019 meeting.

### 13.1 Quarterly Council Performance Report – Quarter 1, 2019 – 2020

Moved Cr Linda Green

S/- Cr Chris Grant

300/19

Council resolves that the report be received and noted.

Carried Unanimously

### 3. ANALYSIS

Following the Q1 report, a review was conducted and the report streamlined to show all related updates and metrics in the same sections. The structure of the Q2 report (**Appendix 1**) is as follows:

1. Executive summary
2. Performance by service area
5. Customer Service Standards
6. Capital Works Program Performance
7. Quarterly Financial Performance

The following paragraphs provide information on what has been included within each section.

#### 3.1 Executive Summary

This is a high level summary showing overall achievement against strategic plan goals and corporate performance indicators. It also includes the main highlights and risks and challenges for the quarter.

#### 3.2 Performance by service area

This section has been separated by directorate then by service area. For each directorate, it provides an update under the topics “Highlights”, “What’s next” and “Issues”.

Under each service area, it displays the following elements categorised under corresponding strategic plan goal:

- Corporate Performance indicators reported against their target.
- A trend line showing the last two quarter results against target,
- Related services measures, and
- Commentary on the performance of Key Initiatives from the 2019-20 Annual Business Plan, where there has been activity during the quarter. This includes an icon representing if the initiative is on track, completed, not commenced or behind schedule.

Most Corporate Performance Indicators are reported quarterly, however there are a number that are reported biannually, annually or biennially. Therefore, the indicators that appear in this section are only those requiring quarterly reporting.

#### 3.3 Customer Service Standards

The quarterly customer service standards were previously reported to Council in a separate report. This report has now been included in this quarterly report. This section provides an overview of the performance results for each of the service standards within the reporting period.

### 3.4 Capital Works Program Performance

Performance against the Capital Works program is highlighted in this section, including key achievements for the quarter, performance by asset class, issues and plans for the next quarter. Capital Financial Performance also features in this section.

### 3.5 Quarterly Financial Performance

This section includes operating financial performance, by directorate and function, and financial performance for additional operating initiatives (as identified in the 2019-20 Annual Business Plan).

## **4. OPTIONS**

As this is an information report, the Council is limited to receiving and noting the report but may choose to provide commentary to the Administration for consideration to enhance the reports into the future.

## **5. APPENDIX**

- (1) Quarterly Council Performance Report – Quarter 2, 2019-20

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# **Appendix 1**

*Quarterly Council Performance Report – Q2*

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# Quarterly Council Performance Report

Quarter 2 – 1 September to 31 December 2019

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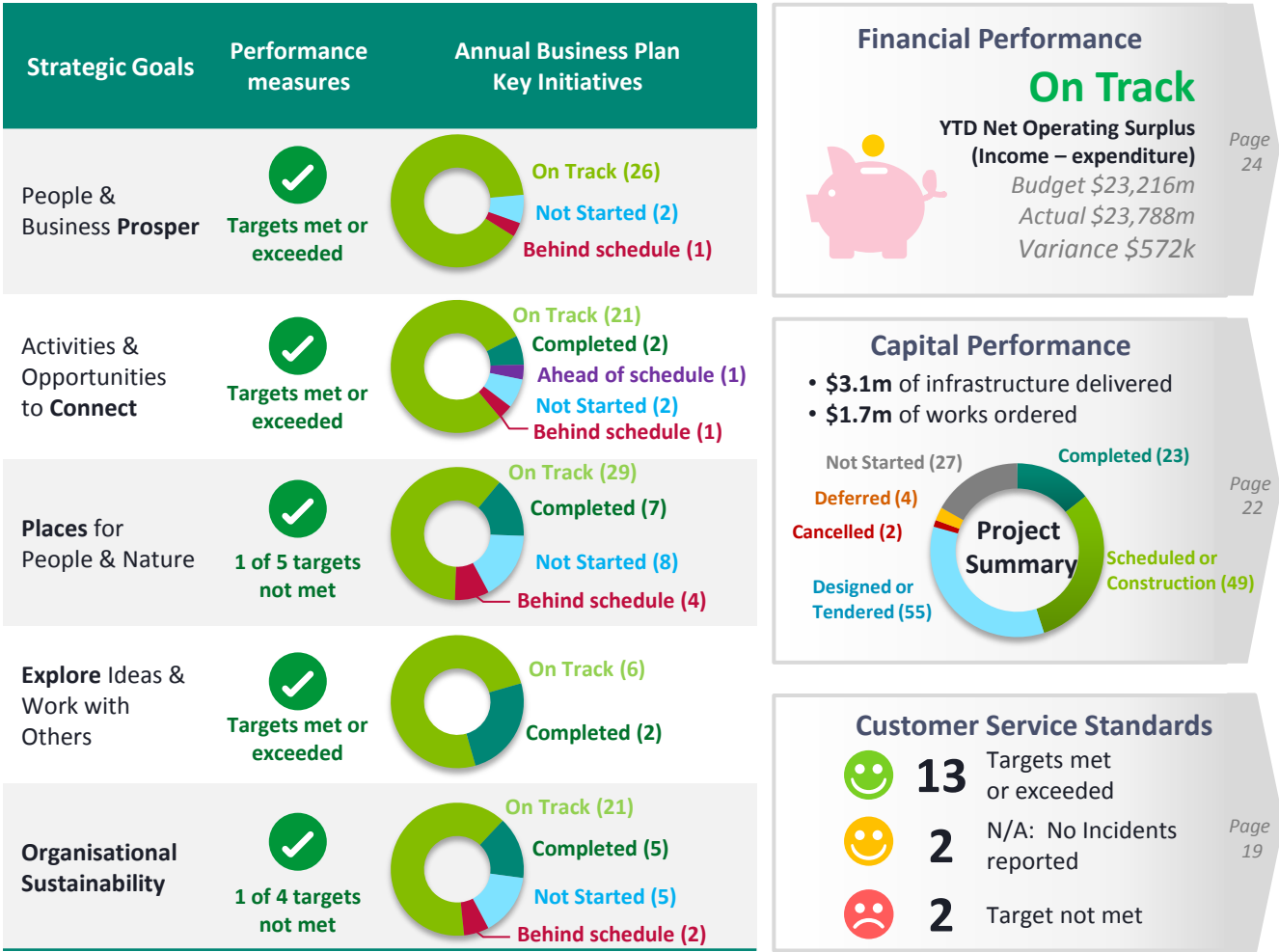
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# 1. Executive Summary

In Quarter 2 of 2019-20 we have made the following progress and are **on track** to deliver our goals for the financial year.



## Highlights

- In support of efforts to respond to the 20 December Cudlee Creek Fire, the Council’s Incident Management Team was activated.
- Council assisted the establishment of a Local Recovery Centre at Fabrik in Lobethal, supported the Local Recovery Coordinator in becoming established and identified immediate stage recovery activities to support the community such as waste disposal initiatives and a planned approach to roadside hazardous tree assessment and management.
- The Council Boundary Change Proposal Survey of residents and ratepayers in Rostrevor (AHC) and Woodforde was completed in December 2019.
- We completed the connection of the Amy Gillett Bike track in Woodside prior to Christmas 2019, providing walkers and cyclists with a safer journey. The new track runs between Onkaparinga Valley Rd and Tiers Rd in Woodside along the old rail corridor.

## Risks & Challenges

- The Cudlee Creek Bushfire which commenced on 20 December has had a significant impact within the Adelaide Hills community and on our organisation. Whilst a Recovery Plan is currently being developed and implemented, it is clearly evident the fire will also have an impact on the delivery of a number of projects and initiatives within our current Annual Business Plan. In addition to this the financial impact of the fires will not be fully understood for a reasonable period of time, however it is likely to be substantial. Updates will be provided as impacts are fully assessed.
- With regard to the implementation of the Planning Reforms, there are some potential risks and challenges including resourcing impacts which will be assessed by staff and presented to Council for consideration if there are budgetary impacts

# 2. Performance by Service Area

## 2.1 Community Capacity

### Highlights

- The Council’s inaugural Youth Leadership Program was completed.
- Fabrik’s inaugural Music Festival was held in December
- Consultation on a new Public Consultation Policy

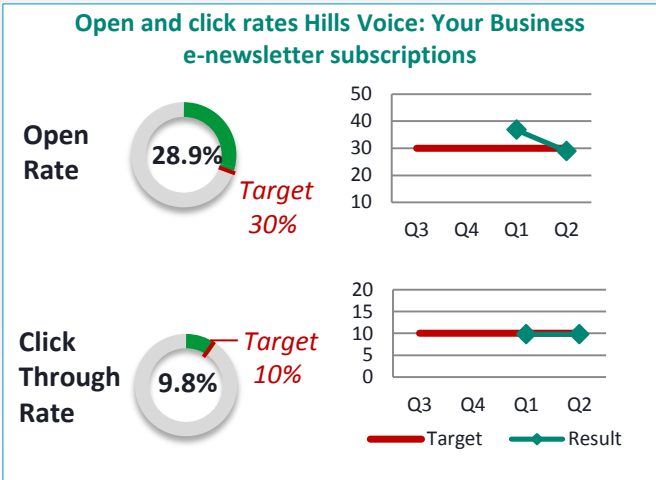
### What’s next

- Focus on social recovery following the Cudlee Creek fire.
- Developing the Library Services Strategy
- Developing a new Community Engagement Framework
- Preparing for May Business Month

Issues	Action Taken	Service area
Disruption to community and Council events in late December	Gathered Market rescheduled for February. Working with Lights of Lobethal Inc on arrangements for an alternative event in 2020.	

### 2.1.1 Economic Development

#### Performance measures - Prosper

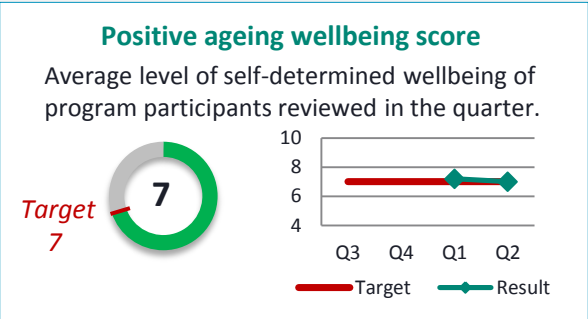


#### Our Initiatives - Prosper

- ✓ **Regional Development Australia**
  - \$7.3 million in commonwealth funding support for netting of apples, pears and cherries in the region announced.
  - Engagement and drafting of a Regional Strategy for Horticulture
- ✓ **Adelaide Hills Tourism**
  - 86 tourism industry representatives attended the Game Changer: Is your story worth telling? panel discussion and networking event
- ✓ **UNESCO World Heritage Bid**
- ✓ **Business Month in May**
  - Planning to commence in Feb 2020
  - Contributed to the State Government’s consultation roundtable workshops to develop a work plan to promote industry growth for both Food, Wine and Agribusiness and the Creative Industries sectors.
  - The region’s cherry growers shared ideas at a workshop to promote and develop the Cherry Trail

2.1.2 Positive Ageing

Performance measures - Prosper



Related services measures - Prosper

- 1,543

Hours of in home support delivered
- 2,996

Hours of social support delivered
- 434

Transport trips provided

Our Initiatives - Prosper

- ✓

Dementia Friendly Communities Project
- ✓

Wellbeing and re-ablement training
  - Events this quarter ranged from an engagement event for over 65s at risk of homelessness to training for organisations in our area in relation to the new Aged Care Quality Standards
- ✓

The Brain Hub
- ✓

High Tea Dance
- ✓

Cross agency collaboration (Hills Connected Communities Project)
- ✓

Increasing online presence and access
- ✓

Building wellbeing and wellness

General Updates

- Approx. 160 people attended the **Hills Treasures** event to celebrate the contribution that older generations make in our communities. 94 “Hills Treasures” were acknowledged.
- Social opportunities included a nature lovers mystery trip, Police Band Christmas Concert and a River Murray Cruise.
- We received 192 new referrals and transitioned another 414 clients from the previous aged care system to the new one.

2.2.3 Youth Development

Related services measures - Connect

- 1,111

Attendees in youth development workshop/activities.

Our Initiatives - Connect

- ✓

Youth leadership program
  - Youth Leadership participants were involved in the organisation and running of various events, including Gumeracha Skate Park event, Woodside BMX event and 2019 Youth Leadership Graduation event
  - Participants also volunteered at 2019 Fabrik Music festival and ran Council’s Youth Development activities stall at the Oakbank Area School Wellbeing Fair.
- Implement Youth Action Plan
  - Youth and Elected Member engagement activities have been undertaken to support the development of the Youth Action Plan.

2.2.4 Creativity and Arts & Heritage Hub

Related services measures - Connect

- 42

Artists and creative businesses supported

Two events held: Gathered Masterclass and Changing Places artists-in-communities forum

Our Initiatives - Connect

- ✓

Establish an Arts & Heritage Hub
  - The Gathered Market, which was set for 20-22 December was cancelled due to extreme weather and fire risk.



## 2.1.5 Community Development

### Performance measures - Prosper

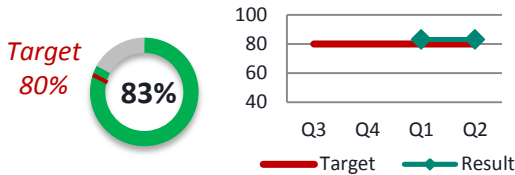
#### Percent of community centre participants with increased social connections



#### Participants who agree the programs/events have increased their feeling of connection



#### Community centre participants who would use the knowledge/skills gained in future



### Performance measures - Connect

#### No of attendees at Adelaide Hills Community Programs



### Related services measures - Prosper

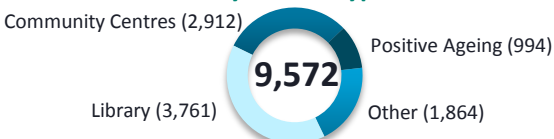
**201** YTD Registered **AHC Volunteers**

**Nil** **Community leader workshop's.** Workshops cancelled due to low levels of interest.

#### No of volunteer hours by service type



#### No of attendees at community programs by service type



### Our Initiatives - Prosper



#### Regional health planning

- We are chairing the *Community Wellbeing Indicators Steering Group*. The group is made up of experts across the industry who will guide the development of a useful set of wellbeing indicators for use by local government. This project will also feed into the development of our next Regional Health Plan which has a focus on Community Wellbeing.



#### Disability access and inclusion



#### The Hut partnership



#### Increase availability of home maintenance services



#### Community development

- Council received 29 Community Development Grant applications. At the November Council meeting 21 were awarded Grants, to a total amount of \$44,109.90.



#### Outreach programs

- The first regional *Skate, Scooter and BMX Series* was held throughout November. 80 people attended the Gumeracha Skate Park Sunday Session and 150 attended the Woody Trails BMX Jam.
- All Community centre programs were fully booked for term 4 (Q2) with many programs focussed on ways to be more sustainable this Christmas. Some other programs included shed sessions, virtual reality, kokedama making, bee keeping, tea blending, plus all the regular programs.



#### Volunteer movie day



#### Culture of volunteering



#### Volunteer Connect

- The *Volunteer Leaders Connect Network Group*, which is run in partnership with Mount Barker District Council, held its quarterly meeting in November. The meeting focused on International Volunteer Managers Day with a presentation from guest speaker Rebekha Sharkie.
- We provided First Aid and Emergency Preparedness training to volunteers during October and November.

### Our Initiatives - Organisation



#### Volunteer management capacity and capability

### Our Initiatives - Connect



#### The Uraidla Shed



#### The Gumeracha Greed Shed and Op Shop



#### Community External volunteering support



#### Volunteer engagement

- Volunteers were recognised for their contribution in delivering Council services at a celebration held at FABRIK in December. 150 volunteers, Council Members and staff attended.

## 2.1.6 Cultural Development

### Related services measures - Connect

**60** Staff attended **Cultural awareness staff training**.

#### Arts activities and events

**800** People attended the Fabrik Music Festival over the 2 days of the event

### Our Initiatives - Connect



#### Multicultural Action Plan

- The internal Reconciliation Working Group delivered a presentation on Reconciliation to the October staff meetings. We established a dedicated work hub on share point on Reconciliation & Aboriginal Culture to provide ongoing information, resources and support to staff in this area.



#### Reconciliation Action Plan

- The Adelaide Hills Reconciliation Working Group in partnership with Mount Barker District Council met in November.



#### Arts Action Plan

- On the 14 and 15 December the Fabrik Music Festival was held at Mill Square at Fabrik . An estimated 300 people attended on the Saturday while on the Sunday an estimated 500 people attended the showcase of music students from throughout the area.

## 2.1.7 Library Services

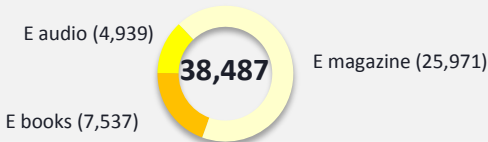
### Related services measures - Connect

**62,800** **Physical visitors** to all Library branches

**109,793** **Website visitors**

**101,837** Total print and audio-visual **loans**

#### No of electronic loans by type



#### No of library program participants



### Our Initiatives - Connect



#### Digital learning



#### Mobile library project

- Specifications for a replacement Mobile Library were developed



#### Library strategic plan



#### Social inclusion project

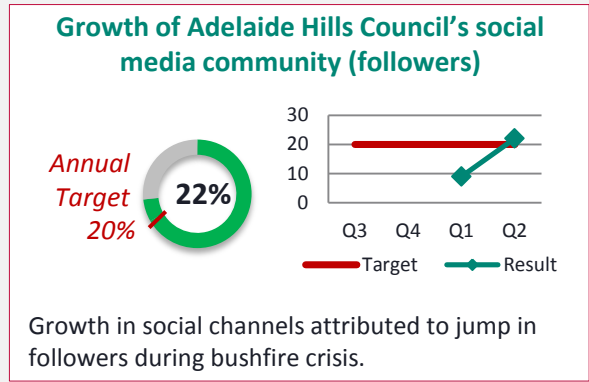


#### Local history online



## 2.1.8 Community Engagement, Communications and Events

### Performance measures - Explore



### Related services measures - Explore

#### Community Engagement Opportunities

- 1 Community forum** held in Norton Summit in October
- 60 People** attended the 4 State Planning Reform **information sessions**
- 2 Information sessions** were held to gather ideas for new play spaces.
- 11 Consultation projects** ran on the Your Say Platform with **1,600 visits**

### Our Initiatives - Explore

- ✓ **Digital and social media**
- ✓ **Marketing & Communication Plan**
- ✓ **Review Community Consultation Policy and Community Engagement Framework**
  - Engagement on a new Community Consultation Policy commenced.
- ✓ **Video**

### Our Initiatives - Connect

- ✓ **Events**

### Our Initiatives - Organisation

- ✓ **Crisis communication plan**
  - Late December, the communications, engagement and events team were heavily involved in the Council's Incident Management Team for the Cudlee Creek Fire.

## 2.1.9 Customer Service

### Related services measures - Organisation

**86.67%** **Service standards achieved** – 13 of 15 service standards met their targets. 2 measures had no reportable incidents.

### Our Initiatives - Organisation

- 😊 **Front line customer service delivery**
  - Customer Service Officers are continuing the transition to taking on responsibility for triaging incoming email and web requests/enquiries, and responding to those which can be dealt with routinely.

## 2.1.10 Organisational Innovation

### Our Initiatives - Organisation

- ✓ **Customer satisfaction measurement**
  - Customer satisfaction and experience surveys have commenced. These involve inviting people who have contacted us by phone or web/email to complete an online survey.
- ✓ **CRM integration**
- ✓ **Knowledge management**

# 2.2 Corporate Services

## Highlights

- The Council Boundary Change Proposal Survey of residents and ratepayers in Rostrevor (AHC) and Woodforde was completed in December 2019.

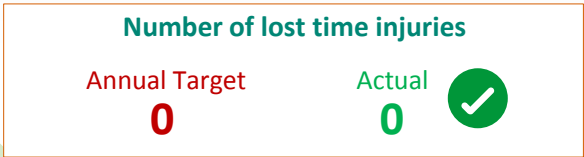
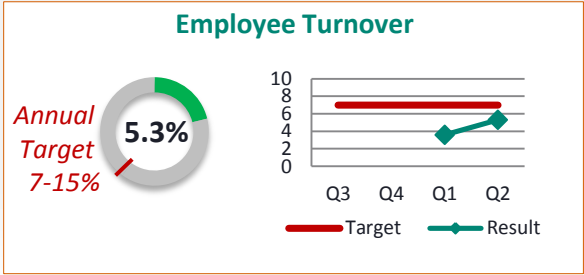
## What's next

- Finalise the annual review of the Long Term Financial Plan (LTFP)
- Commencement of the Annual Business Planning & Budgeting process
- Finalisation of the Strategic Plan (Phase 3: Decide)
- Procurement of Delegations Management System
- Strategic Boundary Reform Report to Council in February 2020

Issues	Action Taken	Service Area
Contract delay in Delegations Management System	the system was procured in the 3rd quarter with implementation scheduled to occur in Q4.	Governance
3 month delay to Multifunction device renewal project	We are currently filling vacancies for staff who will be responsible for delivery of this project	ICT & Information Systems
Timing of Service Review Framework Development	Due to resource priorities in relation to the implementation of the Corporate Planning & Performance Framework, the Service Review Framework development will be deferred until 2020/21.	Governance & Performance
Cemetery review	On hold until Cemetery Management System implemented	Cemeteries
Stirling Masterplan	On hold pending further investigations into options for the cemetery including closure, expansion and grave re-use	Cemeteries
Unmade road review	On hold pending delivery of Trails Strategy	Property Services
Public toilet review	Progressing with broad community consultation and data sensor capture of facility use	Property Services
Community & Recreation facility framework	Progressing with internal working group however the framework is complex with significant financial implications	Property Services

## 2.2.1 Organisational Development and Workplace Health & Safety

### Performance measures - Organisation



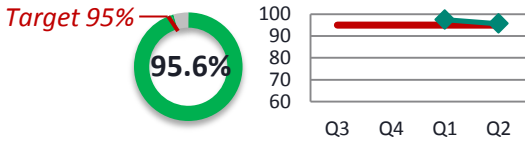
### Our Initiatives - Organisation

- ✓ **Work Health and Safety (WHS) People Leader Development**
  - The second People Leader (PL) session covering WHS Roles and Responsibilities was undertaken in December. Preparation on PL induction process improvements have begun.
- ✓ **Develop training for employees in Public Officer responsibilities**
- ✓ **Review 4x8 Performance Process**
  - People Leader and employee feedback has been received. External advice and process improvement support is being sourced

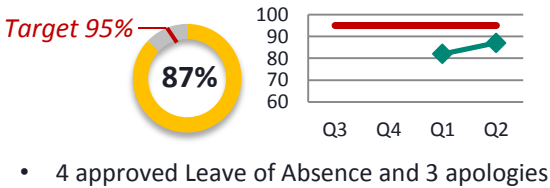
## 2.2.2 Governance

### Performance measures - Organisation

#### Decisions (Council resolutions) considered in open session



#### Council member attendance at ordinary meetings for the period



### Related services measures - Organisation

#### Governance requests

Section 7 search requests	336
Percent of Section 7 completed within legislative timeframe	99.4%
Freedom of information (FOI) requests	4
Percent of FOI requests completed within legislative timeframe	100%
Percent of Ombudsman investigations upholding Council's decisions	Still pending

### Our Initiatives - Organisation

- ✗ **Delegations management system**
  - After some initial contract delays, the system was procured in the 3rd quarter with implementation scheduled to occur in Q4.
- ✓ **Strategic Plan review**
  - Community consultation on Phase 2 (Discuss) of the Strategic Plan conducted in December 2019 and January 2020.
- **Service Review Framework**

### Our Initiatives - Explore

- ✓ **Boundary reform provision**
  - Council Boundary Change Proposal Survey undertaken in November/December 2019 with a report scheduled for January 2020.
  - Strategic Boundary Reform consultancy commenced in December 2019 with a draft report scheduled for February 2020.

## 2.2.3 ICT & Information Systems Services

### Related services measures - Explore

**99.99%** **System availability** (Server uptime)

**91.5%** **Serviceability rating** – 37 Service Level Agreement breaches vs 432 closed tickets

#### ICT Helpdesk

Number of requests logged	432
Number of requests resolved	422
Number of requests closed within 1 day	318
	73.6%

### Our Initiatives - Organisation

- ✗ **Multifunction Device Renewal**
  - We are currently filling vacancies for staff who will be responsible for delivery of this project
- 😊 **Tablets/Laptops and Computers**
- ✓ **Server storage and switching**
  - Tendering of Server, Storage and Switching has been completed and an agreed provider engaged on the next phase of the project.
- ✓ **Internet of things**
- ✓ **Implementation of organisational information management system**
- ✓ **Destruction of hard copy records**
- ✓ **Hard copy records digitisation**
- ✓ **Information management system integration**




## 2.2.4 Cemeteries

### Related services measures - Place


#### Number of issued interment rights and burials/interments

<b>Total</b>	<b>29</b>
Interment rights	12
Burials	11
Interment of ashes	6

### Our Initiatives - Place

-  **Cemetery review**
  - Reviews, mapping and masterplans will be progressed once the Cemetery Management System is implemented
-  **Stirling Masterplan**
  - Options for the Stirling Cemetery are still being investigated which include closure, expansion and grave re-use.
-  **Survey and aerial mapping of cemeteries**

### Our Initiatives - Organisation

-  **Cemetery management system**
  - Council has purchased a cloud based Cemetery Management System and are currently working with the provider to implement the system by the end of the 2019-20 financial year.

## 2.2.5 Property Services


### Related services measures - Place

- 61** **Community facility leases/licenses**
- 32** Leases/licenses that are **expired** and in holding over


### Our Initiatives - Place

-  **Crown land review**
  - The Crown Land review is progressing with a further formal round of consultation to occur in March/April
-  **Unmade road review**
  - On hold pending Trails strategy delivery
-  **Public toilet review**
  - The public toilet review is progressing with broad community consultation and data sensors to be used to obtain data about use of facilities
-  **Accommodation review**
  - To be considered at a budget workshop of Council in late March.

### Our Initiatives - Connect

-  **Community & Recreation facility framework**
  - The Community & Recreation Facility Framework is being worked through with the internal working group

### Our Initiatives - Organisation

-  **Community land register and management plans**
  - The Community Land Register and Management Plans have been updated and adopted

## 3.5.6 Financial Services

### Our Initiatives - Organisation



#### Annual financial statements

- Annual Financial Statements signed in November 2019 after being presented to Audit Committee on 18 November 2019 and Council on 26 November 2019



#### Sale of land

- 29 Properties relating to either deceased estates or where rate notices had been unable to be delivered for many years are being progressed with alternative actions being considered to address rates outstanding



#### Development of 2020-21 Long Term Financial Plan

- Long Term Financial Plan for consultation currently being developed to be presented to the Audit Committee on 17 February 2020 and Council on 25 February 2020. This will be used to develop the Draft 2020-21 Budget to be adopted by Council for consultation together with the 2020-21 Annual Business Plan in April 2020.



#### Budget development including rating strategy and fees and charges consideration



#### Procurement framework

- Procurement Framework adopted in 2019 and now being rolled out to stakeholders signed in November 2019

## 2.3 Infrastructure & Operations

### Highlights

- Continued delivery of the 2019-20 capital works program. Key successes include the completion of the Amy Gillett Bikeway – Onkaparinga Valley Rd to Tiers Rd connection, roundabout landscaping upgrades at Verdun and Crafers, and playground upgrades at Birdwood and Paracombe.
- A significant effort in Q2 has been made responding to Tour Down Under preparations in terms of streetscapes and tree maintenance, following which the focus towards the end of December has been heavily related to fire response.
- In support of efforts to respond to the 20 December Cudlee Creek Fire, the Council’s Incident Management Team was activated.

### What’s next

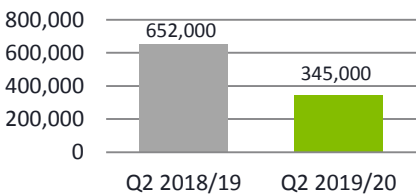
- Lower Hermitage Road Project will be completed early 2020
- Project Management Framework is now being developed, with an Internal Project Team formed.

Issues	Action Taken	Service area
Cudlee Creek Fire Response	Incident management team activated. Other works have been impacted	All

### 2.3.1 Sustainability





#### Performance measures - Place

#### Decrease Council’s Kilowatt hour use and increase solar PV generation



Target is “5% below the 2010 baseline”, however kWh for 2010 is unknown therefore a quarterly target cant be assigned. We can compare our usage to Q2 2018-19, which shows a usage reduction of **47%**.

#### Our Initiatives - Place

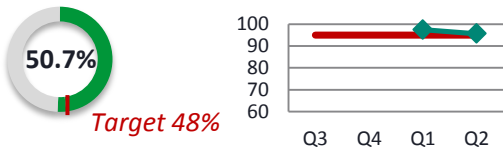
-  **Community energy program**
  - Council resolved not to proceed further with the Community Energy Program, however to make all of the materials gathered available to the public.
-  **Investigate water reuse for Woodside Recreation Ground irrigation**
-  **Design and implement Water Sensitive Urban Design (WSUD) initiatives at the Woodside Recreation Ground**
-  **Investigation into circular economy products for inclusion in Council’s capital and operational works**
  - Circular Economy considerations have been part of the review of key contract requirements, including materials for use in Council’s resealing program. As a result, revised contracts are currently being negotiated



## 2.3.2 Waste & Resource Recovery

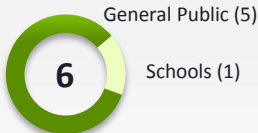
### Performance measures - Place

#### Diversion rate of recyclable material away from landfill



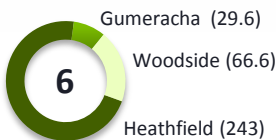
### Related services measures - Place

#### No of waste community education sessions



**214** Attendees at community education sessions

#### Tonnes of green organics collected



### Our Initiatives - Place

- ✓ **Kerbside bin audits**
- ✓ **Domestic kerbside collection**
  - Alternative waste collection arrangements were put in place for properties affected by the Cudlee Creek fire and replacement bins were delivered.
- ✓ **Household chemical and paint drop off**
- ✓ **Solar/smart bins pilot**
- ✓ **Waste management and recycling**
  - Waste management staff undertook a visit to Brinkley Landfill to visualise the volume of green organics contained within the general waste stream from Adelaide Hills Council residents.
  - Council was advised its application for joint funding to introduce expanded polystyrene recycling at the Heathfield Recovery Centre was successful.

### Our Initiatives - Prosper

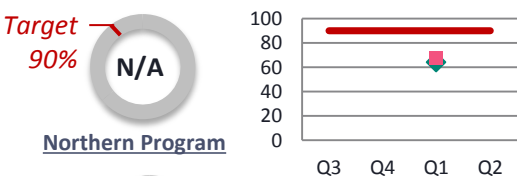
- ✓ **Green organic drop off days**
  - Six green organic drop off days were provided at Heathfield, Woodside and Gumeracha.

## 2.3.3 Open Space Operations

### Performance measures - Place

#### Delivery of Arboriculture (Tree) Zone Maintenance Program

##### Southern Program



##### Northern Program



Data unavailable in Q2 due to bushfire

### Related services measures - Place

#### Number of customer requests

<b>Parks, Gardens and ovals</b>	<b>59</b>
Gardens	10
Ovals	8
Parks & reserves	24
Parks, gardens & ovals	17
<b>Playgrounds</b>	<b>9</b>
Maintenance	8
Upgrades & general enquiries	1

### Our Initiatives - Place

- ✓ **Elm leaf beetle treatment**
- ✓ **Veteran tree management**
- ✓ **Asset protection zones**

### Our Initiatives - Explore

- ✓ **Fleet & plant management**

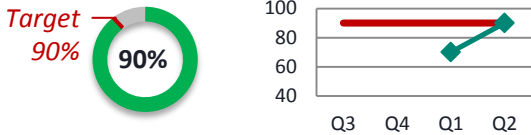
### General Updates

- A significant effort in Q2 has been made responding to Tour Down Under preparations in terms of streetscapes and tree maintenance.
- The focus towards the end of December has been heavily related to fire response.

## 2.3.4 Civil Services

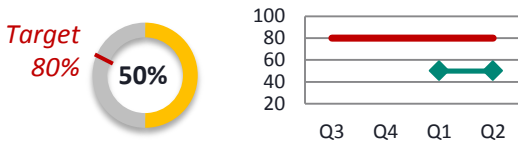
### Performance measures - Place

#### Delivery of capital works program



Delivery of the civil capital program is generally occurring to plan with actual expenditure closely aligning to forecast YTD budget.

#### Operational tasks completed within the Civil Zone Maintenance Program



Increasing rollout of in field devices for scheduling works will improve this ration overtime.

### Related services measures - Place

#### Number of civil maintenance requests

Roads & Footpaths	
Driveway crossover	11
Footpaths	34
Roads	156
Safety concerns	32
Signs	60
Street lighting	6
Stormwater & Sewerage	
Flooding & blocked drains	9
Septic & community waste waster	5
Stormwater & drainage	34
Trees & Environment	
Creek/water catchment	3
Mulch request	12
Road verges	13
Trees	296
Vegetation	6
Weeds	54
Environment	15
Overgrown grass	130

### Our Initiatives - Place



#### Project management manual

- Currently developing a project management manual with a civil projects focus. This will be refined, and developed into an organisational wide document.

### Our Initiatives - Explore



#### Online maintenance program

- Ongoing delivery and refinement of the online maintenance program, including ongoing rollout of infield devices.

### Our Initiatives - Organisation



#### Capital project delivery

- Continued delivery of the 2019-20 capital works program, with key successes being the completion of the Amy Gillett Bikeway – Onkaparinga Valley Rd to Tiers Rd connection, roundabout landscaping upgrades at Verdun and Crafers, and playground upgrades at Birdwood and Paracombe.

## 2.3.5 Biodiversity and Habitat Conservation

### Related services measures - Place

#### No of Native Vegetation Marker System (NVMS) sites assessed



Target not reached due to greater overall length of sites in the northern sections of the council area.

**17** BushRAT assessments completed at NVMS sites

#### No of Woody Weed Control Program sites completed



Very few sites are managed over the winter and spring months.

**Nil** prescribed burns completed in Q2. Additional site added to the Spring program

**3** Sites had **weed management** undertaken. 5 sites remaining.

### Our Initiatives - Place



#### Biodiversity monitoring and management

- 15 of our reserves were monitored in spring 2019. 5 of these are 'baseline' surveys (new sites)
- Spring Bird surveys and reporting completed October 2019.



#### Community capacity building



#### Native vegetation marker system (NVMS) program

- 17 Bushrat assessments over 10 NVMS sites (Baseline Bushrat surveys completed at 335 sites, of 466 total sites)
- 198 NVMS sites managed as part of 2019-20 AHC National Resource Management Roadside Work Plan



#### Management and monitoring of prescribed burn sites

- 7 prescribed burn sites completed prior to June 30 2019. 1 undertaken in spring 2019.



#### Implement the 2019-2024 Biodiversity Strategy

## 2.3.6 Emergency Management

### Our Initiatives



#### Emergency management planning

- An Incident Operations Manual was developed and implemented in Quarter two.
- Training provided to Incident Management Team Members and an introductory exercise undertaken. This proved invaluable in the Cudlee Creek Fire event.

## 2.3.7 Community Wastewater Management System (CWMS)

### Our Initiatives

- ✓ **Asset management**
- ✓ **Legislative and regulatory compliance**
  - Council's Safety Reliability Maintenance Technical Management Plan was reviewed, updated and submitted to the Office of the Technical Regulator for approval.
- ✓ **Septic tank de-sludge program**
- ✓ **Community Wastewater Management System (CWMS) review**
  - We continued to work with the City of Onkaparinga and the Rural City of Murray Bridge to review future management options for the CWMS including potential divestment.
- ✓ **Supply of recycled water**

## 2.3.8 Sport & Recreation Management

### Our Initiatives - Place

- ✓ **Community & recreation facility grants**
  - Community and Recreation Facilities grants were endorsed on 26 November 2019, and transfer of funds is being finalised.
- ✓ **Sport & recreation master planning projects**
  - Heathfield Oval Project Memorandum of Understanding has been drafted and is being reviewed by all parties.

### Our Initiatives - Prosper

- ✓ **Club development workshops**
- ✓ **Play space upgrades**
  - Paracombe and Birdwood Play spaces have been completed.

## 2.3.9 Asset Management

### Our Initiatives - Place

- ✓ **Confirm asset management**
  - New Information Layers have been developed in the Confirm Asset Management System which directly assist in tracking Tree Assessment priorities by road segment, which directly aids in Bushfire response Scenarios.

😊 **GIS integration**

### Our Initiatives - Organisation

- ✓ **Asset management plan review**
  - Asset Management Revaluation and Depreciation internal and external review has been undertaken, which will inform Long term and Asset Management Planning.

## 2.4 Development & Regulatory Services

### Highlights

- The new World Heritage project website launched on 20 December 2019 which included an update about the project, the recent Expert Review and Annual Report.
- Four Council organised community information sessions regarding the State's Planning Reforms were held this quarter to educate the community about the forthcoming changes to the zoning of their properties and the mechanics of the new system.

### What's next

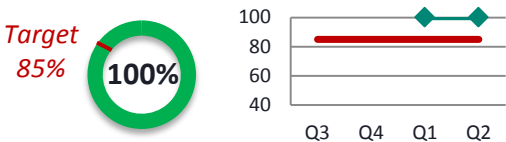
- Meetings to be held with the Adelaide City Council and the Minister for Environment & Water in order to progress the UNESCO World Heritage Bids
- Submission of Council's comments on the State's Draft Planning & Design Code to the State Planning Commission in February 2020
- A community education and awareness program will be implemented in the lead up to the commencement of the cat confinement requirements on 1 January 2021.

Issues	Action Taken	Service area
Software issues with the Fee Payment Portal	Meeting with Open Office Management to be undertaken in early 2020	Planning and development services

### 2.4.1 Planning & Development Services

#### Performance measures (Prosper)

##### Applicant satisfaction with the development application process



Minimal response being received, but those received are 100% positive

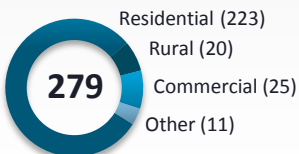
#### Related services measures

There has been a reduction in development applications, values and daily average for Q2.

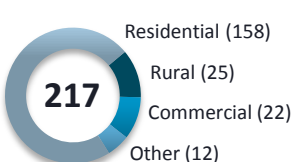
**\$31.8m** Aggregated estimated value of applications lodged

**91** Day average for approval of applications.

#### No of development applications lodged



#### No of development applications approved



#### Our Initiatives - Prosper

- ✗ **Electronic development application assessment**
  - Full electronic assessment of development application process implemented. Due to complexity, the final phase implementing a payment portal on Council website is still being worked on. Revised completion date to be advised.
- ✓ **United Nations Educational, Scientific and Cultural Organisation (UNESCO) World Heritage Bid**
  - World Heritage project website launched 20 December 2019. Adelaide City Council announced its Bid to pursue World Heritage listing in November 2019. Collaboration between our bid and Adelaide City's bid to be pursued in early 2020. A meeting to obtain support for both bids from Minister for Environment & Water to be scheduled.
- ✓ **State's planning reform agenda**
  - Four community information sessions were held in November and December. Draft comments on Phase 3 of the Planning & Design Code (which affects our Council area) will be considered by the Strategic Planning and Development Policy Committee (SPDPC) in February 2020.
- ✓ **Conversion of Council's Development Plan**
  - Council's Development Plan will be converted into the new Planning & Design Code by 1 July 2020. We have reviewed proposed changes for our area and will prepare a submission to SPDPC in February 2020.
- ✓ **Review of development application assessment process**
  - Review of the planning assessment process was completed by 31 December 2019 and procedures have been documented.

## 2.4.2 Public Health Services

### Related services measures - Prosper

#### Wastewater Applications

- 46** Applications **lodged**
- 33** Applications **Assessed and Approved** within 2-4 weeks of receiving all information
- 13** Applications **awaiting further information** to be finalised.

#### Compliance rate of Food Premises at time of inspection



59 of the 68 Food Premises Inspections conducted were compliant.

Non-compliant premises had minor issues. 6 premises had follow up inspections and were found compliant.

### Our Initiatives - Prosper

- **Process waste water system applications electronically**
  - It is proposed that by January 2020 all new wastewater applications will be maintained as electronic files only.

### Our Initiatives - Place

- **Investigate impact of wastewater system on catchment**
  - Mount Lofty Ranges Project officer will be undertaking a survey of high risk areas as determined by the project steering committee.

### Our Initiatives - Connect

- ✓ **Food safety training**
  - Up to 4 Food Safety training sessions will be offered to local food businesses to improve food safety standard within the community.

### Our Initiatives - Organisation

- ✓ **Conversion of files to electronic files**
  - We have continued to convert old wastewater & food premises inspection files to electronic files.

## 2.4.3 Regulatory Services

### Related services measures - Place

**7,390** **Private properties inspected** as part of fire prevention activities

#### Number of customer requests

<b>Dog management activities</b>	<b>85</b>
Dog pick up	21
Dog return to owner (non-impounded)	20
Wandering	15
Dog attack & harassment	14
Barking dogs	15
Other	0
<b>Non-dog animal management</b>	<b>2</b>

#### Nuisance & litter queries

<b>Total reported</b>	<b>23</b>
Noise	13
Air pollution	0
Littering	3
Nuisance	4
Vandalism/damage	3
<b>Percent resolved</b>	<b>98.36%</b>

### Our Initiatives - Place

- **Dog and Cat Animal Management Plan (DCAMP) implementation**
  - This project will commence with a community education and awareness program in 2020 in the lead up to the commencement of the cat confinement requirements on 1 January 2021.
  - We are looking into the establishment of cat holding cages at Council's Pound at the Heathfield Depot.
- **Cats By-law review**
  - This project will only commence when the cat confinement requirements come into effect on 1 January 2021.
- **Community education on local nuisance and litter control matters**
  - This project will commence shortly now that the Environment Protection Authority (EPA) has undertaken a minor review of the Local Nuisance & Litter Control Act. Council submitted its comments to the EPA on 4 October 2019 and will now await the outcome of the Review.

### Our Initiatives - Prosper

- ✓ **Review of Council fire prevention & mitigation activities**
  - We are reviewing the fire prevention and mitigation activities in regards to road side management and adjacent properties.



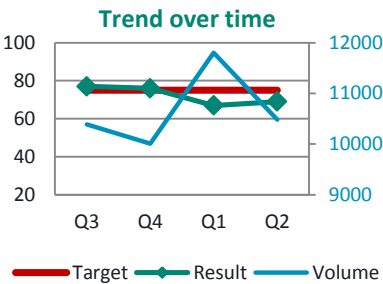
# 3. Customer Service Standards

## 5.1 General Customer Standards

### Answering Incoming Phone Calls

Volume of calls = 10,481

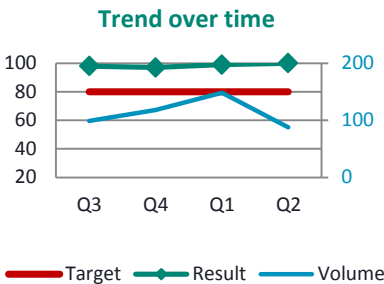
Contact centre calls answered within 30 sec



### Updating Customer Details

Volume of updates = 88

Details updated within 5 days



## 5.2 Service Specific Standards – Time Based Indicators

### New Event Applications

Volume of applications = 2

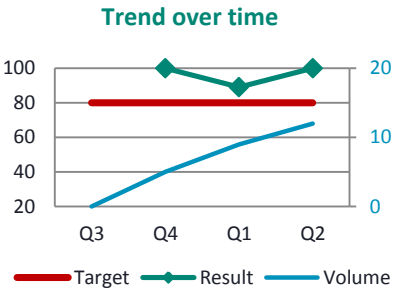
Acknowledgement of receipt within 5 days



### Illegal Burning Complaints

Volume of complaints = 12

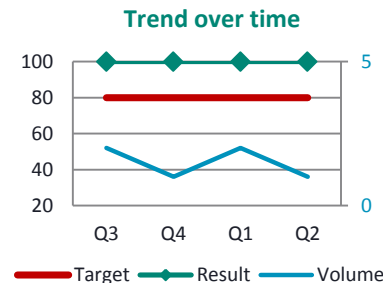
Investigated within 24 hours



### Health Complaints

Volume of complaints = 1

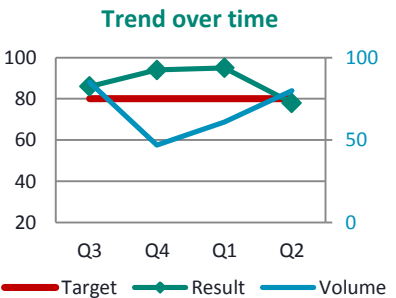
Contact centre calls answered within 30 sec



### Illegally Dumped Rubbish

Volume of reports = 80

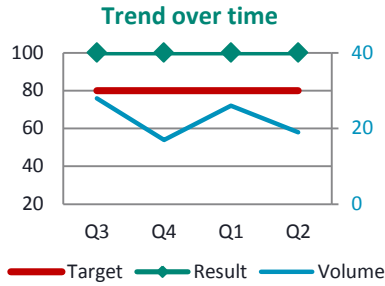
Rubbish removed within 3 days



## Library Services

Volume of requests = 19

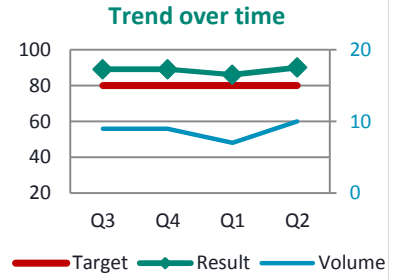
Response to requests to purchase materials within 10 days



## Dog Attacks

Volume of attack reports = 10

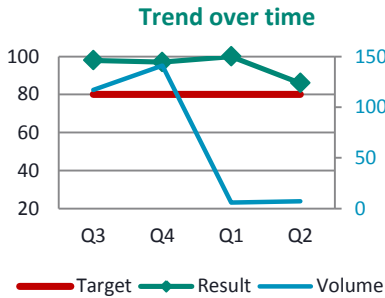
Response within 24 hours



## Wasps

Volume of reports = 7

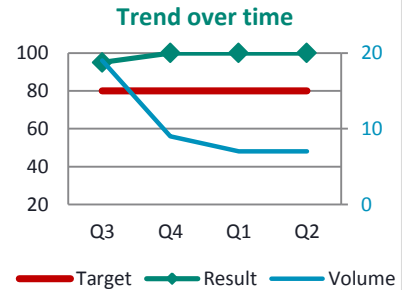
Investigate and action within 7 days



## Development Applications

Volume of applications = 7

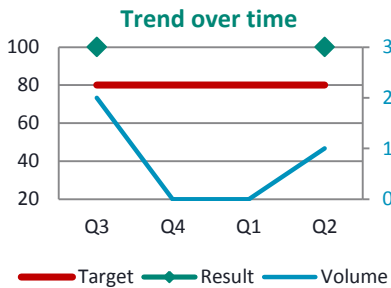
Approval of fast track development applications within 28 days



## Missed Bins

Volume of requests = 1

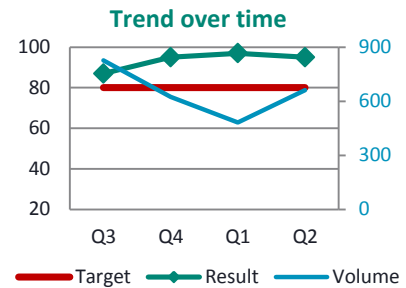
Missed bins collected within 2 days



## Request for Bin Repair or Replacement

Volume of requests = 662

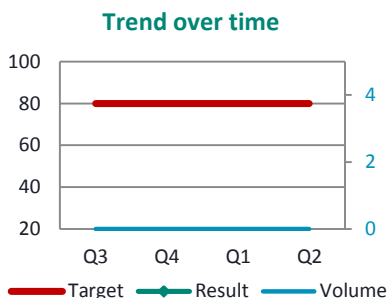
Requests actioned within 7 days



## Footpath Repairs - Hazardous

Volume of repairs = 0

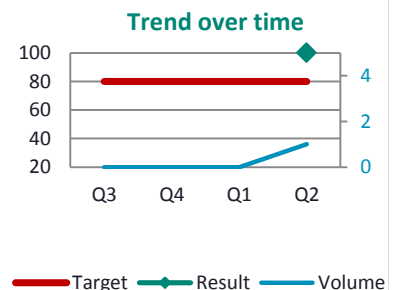
Responded and made safe within 24 hours



## Road Repairs - Hazardous

Volume of repairs = 1

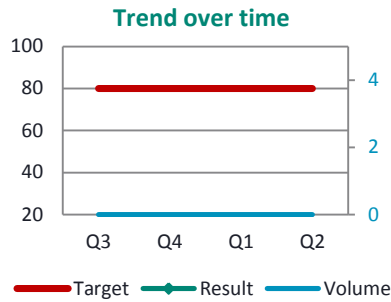
Responded and made safe within 24 hours



## Stormwater Repairs - Hazardous

Volume of reports = 0

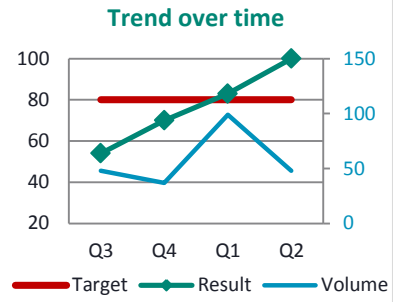
Responded and made safe within 24 hours



## Trees - Hazardous

Volume of reports = 48

Responded and made safe within 24 hours

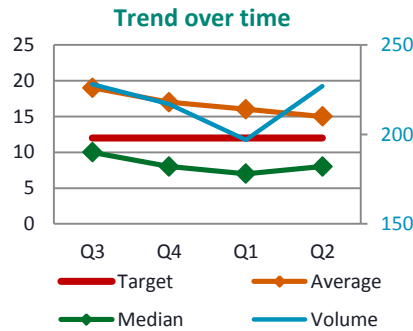
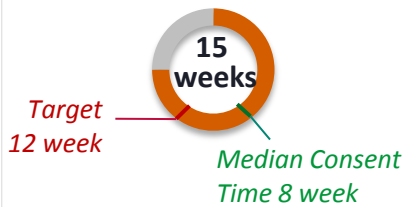


## 5.3 Service Specific Standards – Other Indicators

### Development Applications

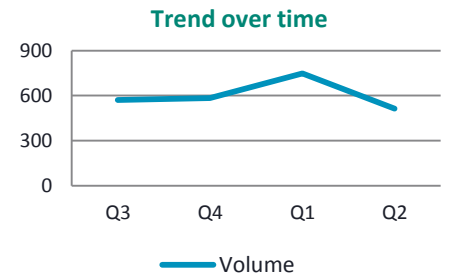
Volume of applications = 227

Average consent time from date of receipt



### Low Risk Infrastructure Requests – Number of New Requests

Volume of new requests = 513



### Low Risk Infrastructure Requests – Average Time to Resolve

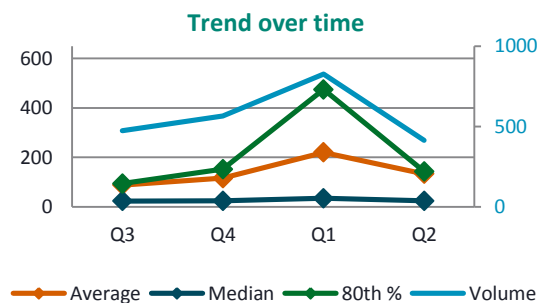
Volume of Requests = 413

Resolution time of requests

Average = 133 days

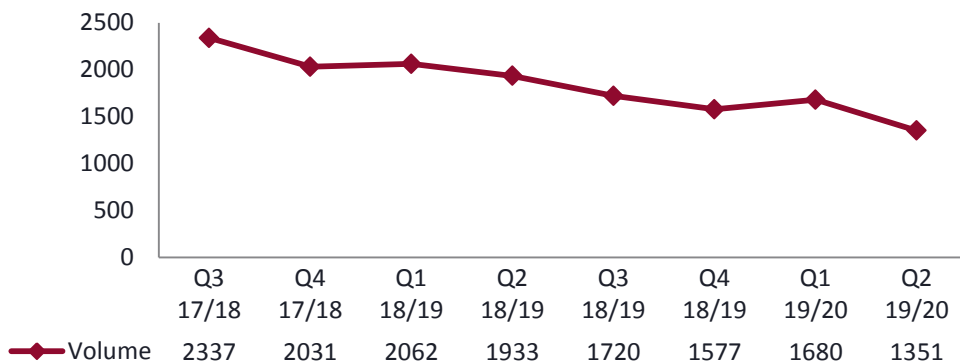
Median = 24 days

80<sup>th</sup> Percentile = 143 days



### Overall Volume of Requests

Trend in volume of requests/customer cases for which there is an adopted service standard, excluding the volume of phone calls



# 4. Capital Works Program Performance

## 4.1 Capital Performance

Quarter 2 of 2019-20 FY represents the continuation of the 2019/20 Capital Works Program, with \$3.1M of infrastructure delivered during this period and another \$1.7M of works ordered. The primary focus of this quarter has been on tendering and construction of early works.

### Highlights

- Beautified the roundabouts at Verdun and Crafers off ramp, increasing amenity at these two key gateways to the Adelaide Hills.
- Completed the ‘missing link’ in the Amy Gillet Bikeway, by connecting the two disparate sections through Woodside.
- Provided for all ability access to nature play at Birdwood Oval and Paracombe Hall play spaces, utilising wheel chair friendly designs.
- Adopted a new specification for asphalt for use in reseals, which incorporates recycled materials such as rubber, plastic and glass.

### What’s next

- Continued delivery of the 2019-20 Capital Works Program across all asset classes,
- Complete the Lower Hermitage Rd widening project.
- Complete the road shoulder renewal program.
- Complete the Milan Tce pedestrian Crossing.
- Establish a new minor works panel contract

Issues (if any)	Action Taken	Owner
Tree roots from an adjacent significant tree at Milan Tce, Stirling, have prevented excavation associated with the proposed pedestrian crossing.	Modify design to reduce extent of excavation required, noting a resultant delay in the start of construction	Peter Bice
Cudlee Creek Fires	Audit of Council assets impacted by the fire	Peter Bice

Performance by Asset Class		
Bridges	17%	Guardrail renewal at Forreston Rd bridge has been completed.
Buildings	11%	Works associated with the Adelaide Hills Business & Tourism Centre (AHBTC) divestment continued.
CWMS	3%	Design works have commenced for the renewal of the Woodside gravity main.
Footpaths	27%	The extension of Amy Gillet Bikeway from Onkaparinga Valley Rd to tiers Rd was completed.
Kerb	15%	Kerb renewal works were completed along Onkaparinga Valley Rd in Woodside.
Other <sup>1</sup>	14%	Retaining wall renewal was completed in Paratoo Ave, Stirling.
Road Pavement	34%	Works continued on the Lower Hermitage Rd widening project.
Road Seal	22%	Extensive preparatory work, such as heavy patching, was undertaken ready for resealing in quarter 3.
Shoulders	0%	No shoulder renewal have commenced as of this report.
Sport & Recreation <sup>2</sup>	21%	Play space works were completed at Birdwood Oval and Paracombe Hall.
Stormwater	40%	Detailed design was progressed for Gumeracha main street and Newman Rd Charleston.
Unsealed roads	32%	Works have been completed on a number of unsealed roads, including the resheeting of Magarey Rd, Mt Torrens, and Mattners Rd, Balhannah.
Plant & Fleet	42%	Council’s fleet renewal program continued, including the delivery of two 8t Isuzu tipper trucks.
ICT	16%	Continued implementation of the Record Hub system.
Minor Plant & Equipment <sup>3</sup>	28%	Two selfChek library units were purchased for the Woodside library.

1 ‘Guardrails, Retaining Walls, Cemeteries, Street Furniture, Traffic Control

2 including Playgrounds

3 including library fittings

## 4.2 Capital Financial Performance *(as at 21/1/20)*

Capital Program Summary		Capital Expenditure against Budget		\$'000s
Projects not started	27	Budget		18,762
Projects cancelled	2	Actual Expenditure		4,501
Projects deferred	4	(including Capitalised Salary Costs)		-
Projects being designed or tendered	55	Project Savings/(overspend) across projects		525
Projects scheduled or under construction	49	Projected Carry Forward		257
Projects completed	23			
<b>TOTAL Projects</b>	<b>160</b>	<b>PROJECTED CAPITAL EXPENDITURE</b>		<b>17,980</b>








Projects Summary	
Programs Completed	NIL
Major Projects Completed	<ul style="list-style-type: none"> <li>Amy Gillet Bikeway – Onkaparinga Valley Rd to Tiers Rd connection</li> <li>Paracombe Hall and Birdwood Oval Play spaces</li> <li>Crafers and Verdun Roundabouts Landscaping Upgrade</li> </ul>
Major Carry Forwards	Crafers to Stirling Bikeway is likely to be carried forward.
Major Savings	NIL
Major Overruns	NIL
Significant Unfunded Projects	NIL
<b>Projects of Interest:</b> Council’s road reseal program has been able to utilise recycled material. Stage 2 PLEC has been approved for the Gumeracha Main street project.	












## 4.3 Capital Financial Performance by Asset Category

Asset Category	YTD Actuals \$'000	YTD Budget \$'000	YTD Var Fav / (unfav) \$'000	Annual Budget \$'000
Bridges	40	15	(25)	252
Buildings	267	439	172	2,530
CWMS	15	136	121	624
Footpaths	353	385	32	1,402
Kerbing	42	60	18	301
Other – Ret Walls, Str Furniture & Bus Stops	302	583	290	2,190
Roads – Pavements	663	583	(81)	2,072
Roads – Seals	265	500	235	1,318
Roads – Shoulders	-	-	-	429
Roads – Unsealed	468	390	(78)	1,547
Sport & Recreation	375	385	10	1,889
Stormwater	438	463	25	1,227
Fleet	938	871	(67)	2,386
ICT	77	261	185	519
Library	8	17	9	47
Plant & Equipment	12	14	2	30
	<b>4,264</b>	<b>5,101</b>	<b>848</b>	<b>18,762</b>

## 5. Quarterly Financial Performance

### 5.1 Operating Performance

	YTD Actual	YTD Budget	YTD Variance	Annual Budget
	\$'000	\$'000	\$'000	\$'000
<b>Total Operating Income</b>	<b>41,861</b>	<b>41,657</b>	 <b>204</b>	<b>44,888</b>
<b>Total Operating Expenditure</b>	<b>18,072</b>	<b>18,440</b>	 <b>368</b>	<b>44,477</b>
<b>Funding surplus before Capital</b>	<b>23,788</b>	<b>23,216</b>	 <b>572</b>	<b>411</b>
<b>Capital Expenditure</b>	4,264	5,101	 838	18,762
<b>Capital Income</b>	2,554	2,494	 60	5,974
<b>Net expenditure - Capital projects</b>	<b>1,710</b>	<b>2,608</b>	 <b>898</b>	<b>12,789</b>
<b>Depreciation and amortisation</b>	-	-	-	8,945
<b>Net Lending / (Borrowing) for Year</b>	<b>22,078</b>	<b>20,609</b>	 <b>1,469</b>	<b>(3,432)</b>

Adelaide Hills Council Operating Summary By Directorate as at December 2019				
	YTD Actuals \$'000s	YTD Budget \$'000s	YTD Var fav / (unfav) \$'000s	Adopted Budget \$'000s
<b>Income</b>				
Community Capacity	1,269	1,216	 53	1,754
Corporate Services	37,633	37,471	 161	38,703
Development & Regulatory Services	765	787	 (22)	1,229
Infrastructure & Operations	2,194	2,182	 12	3,202
<b>Income Total</b>	<b>41,861</b>	<b>41,657</b>	 <b>204</b>	<b>44,888</b>
<b>Expenditure</b>				
Community Capacity	3,429	3,494	 66	6,940
Corporate Services	4,790	4,750	 (40)	9,235
Development & Regulatory Services	1,749	1,741	 (7)	3,645
Infrastructure & Operations	8,105	8,454	 349	24,657
<b>Expenditure Total</b>	<b>18,072</b>	<b>18,440</b>	 <b>368</b>	<b>44,477</b>
<b>Operating Surplus (Deficit)</b>	<b>23,788</b>	<b>23,217</b>	 <b>572</b>	<b>411</b>



# Adelaide Hills Council Quarterly Financial Performance

as at December 2019										Net Position
	Income by Function				Expenditure by Function				Variance \$'000s	
	YTD Actuals \$'000s	YTD Budget \$'000s	YTD Var fav / (unfav) \$'000s	Annual Revised Budget \$'000s	YTD Actuals \$'000s	YTD Budget \$'000s	YTD Var fav / (unfav) \$'000s	Annual Revised Budget \$'000s		
CC Director's Office	-	-	●	-	133	144	●	12	294	● 12
Communications, Engagement & Events	-	-	●	-	336	327	●	(9)	611	● (9)
Community Dev (Management & P/Ships)	-	-	●	-	129	148	●	19	317	● 19
Cultural Development	-	-	●	-	61	74	●	12	146	● 12
Customer Service	-	-	●	-	401	379	●	(22)	781	● (22)
Economic Development	95	95	●	95	254	267	●	13	429	● 13
FABRIK Arts and Heritage Hub	16	16	●	51	168	142	●	(26)	291	● (26)
Grants & Partnerships	-	-	●	-	128	128	●	1	232	● 1
Hills Connected Communities Projects	67	62	●	5	44	36	●	(9)	96	● (3)
Library Services	215	217	●	(1)	843	929	●	86	1,835	● 84
Positive Ageing (Home and Social Support)	771	743	●	28	522	515	●	(6)	1,063	● 22
Positive Ageing Project (Collaborative)	79	51	●	28	47	46	●	(1)	94	● 27
Service Strategy & Innovation	-	-	●	-	71	86	●	15	182	● 15
The Summit Community Centre	7	14	●	(7)	89	83	●	(6)	172	● (13)
Torrens Valley Community Centre	18	19	●	(1)	89	80	●	(9)	164	● (10)
Volunteering	-	-	●	-	42	40	●	(2)	81	● (2)
Youth Development	1	1	●	(1)	72	70	●	(2)	154	● (2)
<b>Community Capacity</b>	<b>1,269</b>	<b>1,216</b>	<b>●</b>	<b>53</b>	<b>3,429</b>	<b>3,494</b>	<b>●</b>	<b>66</b>	<b>6,940</b>	<b>● 119</b>
AHBTC	174	150	●	25	169	96	●	(73)	250	● (48)
Cemeteries	127	105	●	23	104	109	●	5	253	● 27
CS Director's Office	1	2	●	(1)	145	153	●	8	311	● 7
Financial Services	37,270	37,173	●	97	743	815	●	72	74	● 168
Governance & CEO Office	-	-	●	-	1,005	1,021	●	17	1,999	● 17
ICT	-	-	●	-	617	541	●	(77)	1,409	● (77)
Information Management	-	-	●	-	746	732	●	(13)	1,205	● (13)
OD & WHS	-	-	●	-	231	278	●	47	531	● 47
Property Management	42	30	●	11	1,013	987	●	(26)	3,163	● (15)
Retirement Villages	19	12	●	7	17	18	●	1	40	● 9
<b>Corporate Services</b>	<b>37,633</b>	<b>37,471</b>	<b>●</b>	<b>161</b>	<b>4,790</b>	<b>4,750</b>	<b>●</b>	<b>(40)</b>	<b>9,235</b>	<b>● 122</b>
Animal Management	383	383	●	(1)	221	199	●	(22)	399	● (23)
DRS Director's Office	-	-	●	-	155	158	●	3	321	● 3
Fire Prevention	-	-	●	-	45	37	●	(9)	116	● (8)
Mt Lofty Waste Control Project	50	50	●	50	26	25	●	(2)	50	● (2)
Parking and By-Laws	20	46	●	(27)	88	87	●	(1)	179	● (28)
Planning & Development	262	253	●	9	923	942	●	19	1,905	● 27
Policy Planning	-	-	●	-	69	65	●	(4)	175	● (4)
Public Health	51	55	●	(4)	221	230	●	9	499	● 5
<b>Development &amp; Regulatory Services</b>	<b>765</b>	<b>787</b>	<b>●</b>	<b>(22)</b>	<b>1,749</b>	<b>1,741</b>	<b>●</b>	<b>(7)</b>	<b>3,645</b>	<b>● (30)</b>
Civil Services	374	368	●	6	2,499	2,705	●	207	11,258	● 212
Community Wastewater Management System	1,810	1,805	●	5	278	348	●	70	1,136	● 75
Cudlee Creek Bushfire	-	-	●	-	-	(1)	●	(1)	-	● (1)
Emergency Management	-	-	●	-	26	35	●	10	71	● 10
IO Director's Office	-	-	●	-	154	157	●	2	315	● 2
Open Space Biodiversity	1	-	●	1	248	235	●	(13)	538	● (12)
Open Space Operations	-	-	●	-	2,202	2,166	●	(35)	5,014	● (35)
Open Space - Sport & Rec Planning	-	-	●	-	292	335	●	43	937	● 43
Sustainability	-	-	●	-	81	97	●	16	242	● 16
Sustainable Assets	-	-	●	-	221	256	●	36	529	● 36
Waste	10	9	●	1	2,105	2,119	●	15	4,617	● 15
<b>Infrastructure &amp; Operations</b>	<b>2,194</b>	<b>2,182</b>	<b>●</b>	<b>12</b>	<b>8,105</b>	<b>8,454</b>	<b>●</b>	<b>349</b>	<b>24,657</b>	<b>● 361</b>
<b>Total</b>	<b>41,861</b>	<b>41,657</b>	<b>●</b>	<b>204</b>	<b>18,072</b>	<b>18,440</b>	<b>●</b>	<b>368</b>	<b>44,477</b>	<b>● 572</b>

## 5.2 Additional Operating Initiatives

Adelaide Hills Council Quarterly Financial Performance						
2019/2020 Operating Initiatives - December 2019						
#	Description	Department	YTD Actuals \$'000s	YTD Budget \$'000s	YTD Var fav / (un fav) \$'000s	2019/20 Revised Budget \$'000s
735	Performance Benchmarking	Governance	8	4	(3)	9
753	Boundary Reform Provision	Governance	0	10		20
754	Strategic Plan Review	Governance	-	13		25
726	Sky Trust Implementation	OD & WHS	14	17		33
705	Women's TDU	Comms, Engagement & Events	1	-	(1)	10
706	Small Events Additional Resources	Comms, Engagement & Events	2	3		5
727	Customer Experience Survey	CC Director's Office	13	13	(0)	13
760	Community Perception Survey	CC Director's Office	-	-		5
120	FABRIK	FABRIK	153	129	(24)	241
702	Disability Planning Materials	Community Development	-	5		10
709	Gumeracha 20Yr Event	Community Development	-	3		3
710	Youth Leadership Workshop	Community Development	5	6		11
723	Community Arts Projects	Community Development	1	4		5
744	Public Art Acquisition	Community Development	-	1		3
747	Reconciliation Funding	Community Development	1	2		5
748	Multicult Action Plan	Community Development	1	2		10
751	Regional Health Planning	Community Development	0	10		38
704	Digital Literacy Services	Libraries and Customer Services	19	19		39
719	Stirling District Masterplan	DRS Director's Office	8	8		8
720	Crafer's Masterplan	DRS Director's Office	2	-	(2)	20
759	Local Heritage Fund: Contract	DRS Director's Office	-	-		20
725	Compliance	Health and Regulatory Services	14	18		35
740	Heritage Agreements	Open Space	-	-		5
746	Roadside Marker System	Open Space	-	-		45
763	Bush Regenerator Officer	Open Space	14	34		83
713	Smart living workshops	Sustainable Assets	1	1	(0)	3
741	Landscape conservation	Sustainable Assets	-	-		10
742	Bore water use areas-Management Plans	Sustainable Assets	11	20		20
752	Promotion Plan & Website Update	Sustainable Assets	-	-		10
755	WSUD Training	Sustainable Assets	-	-		2
718	Kerbside Waste Audits	Waste & Emergency Management	-	-		10
737	Preparedness Consultancy	Waste & Emergency Management	4	5		10
757	Green Waste Scoping Study	Waste & Emergency Management	-	-		15
758	Solar Bins	Waste & Emergency Management	-	7		7
Total			273	331	58	786



**Adelaide Hills**  
COUNCIL

#### MORE INFORMATION

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**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 25 February 2020  
AGENDA BUSINESS ITEM**

**Item:** 13.2

**Responsible Officer:** Steven Watson  
Governance & Risk Coordinator  
Office of the Chief Executive Officer

**Subject:** Risk Management Plan – Update Report

**For:** Information

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**SUMMARY**

This report provides the Council 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 since the last reporting period:

- Residual Risk: Nil change
- New Mitigation(s): 1 new mitigations identified
- Completed: 64% (50) is steady with Nil completed actions
- In Progress: Steady from 32% to 32%(25)
- Not Commenced: Increase from 3% to 4%

**RECOMMENDATION**

**Council resolves that the report be received and noted.**

---

**1. GOVERNANCE**

Goal	Organisational Sustainability
Strategy	Risk and Responsibility

Updating the risk management framework addresses workplace health and safety, emergency management, business continuity, public liability and legislative accountability and 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.

➤ **Sustainability Implications**

Sustainability implications have been considered within the development of the Strategic Risk Profile and Management Plan.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* The Audit Committee received and noted the Q2 Performance Report at its 17 February 2020 meeting.

*Advisory Groups:* Not Applicable

*Administration:* Director Corporate Services  
Director Community Capacity  
Director Development & Regulatory Services  
Director Infrastructure & Operations  
Executive Manager Governance & Performance  
Executive Manager Organisational Development  
Manager ICT  
Manager Waste & Emergency Management  
Manager Property Services  
Manager Sustainable Assets  
Manager Economic Development  
Manager Open Space  
Senior Strategic & Policy Planner  
Procurement Project Officer  
Biodiversity Officer

*External Agencies:* Not Applicable

*Community:* Not Applicable

## **2. BACKGROUND**

Council's Strategic Risk Profile monitoring and reporting process has been in place since 2014 based on the, then, current Risk Management Policy and the Risk Management Framework.

The allocation of risk owners has been reviewed over time due to changes in the portfolio allocation within the Administration. The current allocations have been in place since May 2017.

Reports on the Strategic Risk Profile have been provided to the Audit Committee and subsequently Council on a quarterly basis since February 2016.

At its 13 May 2019 meeting, the Committee reviewed the Risk Management Policy and noted that only minor nomenclature changes were required, prior to recommending it for Council's consideration.

Council adopted the revised Policy at its 28 May 2019 meeting.

Additionally an extract of the Strategic Risk Register is usually provided to the Committee and Council, at its 13 May 2019 meeting the Committee requested that the full Register be provided for the Committee's review. As was noted at the time, the full Register is quite large and therefore difficult to produce in a comprehensible form, nevertheless it is at **Appendix 1**.



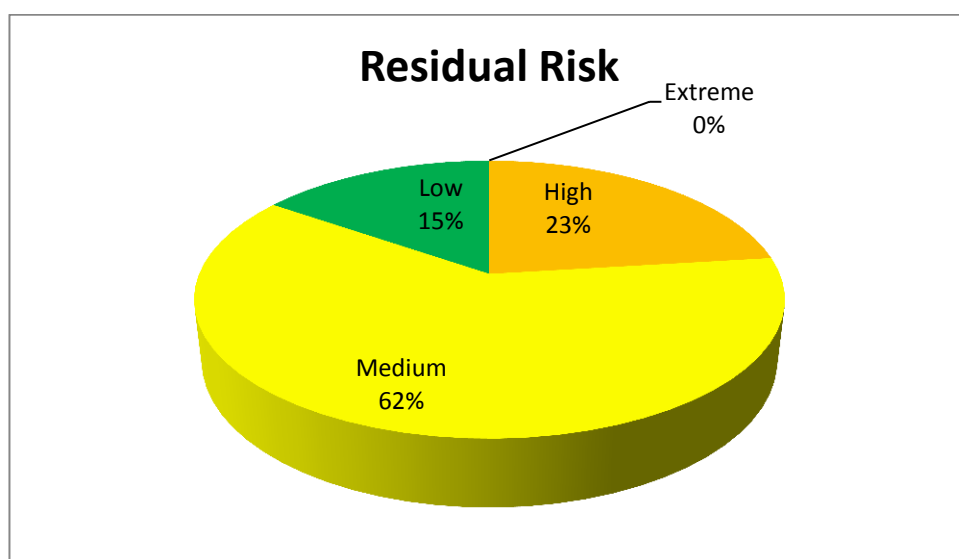
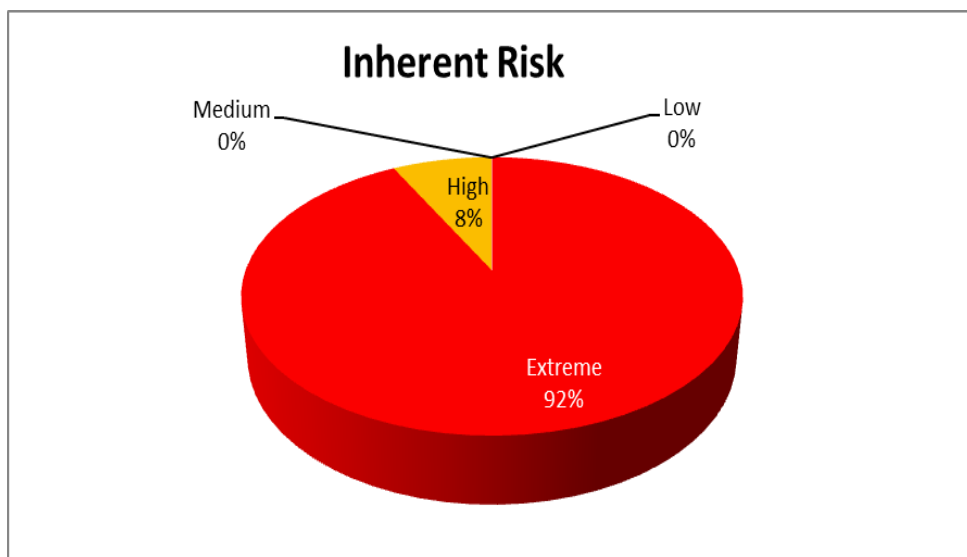
### 3. ANALYSIS

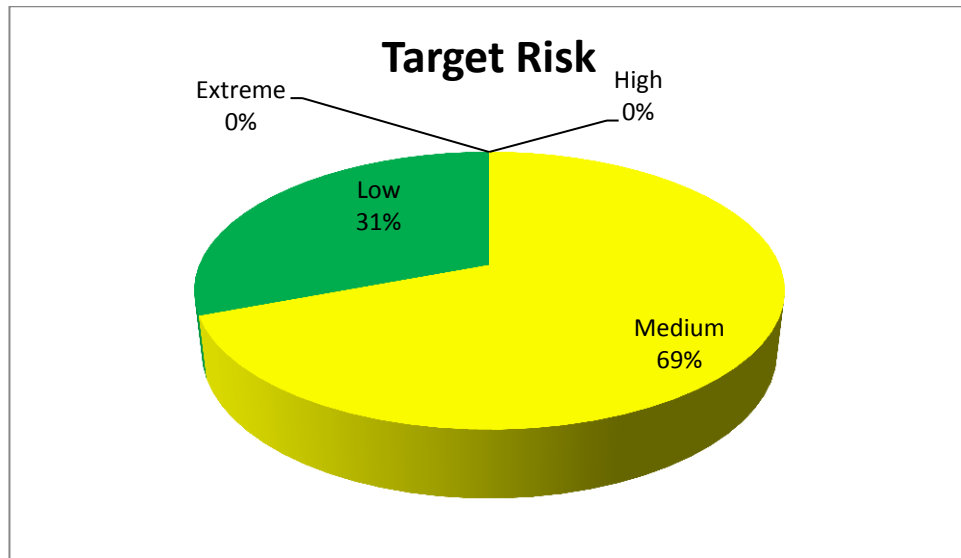
#### Strategic Risk Profile

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.

The Strategic Risks were recently reassessed and the following diagrams depict the Inherent, Residual and Target ratings. There has been no change to the Inherent or Target risk ratings from the November 2019 assessment.

There has been no change in the Residual Risk rating for the reporting period. Whilst this may be problematic if the risk were not being reviewed, officers regularly review their risks and mitigations, although the Residual Risk rating identifies no change for the reporting period.

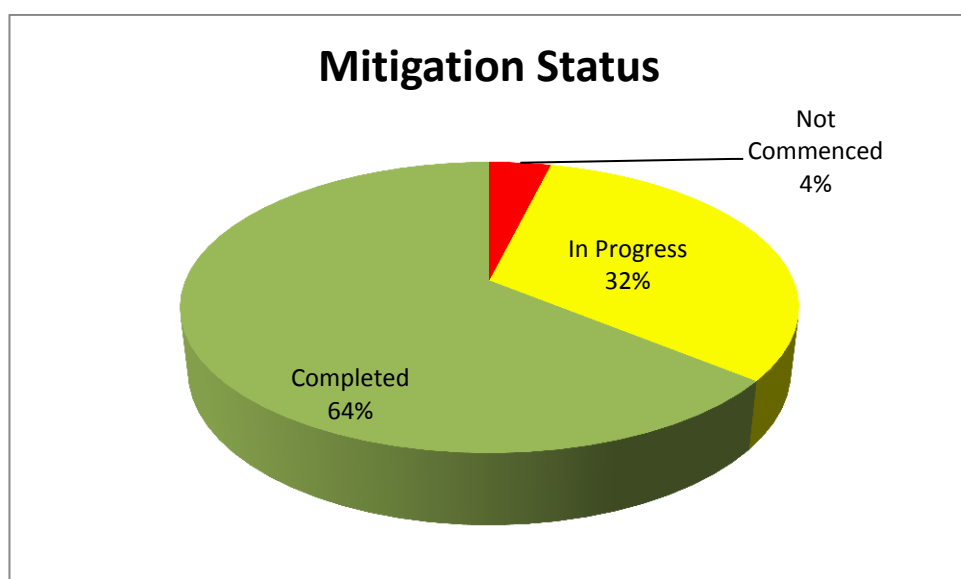




The implementation of Mitigation Actions has been progressing steadily. The current status is:

Status	May 2019	August 2019	November 2019	February 2020
<b>Completed</b>	64% (50 actions)	61% (48 actions)	65% (50 actions)	64% (50 actions)
<b>In Progress</b>	33% (26 actions)	37% (29 actions)	32% (25 actions)	32% (25 actions)
<b>Not Commenced</b>	3% (2 actions)	2% (2 actions)	3% (2 actions)	4% (3 actions)
<b>New Initiatives (in above totals)</b>	Nil actions	Nil actions	Nil actions	Nil actions

This is shown diagrammatically below:



**4. OPTIONS**

The Council 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. (Not Recommended)

**5. APPENDIX**

- (1) Strategic Risk Register

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# **Appendix 1**

## *Strategic Risk Register*

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Work unit/activity being assessed: AHC Strategic Risk Assessment										Assessment conducted by: ELT					Assessment date: February 2020									
Context: To conduct a strategic risk assessment for the Adelaide Hills Council focusing on the function of the Council under the Local Government Act 1999.																								
Section 1: Risk Identification				Section 2: Inherent Risk				Section 3: Controls			Section 4: Residual Risk			Section 5: Risk Evaluation		Section 6: Risk Mitigation								
No	Risk Statement (use the situation-consequence technique)	Causes & Impact	Risk Owner	Category	Consequence	Likelihood	Risk Rating	Details	Effectiveness	Consequence	Likelihood	Risk Rating	Date of assessment	Mitigation actions required (According to Risk Management Framework)	Next assessment no later than	Mitigation Number	Mitigation Action	Responsible Officer	Original Due Date	Progress	Status Comment	Move to controls (Y/N)	Revised Due Date	Target Rating
Example	IT server failure leading to inability to provide service to customers	<b>Cause :</b> Power surge, virus, malfunction <b>Impact :</b> Inability to access corporate information or undertake processing	Manager ICT	Service Continuity	Moderate	Likely	High (B)	Virus scanning, surge protectors	Good	Moderate	Possible	Medium (B)	1/03/14	Minimum biannual assessment of residual risk required or when causes or controls change or	28/08/14		Install parallel servers	Manager ICT	30/04/14					Low
1	Failure to plan at the local and regional level for the future development and future requirements of the area. (F)	<b>Cause:</b> - Poor understanding of development, infrastructure, population, transport, demographics and trends - Ineffective liaison with state and federal planning and development agencies. - Unresponsive Development Plan that inappropriately restricts development opportunities & results in poor development outcomes. - Ineffective strategies to enhance and conserve character areas and iconic sites. - Poor place making strategies. - Deficient planning and building rules consent practices. - Ineffective infrastructure planning processes. - Lack of appropriately trained and experienced staff. - Poor business planning and budgeting processes to allocate sufficient resources to functions. <b>Impact:</b> - Poor planning & development outcomes, ad-hoc & reactionary planning, unresponsive approaches to addressing community needs and trends - Uncoordinated approaches to infrastructure provision, lack of partnership & funding arrangements, lack of collaborative & mutually beneficial outcomes for community, Council and State Govt., duplication of services & resources - Disempowered community with poor and inefficient use of public spaces - Dysfunctional organisation with a poor reputation resulting in community dissatisfaction with level and type of service provision resulting in a Council regime change - Non-compliant with legislative responsibilities resulting in considerable liability exposure - Inconsistent and misdirected operations and service provision	Director Development & Regulatory Services	Corporate Objectives	Major	Likely	Extreme (A)	- Development Policy Planning function in place to monitor, analyse and advise - Program of conversion of Development Plan into the Planning & Design Code established - Up to date Development Plan in place - Privately -funded DPA and other development-related policies in place - Participation in relevant forums with State & Federal Govt and other stakeholder groups regarding any changes to development policy - Undertake responsibilities outlined in the Collaborative Work Plan between DPTI and Council regarding transitioning to the new Planning, Development & Infrastructure (PDI) Act 2016 - Transition the and amend where required the Council's Development Plan to the Planning & Design Code over the next 3 years in accordance with the PDI Act - Precinct Planning Framework and expertise in place - Skilled and experienced planning, building, infrastructure, sport & recreation planning, community development and economic development teams in place - Community engagement and consultation methodologies in place to accord with the Community Engagement Charter - Relevant development assessment staff and CAP members accredited in accordance with the State's Accreditation Scheme - 4x8 processes identifying training and development needs - Development and PDI Act delegations and sub-delegations - CAP in place and functioning - Adopted District Master Plan in place - Regional Climate Change Adaptation Plan - Resilient Hills and Coast - Completion of outstanding Development Plan Amendment (i.e. the Local Heritage DPA)	Good	Minor	Unlikely	Low (D)	31/10/18	Minimum annual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	31/10/19	1	Rollout of Precinct Planning methodologies as projects are identified	Director I&O	Ongoing	COMPLETE	COMPLETED. Rolled out Uraidla & Gumeracha project. Place Making Group established to identify and roll out future projects	Y	NA	Low
																2	Progression of outstanding DPA: Local Heritage (Stage 1 DPA) to be lodged with the Minister for approval in May 2018	Senior Strategic & Policy Planner	28/2/16	COMPLETE	COMPLETED. DPA approved by SPDPC on 14 August 2018 and with the Minister for Planning for approval. Response received from Minister on 9 April 2019 and minor suggested amendments requested. These were adopted at a Sepcial SPDPC meeting on 14 May 2019 and the DPA was sent back to the Minister on 16 May 2019.	Y	30/11/18	
																3	Implementation of Planning, Development & Infrastructure Act reforms	Manager Development Services Senior Strategic & Policy Planner	31/07/20	IN PROGRESS	IN PROGRESS: The PDI Act being rolled out in stages and to be fully operational by July 2020. A Collaborative Work Plan between DPTI & Council has been executed. Ongoing transition to the new legislation will continue over the next 18 months	N	1/07/20	
																4	Transition of Development Plan into the new Planning & Design Code	Senior Strategic & Policy Planner	31/07/20	IN PROGRESS	IN PROGRESS: Changes to the Rural Planning Policy to be incorporated into development of Planning & Design Code. Entire Development Plan to be transitioned into the aforementioned Code by July 2020. Phase 3 of the Code is expected to be available from DPTI for review in October 2019 at which time a workshops with Council Members will occur	N	1/07/20	
																5	Asset Management Planning - renewal and future requirements	Director I&O	30/06/16	IN PROGRESS	IN PROGRESS. Asset Management Plan reviews underway, and ongoing	Y	Ongoing	
																6	Regional Climate Change Adaptation Plan - Resilient Hills and Coast	Director I&O	31/12/21	COMPLETE	COMPLETED. Plan endorsed by Council 27/09/16	Y	NA	
2	Failure to deliver projects, programs and services in accordance with plans (time, budget, quality)	<b>Causes:</b> - Ineffective Budget Bid process ( ineffective cost estimates preparation; possible lack of understanding of budget and budget process; - Unrealistic timeframes e.g. 12 months for design, consultation and delivery; Change or poorly defined scope; Inadequate specifications and documentation and design; Lack of stakeholder engagement. - Lack of effective consistent project management methodologies - Unforeseen weather and climate conditions, - Lack of appropriate plant and equipment, - Poor contractor management, - Lack of resources (Lack of adequate skilled resources; Loss of key staff.) - Change in government legislation or policy, - Reduction in grant funding, - Lack of scheduled maintenance - Unclear Service ranges and levels <b>Impact:</b> - Cost of projects escalates, unbudgeted spending, impacts on delivery of the projects - Damage to Council reputation - Outcomes of the project delivered fails to meet community's expectations - Weaknesses in infrastructure necessitating increased maintenance	Director Infrastructure & Ops	Finance & Assets	Major	Likely	Extreme (A)	- Monthly capital reports from finance - Regular team meetings with project updates - Quarterly budget review process - 3 Year Capital Program - Procurement policy - Process and qualified staff/teams - Project reporting process - Panel contractors - Legislation and policy - KPI monitoring and reporting - Financial Reporting	Marginal	Moderate	Possible	Medium (B)	31/10/18	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	27/07/16	1	Project Management a) Implementation of Project management framework. A trial with Built and Natural Assets is underway since 1/7/15. A review was undertaken in 2016 to assess and refine framework. Further review required now that Manager Civil Services appointed b) Process to audit and check project management. c) Implementation of scheduled program maintenance,	Director I&O	30/06/16	IN PROGRESS	IN PROGRESS. Project Management Documentation now being developed in partnership with external expertise.	Y	30/06/20	Medium
																2	Refine the budget bid process to ensure that sufficient time is allocated to cost budget submissions and also timing recognising that some projects will need to span across multiple years due to lead times associated with planning, consultation and approvals. Action: develop a budget bid database with a two stage process by 30/3/2016	Director I&O	30/01/16	COMPLETE	COMPLETED. Initial 3 year program developed for 2017/18 ABP.	Y	NA	
																3	Start to promote multiple year project planning in line with Asset Management Planning	Director I&O	30/06/16	COMPLETE	COMPLETED. 3 Year Capital Program has been established, which help to achieve this goal.	Y	NA	
																4	Develop process in conjunction with Organisational Development to transfer knowledge once an employee has notified intent to leave the organisation (i.e. to capture staff knowledge with consideration of succession planning and transition to retirement)	Director I&O	30/09/16	IN PROGRESS	IN PROGRESS. Process development underway, however progress has stalled due to other delivery priorities. Looking to reinvest in this process development over the coming months.	N	30/12/20	

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																5	Amend LTFP and budget processes to capture all Strategic and Functional Strategy funding requirements.	Manager Financial Services	30/06/18	COMPLETE	COMPLETED: 2018/19 & 2019/20 Budgets adopted based on a revised LTFP that captured all Strategic and Functional Strategies.	Y	NA	
3	Failure to provide for the welfare, well-being and interests of the community (F)	<p><b>Cause:</b></p> <ul style="list-style-type: none"><li>- Ineffective public health programs (food, immunisation, waste water)</li><li>- Ineffective community development programs</li><li>- Failure to identify and respond to key community issues</li><li>- Poor understanding of cultural and diversity issues in community.</li><li>- Lack of effective active and passive recreation participation strategies.</li><li>- Ineffective strategies to work with vulnerable members of the community.</li><li>- Inappropriate behaviour of community facility users.</li><li>- Unaffordable rates, fees and charges</li><li>- Ineffective regulatory services activities (including management of dogs, noise, parking)</li><li>- Poor facilities</li></ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"><li>- Food poisoning, insanitary conditions, etc.</li><li>- Decreased wellbeing and an over-reliance on social support</li><li>- Loss of faith in Council's ability to meet community needs</li><li>- Inability for people from diverse backgrounds to live/participate in the community</li><li>- Decreased health and wellbeing across the community</li><li>- Inability/difficulty for people of all socioeconomic backgrounds to live in the district</li><li>- cultural disrespect</li></ul>	Director Community Capacity	Community, Social & reputational	Major	Likely	Extreme (EB)	<ul style="list-style-type: none"><li>- Well resourced department, with qualified staff making informed and evidence based decisions.</li><li>- Regulatory responsibilities that incorporate inspection regimes, education and prosecution where necessary within a highly regulated environment.</li><li>- Existence of Community Strategy - with identified community needs, gaps in service provision and reprioritised our CD efforts. Adopted June 2015.</li><li>- Mandated 4-yearly development of strategic plan, incorporating community engagement, ensures effort is made periodically to understand issues important to the community.</li><li>- Community engagement policy and other relevant policies</li><li>- Regular satisfaction surveys and program evaluations.</li><li>- Communicate with empathy, regular informal contact with the community.</li><li>- Local engagement via Community Centres is occurring with cultural groups.</li><li>- Ad-hoc engagement on an as-needs basis.</li><li>- Development of the Reconciliation Action Plan (2015).</li><li>- Disability Action Plan (2011), Age Friendly Community Plan (2017)</li><li>- Staff cultural awareness training.</li><li>- Recreation and Open Space Planner position created in early 2016.</li><li>- New Sport &amp; Recreation Strategy was developed and adopted in Oct 2016.</li><li>- Services currently being provided for vulnerable individuals including in-home support, centre based programs, events, support activities and advocacy.</li><li>- Codes of conduct in place in some programs/services.</li><li>- LTFP with sustainable and reasonable rates growth profile. Annual review process for fees and charges incorporates review by Exec and Council Members to ensure control. Internal efficiency improvement program aims to keep costs down.</li><li>- Volunteer Management Policy and Strategy. Well established and funded volunteer based programs. Little reliance on external funding.</li><li>- Safe Environments Policy has been adopted. AHC is now registered on the DCSI system for suitability for work screening and all existing staff in prescribed positions have now been checked.</li></ul>	Marginal	Moderate	Unlikely	Medium (BD)	9/02/20	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	7/08/20	1	Community Cultural Development Officer to develop Cultural Development principles and framework	Manager Community Development	31/12/16		The proposed action is under review as the latest risk review has questioned whether or not this action is necessary to achieve the target risk.	N	31/03/20	Medium
																3	Review Disability Action Plan and inform budget accordingly.	Manager Community Development	31/12/16	IN PROGRESS	IN PROGRESS. New legislation has recently passed parliament, and we await Ministerial Guidelines under that legislation, which will define the requirements for Council Disability Inclusion Action Plans.	N	30/06/20	
																6	Review facility management arrangements. Develop a more consistent approach to community facility users conduct across the various program areas.	Manager Property	31/12/16	IN PROGRESS	IN PROGRESS. Action Plan endorsed by Council for review of facilities under a Community and Recreational Facilities Framework. Revised due date established. A number of workshops held with Council and Framework endorsed. Action plan now being progressed. Workshop held with Council in Feb '19, followed by the establishment of a working group to further progress the matter. Working group have commenced review of Framework. Consideration to be given to a revised timeline to reflect level of complexity identified.	N	30/06/21	
		<p><b>Cause:</b></p> <ul style="list-style-type: none"><li>- Poor fire prevention initiatives</li><li>- Poor flood protection initiatives</li><li>- Poor wind protection initiatives</li><li>- Ineffective emergency management regimes</li><li>- Ineffective asset maintenance and replacement plans and programs</li><li>- Lack of participation in regional emergency</li></ul>		ional				<ul style="list-style-type: none"><li>- Participation in regional EM arrangements through the ZEMC, and the AMLRBMC and cooperation with other councils and agencies re EM</li><li>- Provision of assistance to control agencies and the community to respond to emergency incidents as they arise and work with local units to resolve localised issues relating to EM.</li><li>- Provision of assistance to the community and to relevant government and non-government agencies assist recovery from emergencies.</li><li>- Contribute to, support and participate in community education programs including the SES Flood Safe Program, Red Cross REDIPlan program and CFS Community Fire Safety Meetings.</li><li>- Ongoing replacement and maintenance of Council's infrastructure through implementation of Council's AMP and proactive and reactive maintenance programs including stormwater</li></ul>								1	Development of new Emergency Management Plan.	Mgr Waste & EM	31/12/17	IN PROGRESS	EM Framework endorsed by ELT 14/2/17, EM responsibility now transferred to Infrastructure & Operations, Project timeframes to be reviewed. Update 02/10/19 - Draft Emergency Management Plan completed. Draft Incident Operations Manual (formerly within the Emergency Management Plan) to be considered for endorsement by ELT 3 October 2019. Council to participate in LGA Council Ready Program to complete Emergency Management Plan by September 2020 based on a risk assessment process. Update 07/11/19 - ELT formally resolved to commit to LGA Council Ready Program, scheduling of initial risk assessment workshop set for 9/12/19. Incident Operations Manual adopted by ELT 3 October and is currently being implemented. Update 29/01/20 Lessons learnt from Cudlee Creek fire to be identified in an After Action Review scheduled 4 February 2020 and incorporated into the Incident Operations Manual. Emergency Management Plan development timeframes may need to be reviewed as priority is on updating the Incident Operations Manual.	N	31/08/20	
																2	Commit to I Responda emergency response framework.	Ex Mgr Gov Perf	19/01/16	COMPLETE	Council is now part of this program . Its plan to be transferred to contemporary standard. Anticipated to be complete by 31/12/19.	Done	NA	



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4	Failure to take measures to protect the community from natural and other hazards (F)	management arrangements - Noncompliance with legislation - Insufficient budget - Ineffective planning and preparations  <b>Impact:</b> - Significant property loss and damage - Loss of life, injury - Reputational damage - Exposure to liability and penalty - Loss of community normality - Council services stretched and some services may not be fully operational - Loss or damage of public and private infrastructure - Environmental and biodiversity impacts	Director Infrastructure & Ops	Community, Social & reputat	Catastrophic	Likely	Extreme (5B)	Infrastructure (including Flood Plain Modelling), fire track maintenance and street sweeping program. - Ongoing fuel reduction programs on high risk Council owned land including woody weed control, slashing and maintenance of asset protection zones. - Ensure ongoing compliance with the F&ES Act 2005 including annual property inspections to ensure community compliance with requirements of the Act, respond to breaches of the Act as they arise, ongoing appointment of Fire Prevention Officers pursuant with requirements of the Act and provide advice to residents on bushfire prevention and mitigation. - Ongoing implementation of tree maintenance programs including the monitoring and maintenance of high risk trees and undertaking reactive tree pruning and removal of high risk trees minimising failure in windy conditions.Commencement of Zone-based Preventative Maintenance Program. Bushfire Mitigation Operational Committee - I-Responda process and trained staff - Establishment of EM function in Infrastructure & Operations Directorate	Good	Major	Unlikely	Medium (4D)	5/11/19	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	3/05/20	3	Develop Emergency Management Team for ongoing development and review of Council's EM processes relating to emergencies that occur external to the organisation (not WHS emergency management)	Mgr Waste & EM	31/12/16	COMPLETE	To be developed under EM Framework. Update 05/08/19 - Draft Incident Operations Manual 95% complete. This document will be used with the draft Emergency Management Plan to plan, prepare, respond and recover from emergency events. Anticipated to be completed by 30 November 2019. Update 02/10/19 - Draft Incident Operations Manual to be considered by ELT for endorsement on 3 October 2019. Update 07/11/19 - Incident Operations Manual adopted by ELT 3 October 2019 including establishment of an Incident Management Team completing this action.	N	NA	Medium
																4	Research the establishment of a dedicated EM role (temporary/permanent)	Exec Mgr Gov & Risk	31/03/16	COMPLETE		Done	NA	
																5	Establish Zone-based Preventative Maintenance Program	Mgs Open Space & Civil Works	1/02/16	COMPLETE	Zone program established	Done	NA	
																6	Review bushfire prevention and mitigation arrangements	Mgs Open Space and Team Leader Regulatory Service	30/06/17	COMPLETE	Structure in place	Done	NA	
5	Failure to manage, develop, protect, restore , enhance and conserve the environment in an ecologically sustainable manner and to improve amenity. (F)	<b>Cause:</b> -Lack of understanding of biodiversity. - Inadequate planning controls, - Lack of specific skill and knowledge of natural environment, - Insufficient budget, - Lack of internal coordination in project delivery, - Inadequate emergency response to environmental hazard, - Lack of longitudinal planning and service delivery, difficulty of meeting varying community expectation, - Ineffective natural resource management strategies and processes. - Poor environmental management practices. - Illegal dumping  <b>Impact:</b> - Damage to local environment - Financial - restoration of failure to act (fines plus the works to restore) - Reputational damage - Impact on human health and wellbeing due to the loss of visual amenity and ability to interact with nature - Local amenity not maximised - Health and economic impacts due to climate change - Failure to meet stakeholder expectation	Director Infrastructure & Ops	Environment	Catastrophic	Possible	Extreme (5C)	- Biodiversity Strategy, - Water Management Plan - Biodiversity Advisory Group and Sustainability Advisory Group - Trained & qualified staff - Safe working procedures - Blue Marker sites - Spill kits - SDS - Customer request system for reporting to us - Machinery hygiene - Development Plan	Good	Catastrophic	Unlikely	High (5D)	31/10/18	Minimum quarterly assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan required.	29/01/19	1	Water Resources strategy to be developed	Sustainability Officer		COMPLETE	Water Management Plan endorsed by Council 13 December 2016.	Done	NA	Medium
																2	Project Management framework (see action above)	Director I&O		IN PROGRESS		N	30/06/20	
																3	Implementation plan for the Biodiversity Strategy to be developed; Interim review of Strategy	Biodiversity Officer		COMPLETE	Biodiversity Strategy endorsed by Council on 24/9/2019. Implementation plan for the Biodiversity Strategy complete.	N	NA	
																4	Ensure adequate budget and human resources are allocated to the priority strategies articulated in the Biodiversity Strategy's Implementation Plan	Director I&O		COMPLETE	Implementation plan for the Biodiversity Strategy complete. The plan informs Annual Programming and LTFF.	Done	NA	
																5	Establish a program to review the safe operating procedures to ensure that they incorporate contemporary management techniques to minimise environmental impacts.	Manager Open Space		COMPLETE	Budget Bids to support this years program were included in the 2018-19 Annual Business Plan and Budget Process.	N	N/A	
																6	Expansion of Blue Marker Sites	Manager Open Space	30/10/16	COMPLETE		Done	NA	
6	Failure to provide appropriate infrastructure for the community (F)	<b>Cause:</b> - Ageing infrastructure in need of renewal to remain fit for purpose and/or comply with legislation - Poor asset management regimes (data, revals) - Ineffective maintenance regimes - Leaseholders conducting works outside of contractual/legislative obligations. - Duplication or gaps in infrastructure provision to communities. - Lack of understanding community needs and trends  <b>Impact:</b> - Increased cost to maintain infrastructure - Reduced confidence in Council by the community - Increased risks to staff and community when utilising facilities - Disadvantage to AHC community over that of other areas - Negative impact on community wellbeing	Director Infrastructure & Ops	Corporate Objectives	Major	Likely	Extreme (4B)	- Current Asset Management Plans for key asset categories - Long Term Financial Plan that captures the Strategic Plan and Asset Management Plans - Asset management system in place (Conquest) - Annual Business Plan & Budget consultation undertaken - Customer Survey undertaken - Asset condition audits undertaken cyclically - Asset management system in place (Conquest) - Building inspections (last done 2013) - Compliance audits for buildings as per legislation - Customer request system captures community concerns/issues - Sport and Recreation Strategy - Bike Strategy - Preventative Maintenance regime	Good	Moderate	Possible	Medium (3C)	2/10/19	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	30/03/20	1	Update asset management plans as per cycle (and LTFFP)	Mgr Sustainable Assets for Infrastructure and Strategic Property Officer for Land and Buildings	31/12/16	IN PROGRESS	Draft Transportation AMP prepared to go to Audit Committee and Council first half of 2020. 80% of assets in enterprise system - stormwater and kerb reamin to be transitioned. AMS System purchased. Implementation is progressing well, with Playground assets loaded, training of internal and field staff underway, and Business Process Reviews for key asset classes also underway.	N	Ongoing	Medium
																2	Preventative Maintenance regime developed	Mgr Sustainable Assets for Infrastructure and Strategic Property Officer for Land and Buildings	1/01/17	COMPLETE		Done	NA	
																3	Establish service levels in consultation with community	Mgr Sustainable Assets for Infrastructure and Strategic Property Officer for Land and Buildings	1/03/16	IN PROGRESS	Updated to CRM response times completed. Levels of service refinements required as part of AMP reviews.	N	31/12/20	
																4	Establish cycle for condition audits and monitor (incl buildings)	Mgr Sustainable Assets for Infrastructure and Strategic Property Officer for Land and Buildings	31/12/16	IN PROGRESS	Condition audits identified in AMP and new system implementation and set up has delayed some conditon auditing. Limited progress, though strategic property review commenced	N	30/06/18	
																5	Develop Bike Strategy to identify infrastructure requirements	Mgr Sustainable Assets for Infrastructure and Strategic Property Officer for Land and Buildings	1/01/17	COMPLETE	To Council Oct 16 - completed	Done	NA	

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No	Risk Statement (use the situation-consequence technique)	Causes & Impact	Risk Owner	Category	Consequence	Likelihood	Risk Rating	Details	Effectiveness	Consequence	Likelihood	Risk Rating	Date of assessment	Mitigation actions required (According to Risk Management Framework)	Next assessment no later than	Mitigation Number	Mitigation Action	Responsible Officer	Original Due Date	Progress	Status Comment	Move to controls (Y/N)	Revised Due Date	Target Rating
																6	Revise Sport and Recreation Strategy to identify infrastructure requirements	Mgr Sustainable Assets for Infrastructure and Strategic Property Officer for Land and Buildings	1/03/16	COMPLETE	Strategy completed and infrastructure requirements linked to Strategic Property Review. LTFP now capturing ongoing investment.	Done	NA	
7	Failure to promote the Council area and provide an attractive climate and locations for the development of business, commerce, industry and tourism (F)	<p><b>Cause:</b></p> <ul style="list-style-type: none"> <li>- Dysfunctional local economy, loss of jobs, loss of basic retail and service functions</li> <li>- Poor engagement with business community, leading to relative disadvantage for business community</li> <li>-Lack of understanding of economic drivers, stagnation of effort, and/or perception that the Council is unable/willing to support the tourism sector.</li> <li>- Inappropriate infrastructure in industrial precincts or nodes, placing barriers on development of industrial precincts.</li> <li>- Lack of understanding of tourism demand, leading to potential wasted effort, stagnation of effort, and/or perception that the Council is unable/willing to support the tourism sector.</li> <li>- Poor support of tourism and business associations, leading to fragmentation of effort and dis cohesive strategies.</li> <li>- Unresponsive Development Plan that inappropriately restricts development opportunities &amp; results in poor development outcomes.</li> </ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>-- Loss of local jobs</li> <li>-- Loss of basic local retail and service businesses</li> <li>-- Devaluation of local residential and commercial property</li> <li>-- Rise in social problems deriving from a declining economy</li> <li>- The community procures goods outside of the area as business not vibrant and meeting local requirements</li> </ul>	Director Community Capacity	Economic	Moderate	Likely	High (3B)	<p>Economic Development Strategy (EDS); Economic Development Officer appointed Dec 2015; implementation plan approved Mar 2016; active and positive engagement with local business communities, integrated approach to creating a diverse and sustainable economy across the District, resources to provide required implementation of the EDS.</p> <p>EDS addresses need to work actively with business groups and associations, resources (such a business contact database) provided to interact and network on a consistent basis. Consistent framework for effective interaction.</p> <p>Ad-hoc engagement on an as-needs basis.</p> <p>Advisory Group exists for Primary Production.</p> <p>Higher level engagement occurs with one business association.</p> <p>Some engagement has occurred with industry reps and DPTI regarding specific transport issues.</p> <p>Council partners with DC Mt Barker, RDA and SATC to run Adelaide Hills Tourism, which is designed to help providers understand and leverage tourism opportunities.</p> <p>Support for AHT is high, but support for business associations is low.</p> <p>Adelaide Hills Council Economic Profile Sept 2014.</p> <p>Annual subscription to economy id.</p> <p>Business contact database</p> <p>Involvement in place making initiatives</p>	Marginal	Moderate	Likely	High (3B)	5/08/19	Minimum quarterly assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan required.	3/11/19	1	Implementation Plan for EDS finalised and approved Mar 2016	Director Developemnt & Regluartory Servcies	31/12/16	COMPLETE		Done	30/12/19	Low
																2	Identify significant economic infrastructure issues and opportunities	Director Developemnt & Regluartory Servcies	31/12/16	COMPLETE	Currently working with key stakeholders to progress two major transport routes - b-double access to Lobethal and Northern Freight Train Bypass	Done	30/12/19	
																3	Assess effectiveness of key points of AHC engagement with community	Director Developemnt & Regluartory Servcies	1/07/16	COMPLETE	Ongoing through role of Community Engagement Coordinator, more recently through the introduction of online engagement tool	N	30/12/19	
																4	Active and positive engagement with local business communities	Manager Economic Development	1/07/16	COMPLETE	Ongoing role of MED	Done	30/12/19	
																5	Encourage an integrated and coordinated approach across all levels of govt to create a diverse and sustainable economy across the District	Manager Economic Development	31/10/16	COMPLETE	Actively developing and maintaining relationships with relevant State and Commonwealth Govt agencies	Done	30/12/19	
																6	Work actively with business groups and associations, providing resources to interact and network on a consistent basis. Key role for EDO	Manager Economic Development	31/12/16	COMPLETE	The Manager ED is actively building relationships with existing business associations and working with communities that currently do not have business groups (e.g. Gumeracha, Northern Hills, Lobethal) to explore the benefits	Done	30/12/19	
																7	Assess effectiveness of key points of engagement with community e.g. website, contact centre, development approval process, waste, health and regulatory services	Manager Economic Development	31/12/16	IN PROGRESS	Quarterly e-Business newsletter sent to business associations and subscribed businesses. Website business page being developed and feedback on other AHC pages provided	N	30/12/19	
																8	Develop business contact database	Manager Economic Development	31/12/16	COMPLETE		Done	30/12/19	
																9	Identify significant organisations, roles and skillsets within region	Manager Economic Development	31/12/16	COMPLETE	Relationships with key contacts with business and industry organisations being regularly maintained and developed by the MED	Done	30/12/19	
																10	Improve partnership with DC Mt Barker and SATC to assist Adelaide Hills Tourism leverage tourism opportunities	Manager Economic Development	31/12/16	COMPLETE	MED active committee member of Adelaide Hills Tourism (AHT) and Visitor Information Servicing Group	Done	30/12/19	
																11	Improve engagement with local business associations	Manager Economic Development	31/12/16	COMPLETE	Regular communication established with SBA and WCA	Done	30/12/19	
																12	Undertake precinct planning/placemaking, with consideration of triple bottom line (As appropriate)	Manager Economic Development	31/12/16	COMPLETE	The MED is a member of Council's Placemaking group to ensure a coordinated approach	Done	30/12/19	
8	Failure to manage and develop public areas vested in, or occupied by the Council (F)	<p><b>Cause:</b></p> <ul style="list-style-type: none"> <li>- Lack of strategic and operational processes to manage Council's property portfolio.</li> <li>- Poor sports, recreation and open space management practices.</li> <li>- Physical hazards to users (trips, slips, debris, falling items)</li> <li>- Poor climate adaptation regimes</li> </ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>- Increased cost to maintain infrastructure</li> <li>- Reduced confidence in Council by the community</li> <li>- Increased risks to staff and community when utilising facilities</li> <li>- Disadvantage to AHC community over that of other areas</li> <li>- Negative impact on community wellbeing</li> </ul>	Director Corporate Services	Community, Social & reputational	Major	Almost Certain	Extreme (4A)	<p>-Community Land Management Plans updated 2019</p> <p>- Asset Management Plans developed for property assets</p> <p>- Annual budget developed to include mtce funding</p> <p>- Strategic Plan that captures community facilities and open space</p> <p>- Recreation and Open Space Plan adopted by Council</p> <p>- High risk / high use assets (e.g. playground equipment) inspected as per established regime</p> <p>- High risk tree audit plan established</p> <p>- Lease and licence arrangements in place for occupiers of council facilities</p> <p>- Maintenance regime in place for all reserves and buildings</p> <p>- Customer request system in place</p> <p>- Rec and Open space planner employed</p> <p>- Reviewed Property Function and Manager Property employed</p> <p>- Sport and Recreation Strategy endorsed by Council</p>	Marginal	Moderate	Possible	Medium (3C)	4/02/20	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	4/02/21	1	Update Community Land Management Plans	Manager Property	31/12/06	COMPLETE	Action Plan endorsed by Council that included a review of the Community Land Mgt Plans. Review commenced and workshop presented to Council in Jan 2019. Draft Plans presented to Council 27 July 2019 and endorsed for Community Consultation. Consultation subsequently completed and updated CLMPOs adopted.	Y	N/A	Medium
																2	Programmed maintenance regime to be developed (land and buildings)	Mgr Civil Services Mgr Open Space/ Mgr Property	31/12/16	IN PROGRESS	Strategic Property Review endorsed by Council. Programmed maintenance schedules developed in Open Space and Civil Services areas. Building maintenance schedule being developed as part of Facility Framework, service standards to be developed	N	30/12/18	
																3	Review of Crown Land under care and control of Council	Manager Property	31/12/19	IN PROGRESS	Detailed assessment of all land parcels undertaken and workshop and report provided to Council. Preliminary consultation completed in relation to potential land parcels to hand back to the Crown. Revocation of community land classification commenced and final cummunity consultation to be undertaken in 2020.	N	30/06/20	

Section 1: Risk Identification				Section 2: Inherent Risk				Section 3: Controls			Section 4: Residual Risk				Section 5: Risk Evaluation		Section 6: Risk Mitigation							
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9a	Failure to manage, improve and develop the human resources available to the Council. (F)	<b>Cause:</b> - Poor IR practices - Ineffective attraction and retention initiatives - Lack of workforce planning and development. - Deficient equity and diversity programs - Poor leadership - Failure to ensure appropriate WH&S for employees and volunteers. - Volunteers deterred by training/inductions requirements - Ageing population impacting on volunteer participation - Failure to engage young population as volunteers <b>Impact:</b> - Increased financial cost; - potential litigation; decrease in morale; poor work performance; inability to deliver services; negative impact on council brand and reputation; lacking or ineffective policy/procedures; inability to meet the demand for volunteering opportunities, inability to offer attractive positions (older and younger workers), potentially lose volunteers who don't want to participate in induction and training, council could fail to meet the legislative requirements if training avoided; not having available staff/volunteers to undertake work at required times; heightened number of complaints around EEO; ineffective management of human resources, lose ability to innovate through poor leadership, fear of doing the wrong things and receiving punishment; more injured workers, potential death; litigation threatening the viability of the organisation; unable to attract employees and volunteers; lack of handover and transfer of valuable knowledge; challenges about fair and equitable process; higher turnover costs and negative affect on work culture; potentially losing good candidates.	Exec Manager Org Dev	Staff Welfare & Engagement	Major	Likely	Extreme (4B)	- Volunteer Coordinator, volunteer management project and practices - Provide leadership training and development/coaching, - OD Team -trained and experienced; - Policy and procedures that include screening, police and health checks; - Position descriptions for every position, - WHS & OD policies and procedures; - Trained leaders and employees; executive team trained and engaged in management of WH&S; - Active H&S Committee; WHS Advisor-expertise in organisation; - Well maintained plant and equipment; - Regular reporting in teams and across the organisation; - Annual audits by external party; - Access to LGAWCS/risk services for advice; - Proven track record of high achievement; - WHS improvement plan; WHS KPI action plan (annual); annual WHS KPI Audit (external party) - Fair Treatment, Workplace Bullying Procedures implemented and training provided - Grievance Procedures implemented	Marginal	Moderate	Possible	Medium (3C)	4/10/19	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	1/04/20	1	Equity and diversity plan is being developed	Exec Manager Organisational Development	30/07/19	IN PROGRESS	Further development of the plan is being undertaken through the Diversity and Inclusion Team. Some initial ideas for the plan have been researched. Further work to be progressed in 2020.	N	30/06/20	Medium
2	Update Fair Treatment and Bullying Procedures, and Grievance Resolution Procedure;	Exec Manager Organisational Development	COMPLETE	Fair Treatment, Workplace Bullying Procedures and Grievance Procedures implemented and published on Workspace	Done	20/12/19																		
3	Undertake Fair Treatment and Bullying training	Exec Manager Organisational Development	COMPLETE	HR delivered training to all employees and People Leaders in March 2016. A network of Equity and Diversity Contact Officers established and trained in March 2016. Training will be undertaken annually for new employees.	Done	20/12/19																		
9b	Failure to manage, improve and develop the information resources available to the Council. (F)	<b>Cause:</b> - Business systems do not effectively support organisational needs - Ineffective media and brand management strategies. - Poor information management practices (capture, use, storage, retrieval). <b>Impact:</b> - Inefficiency; increased risk of errors (from manual systems); negative impact on council brand & reputation; decreased staff morale; potential for increased turnover of staff; lack of consistency; increased cost in undertaking work; systems cannot be upgraded due to inadequate hardware layer; inability to test updates before being implemented; lack of information sharing, working in information silos, failure to capture corporate knowledge effectively, misinformation that leads to negative or undesired outcomes, residents being misinformed or mislead, potential legal or financial implications, poor uptake of services; customer confusion regarding branding of council programs and services	Director Corporate Services	Community, Social & reputational	Major	Likely	Extreme (4B)	Communications and branding team, corporate policies/procedures around media contact, brand style guide for consistency; records department; EDRMS - Records Policy Updated and endorsed by Council; range of internal communication system-emails, meetings, Internet, Lync, CRM; business systems are reviewed and upgraded; employees are trained in basic system use; security access relevant to job requirements are provided; restricting permissions control; nightly backups; Workspace (intranet) - Website Champions in place; emails; corporate systems; security groups and access ICT Business Continuity Plan established Tender for new Asset Management System completed - System acquired New information management system acquired - rollout currently underway New data centre built in City and BCP in place for rollover	Marginal	Minor	Possible	Medium (2C)	4/02/20	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	4/02/21	1	Implement Asset Management System	Manager Sustainable Assets	30/06/18	IN PROGRESS	90% of Council assets transitioned into final Production version of Asset Management Enterprise system. Stormwater and Kerb in transition instance of enterprise system.	N	NA	Medium
2	Implement new records management system in conjunction with SharePoint upgrade	Manager IS	30/06/17	IN PROGRESS	New Sharepoint environment implemented, Record Point software acquired to replace TRIM and installed, project plan established for EDRMS and architecture completed. Build of Test Environment completed and software integration with line of business systems being undertaken. Live environment built and configured and staged rollout commenced in July 2019 with three pilot areas. New project manager appointed December 2019.	N	30/12/19																	
9c	Failure to manage, improve and develop the financial resources available to the Council. (F)	<b>Cause:</b> - Poor internal control environment - Poor procurement planning and processes. - Ineffective insurance arrangements. - Poor financial management processes (treasury, AP, AR) - Poor contract management <b>Impact:</b> Potential for qualified accounts as an audit outcome; inappropriate segregation of duties; increased potential for fraud; negative impact on Council brand & reputation; lack of consistency in process use; inability to measure process effectiveness and outcomes; increased risk of litigation; inappropriate assets with short	Director Corporate Services	Legal & Regulatory	Catastrophic	Likely	Extreme (5B)	Internal audit and annual review of internal controls; system security and configuration; induction procedures; recruitment and selection processes; financial delegations; an informed level of insurance cover through LGAMLS, rating policy, process and timeframes; asset management register and program; Manager Governance and Risk in organisation; qualified employees; trained in policies; conflict of interest declaration (Directors/CEO); WHS procedures on plant purchasing, consultation and risk assessment; Fraud and Corruption Policy; Whistleblowers Policy; Insurance reviewed annually and all areas of insurance are reviewed and recalculated for following year; wage declaration which affects the insurance calculation annually; insurance claims process; quality accredited insurance company-LG Risk Services;	Marginal	Moderate	Unlikely	Medium (3D)	4/02/20	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	4/02/21	1	Review positions across council that require criminal history checks, including financial roles	EMOD	30/06/16	COMPLETE	Updated Policy and Procedure covering the relevant criminal history check requirements have been adopted and training completed. Identified positions requiring checks are being updated or undertaken currently.	Y	30/09/17	Medium
2	Recruit Procurement Coordinator Role	Manager Financial Services	30/09/17	COMPLETE	Recruitment completed in June 2018	Y	NA																	
3	Review of Procurement Policy and procedures (Stage 1)	Procurement Coordinator	1/10/16	COMPLETE	Updated Policy and Procedure endorsed by Council in August 2019	Y	28/02/19																	

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		medium and long term financial impacts; potential inability to pay; negative impact on ability to service the community; poor customer relations; potential impact on income from rates, fees and charges; increased risk of litigation leading to financial instability						insurer processes claims; professional internal advice; financial management system; Updated Procurement Policy and Procedures Adopted by Council in 2019 (delegation and authority included); Code of Conduct for Employees and Council Members; discipline processes; ongoing training and development; internal controls framework; debt recovery; Debt Recovery Policy and Accounts Reconciliation Policies updated and adopted External Fund Funding Policy adopted by Council (2017)								4	Review the process map of the insurance claims procedure to enable consistency of application.	EMOD	30/06/16	COMPLETE		Done	NA	
																5	Explore Grant funding opportunities	All budget owners	1/07/16	COMPLETE	A Grant Funding Policy endorsed by Council. Savings Strategy endorsed by ELT.	Y	NA	
10	Failure to act as a representative, informed and responsible decision-maker in the interests of the community. (PR)	<p><b>Cause:</b></p> <ul style="list-style-type: none"><li>- Poor governance practices (CR22)</li><li>- Poor risk management practices (CR21)</li><li>- Poor representation arrangements (CR92)</li><li>- Poor representation of the community by Council Members (CR62)</li><li>- Lack of effective strategic planning and resource allocation processes. (CR63)</li><li>- Lack of effective financial sustainability processes. (SR9c)</li><li>- Ineffective performance management and reporting processes. (CR64)</li><li>- Poor working relationship between Council and Administration. (CR65)</li></ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"><li>- Decisions are not representative of community sentiment or made in the community's interest</li><li>- Decisions are poorly or incorrectly informed leading to a high risk profile, errors, loss, waste, omissions, breaches of legislation.</li><li>- Breaches of legislation, unenforceable decisions/resolutions, creation of liabilities/ additional risk to Council, stakeholder and/or regulator dissatisfaction and/or sanction.</li></ul>	Exec Manager Governance & Performance	Community, Social & reputational	Catastrophic	Possible	Extreme (5C)	Legal considerations considered in agenda report templates, Governance Manager advises council, functioning Audit Committee, flyers and updates from LGA, legal providers and professional associations. Professional and experienced management team. Policies (code of conduct, meeting procedures, allowances & support, caretaker, informal gatherings, COPAMD), delegations, agendas, minutes, training & development. Review of s41 Committee, Advisory Groups, s43 subsidiary and external group fiduciary arrangements CRM Policy adopted, CRMF adopted, training provided to senior staff, RM considerations included in agenda report templates. General awareness of risk management principles and considerations. MLS Risk Reviews and advisory Provisions of Chpt 3 of the LG Act regarding composition of councils and wards, mandated representation reviews. Scheduled review completed in 2017. Strategic Plan, strategic, business and project planning and budgeting processes, trained and experienced staff. Budget review processes, provisions of LG Act regarding budget reviews and annual reporting, trained and experienced staff. Corporate Planning & Performance Reporting Framework, Quarterly Council Performance Report Council Member and Administration training in the respective roles, team building and relationship development, performance reporting, One Team - Communication Protocols Governance & Risk Coordinator and Corporate Planning & Performance Coordinator roles	Good	Moderate	Rare	Low (3E)	9/02/20	Minimum annual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	8/02/21	1	Governance Framework Review	Exec Manager Governance & Performance	30/09/16	COMPLETE		Done	NA	Low
																2	Review of s41 Committee and Advisory Group Terms of Reference	Exec Manager Governance & Performance	30/0916	COMPLETE		Done	30/09/18	
																3	Rollout of ControlTrack (Internal control module)	Manager Financial Services	30/12/15	COMPLETE	Endorsed and implemented for Financial Controls	Done	NA	
																4	Review of Risk Management Framework	Governance & Risk Coordinator	30/06/20	IN PROGRESS	will form part of RM review	N	30/09/19	
																5	Mandated representation review project	Exec Manager Governance & Performance	30/04/17	COMPLETE		Done	NA	
																6	Participation in boundary reform initiatives	Exec Manager Governance & Performance	As Required	COMPLETE		N	NA	
																7	Review of s43 and external group fiduciary duties where Council members or staff are on Boards	Exec Manager Governance & Performance	31/12/16	COMPLETE		Done	NA	
																8	Election induction training	Exec Manager Governance & Performance	As Required	COMPLETE		N	30/06/19	
																9	Implementation of Corporate Planning & Performance Reporting Framework	Exec Manager Governance & Performance	30/06/19	COMPLETE		N	NA	
																10	Strategic Boundary Review project	Exec Manager Governance & Performance	30/03/20	IN PROGRESS	Draft report due in February 2020.	N	NA	
																11 (new)	Implementation of LG Reform legislative changes.	Exec Manager Governance & Performance	31/12/20	NOT COMMENCED	Draft legislation forecast in Q4 2019/20			
11	Failure to exercise, perform and discharge the powers, functions and duties under legislation, contracts, leases and policies (PR)	<p><b>Cause:</b></p> <ul style="list-style-type: none"><li>- Lack of awareness of legislative/contractual/lease/policy requirements</li><li>- Ineffective delegation and authorisation mechanisms.</li><li>- Poor contract management practices</li><li>- Ineffective compliance management systems</li><li>- Staff do not possess the appropriate KSE</li><li>- Legislative changes, not being fully understood</li></ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"><li>- Legislative/lease/policy of contractual obligations are not discharged leading to breaches of legislation and/ or contractual arrangements</li><li>- Failure to effectively undertake the functions of a council</li><li>- Contractual penalties and liabilities.</li><li>- Inefficient systems that lead to loss of resources</li></ul>	Exec Manager Governance & Performance	Legal & Regulatory	Major	Likely	Extreme (4B)	Legal considerations considered in agenda report templates, flyers and updates from LGA, legal providers and professional associations. Professional and experienced management team. Legislative delegations register regularly reviewed, role specific training & development. Policy registers, policies on web, MLS and WCS audits, contract registers, lease registers, internal audit program, external audit program Governance Legal Compliance Audit Full review of subdelegations and authorisations completed 2017. Employment of Procurement Coordinator Experienced property team.	Marginal	Moderate	Unlikely	Medium (3D)	9/02/20	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	7/08/20	1	Legislative compliance audit	Exec Manager Governance & Performance	30/06/16	COMPLETE		Done	NA	Low
																2	Development of contract management system, subject to funding	Manager Financial Services	31/12/16	COMPLETE		Done	NA	
																3	Development of a legal opinions database	Exec Manager Governance & Performance	30/06/20	NOT COMMENCED	All legal opinions are recorded and accessible in TRIM.	N	31/12/19	

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		- Scrutiny and sanctions by integrity agencies														4	Implementation of new delegations and authorisations management system and associated training.	Governance & Risk Coordinator	30/06/20	IN PROGRESS	Some delays experience in contractual close and now software integration.	N	30/10/19	