



## AUDIT COMMITTEE

### NOTICE OF MEETING

To: **Presiding Member** Cr Malcolm Herrmann

#### **Members**

David Moffatt  
Peter Brass  
Natalie Johnston  
Cr Leith Mudge

Notice is hereby given pursuant to the provisions under Section 87 of the *Local Government Act 1999* that the next meeting of the Audit Committee will be held on:

**Monday 19 April 2021**

**6.30pm**

**36 Nairne Road Woodside**

A copy of the Agenda for this meeting is supplied under Section 87 of the Act.

Committee meetings 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 88 of the Act.

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



## AUDIT COMMITTEE

### AGENDA FOR MEETING

Monday 19 April 2021

6.30pm

36 Nairne Road Woodside

### ORDER OF BUSINESS

#### 1. COMMENCEMENT

- 1.1. Acknowledgement of Country

*Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kaurna people. We pay our respects to Elders past, present and emerging as the Custodians of this ancient and beautiful land. Together we will care for this country for the generations to come.*

#### 2. APOLOGIES/LEAVE OF ABSENCE

- 2.1. Apology  
2.2. Leave of Absence  
2.3. Absent

#### 3. MINUTES OF PREVIOUS MEETINGS

- 3.1. Audit Committee Minutes – 15 February 2021

##### ***Recommendation***

*That the minutes of the Audit Committee meeting held on 15 February 2021 as supplied, be confirmed as an accurate record of the proceedings of that meeting.*

#### 4. DELEGATION OF AUTHORITY

The Audit Committee operates in accordance with the relevant sections of the Local Government Act 1999, and its Terms of Reference.

**5. DECLARATION OF INTEREST BY MEMBERS OF THE COMMITTEE**

**6. OFFICER REPORTS**

- 6.1. Action Report and Workplan Update
  - 1. *That the report be received and noted.*
  - 2. *That the status of the Action Report and Work Plan be noted.*
  - 3. *That the Updated 2021 Audit Committee Work Plan be adopted*
  
- 6.2. Draft Annual Business Plan for consultation
  - 1. *That the report be received and noted*
  - 2. *To advise Council that the Committee has reviewed the draft Annual Business Plan 2021-22 (ABP), as contained in Appendix 1, in terms of the assumptions underpinning the Plan, its consistency with the Strategic Management Plans and the adequacy of the plans in the context of maintaining financial sustainability.*
  - 3. *That, on the basis of the Committee's review, to recommend the draft ABP to Council for community consultation.*
  
- 6.3. Public Interest Disclosure Policy Review
  - 1. *That the report be received and noted*
  - 2. *The Draft Public Interest Disclosure Policy be recommended to Council for consideration.*

**7. NEXT MEETING**

The next Audit Committee meeting will be held at 6.30pm on Monday 24 May 2021 at 63 Mount Barker Road, Stirling.

**8. CLOSE MEETING**

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE  
MINUTES OF MEETING  
MONDAY 15 FEBRUARY 2021  
63 MT BARKER ROAD STIRLING**

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**In Attendance**

**Members:**

Cr Malcolm Herrmann	Presiding Member
David Moffatt	Independent Member
Natalie Johnston	Independent Member
Cr Leith Mudge	Council Member

**In Attendance:**

Andrew Aitken	Chief Executive Officer
Terry Crackett	Director Corporate Services
Marc Salver	Director Development & Regulatory Services
Lachlan Miller	Executive Manager Governance & Performance
Mike Carey	Manager Financial Services
Kira-Marie Laverty	Corporate Planning and Reporting Coordinator
Steven Watson	Governance and Risk Coordinator Minute Taker

**Guests in Attendance:**

NIL	
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**1. COMMENCEMENT**

The meeting commenced at 6.30pm.

**1.1. Acknowledgement of Country**

*Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kurna people. We pay our respects to Elders past, present and emerging as the Custodians of this ancient and beautiful land. Together we will care for this country for the generations to come.*

**1.2. Welcome**

The Presiding Member welcomed newly appointed Independent Member Natalie Johnston.



**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE  
MINUTES OF MEETING  
MONDAY 15 FEBRUARY 2021  
63 MT BARKER ROAD STIRLING**

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**2. APOLOGIES/LEAVE OF ABSENCE**

**2.1. Apology**

Peter Brass (Independent Member)

**Moved Cr Leith Mudge  
S/- David Moffatt**

**1/AC21**

**That the apology be noted and accepted.**

<b>Carried</b>
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**2.2. Leave of Absence**

Nil

**2.3. Absent**

Nil

**3. MINUTES OF PREVIOUS MEETINGS**

**3.1. Audit Committee Meeting – 16 November 2020**

**Moved Cr Leith Mudge  
S/- David Moffatt**

**2/AC21**

**That the minutes of the Ordinary Council meeting held on 16 November 2020 as supplied, be confirmed as an accurate record of the proceedings of that meeting.**

<b>Carried</b>
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**4. Delegation of Authority**

In accordance with the Audit Committee Terms of Reference, the Committee has no delegated decision-making powers. The Recommendations in Item(s) 7.3, 7.6, 7.8 and 7.9 are to be submitted to Council for consideration.

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE  
MINUTES OF MEETING  
MONDAY 15 FEBRUARY 2021  
63 MT BARKER ROAD STIRLING**

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**5. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF AUDIT COMMITTEE**

Nil

**6. PRESENTATION**

**6.1. Development & Regulatory Services Directorate Risk Presentation**

The Committee thanked the Director Development & Regulatory Services for his Directorate Risk presentation.

**7. OFFICER REPORTS – DECISION ITEMS**

**7.1. Audit Work Plan**

Moved Cr Malcolm Herrmann

S/- Natalie Johnston

**3/AC21**

The Audit Committee resolves:

1. That the report be received and noted.
2. That the status of the Action Report and Work Plan be noted with the following outcomes:
  - a. The Auditors were not present at the meeting with the reason detailed in the report.
  - b. The Terms of Reference review is scheduled once the Statutes Amendment (Local Government Reform) Bill 2020 (the Bill) commences, nominally in May 2021 as detailed in the report.

<b>Carried Unanimously</b>
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**7.2. Quarterly Council Performance Q2**

Moved Cr Leith Mudge

S/- Natalie Johnston

**4/AC21**

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

<b>Carried Unanimously</b>
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**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE  
MINUTES OF MEETING  
MONDAY 15 FEBRUARY 2021  
63 MT BARKER ROAD STIRLING**

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**7.3. 2020 – 2021 Budget Review 2**

Moved Cr Malcolm Herrmann  
S/- David Moffatt

5/AC21

The Audit Committee resolves:

1. That the report be received and noted.
2. To recommend to Council the proposed budget adjustments presented in Budget Review 2 which result in:
  - a. A reduction in the Operating Surplus from \$2.343m to \$1.883m for the 2020-21 financial year.
  - b. Changes to Capital Works, increasing capital income by \$175k and reducing capital expenditure by \$1.404m for the 2020-21 financial year resulting in a revised capital expenditure budget for 2020-21 of \$20.083m.
  - c. A decrease in Council's current Net Borrowing Result from \$4.984m to \$3.865m for the 2020-21 financial year as a result of the proposed operating and capital adjustments.

<b>Carried Unanimously</b>
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**7.4. Debtors Report**

Moved David Moffatt  
S/- Cr Leith Mudge

6/AC21

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

<b>Carried Unanimously</b>
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**7.5. Risk Management Plan Update**

Moved Cr Leith Mudge  
S/- Natalie Johnston

7/AC21

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

<b>Carried Unanimously</b>
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**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE  
MINUTES OF MEETING  
MONDAY 15 FEBRUARY 2021  
63 MT BARKER ROAD STIRLING**

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**7.6. Internal Audit Quarterly Report**

Moved Cr Leith Mudge  
S/- David Moffatt

8/AC21

The Audit Committee resolves:

1. That the report be received and noted
2. To recommend to Council to adopt the revised Strategic Internal Audit Plan v1.7a as contained in Appendix 1.

<b>Carried Unanimously</b>
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**7.7. Audit Actions Implementation Update**

Moved Cr Leith Mudge  
S/- Natalie Johnston

9/AC21

The Audit Committee resolves:

1. To receive and note the report.
2. To note the implementation status of Internal and External Audit actions.

<b>Carried Unanimously</b>
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**7.8. 2020 – 2021 External Audit Plan**

Moved David Moffatt  
S/- Cr Leith Mudge

10/AC21

The Audit Committee resolves:

1. That the report be received and noted
2. To recommend to Council the approval of the *2020-21 External Audit Plan* by Galpins Accountants, Auditors and Business Consultants as contained in Appendix 1.

<b>Carried Unanimously</b>
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**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE  
MINUTES OF MEETING  
MONDAY 15 FEBRUARY 2021  
63 MT BARKER ROAD STIRLING**

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**7.9. Long Term Financial Plan Review**

Moved Cr Leith Mudge  
S/- Natalie Johnston

11/AC21

The Audit Committee:

1. Receives and notes the report.
2. Notes the updated Long Term Financial Plan.
3. Recommends Council approve the Long Term Financial Plan 2021-22, as contained in Appendix 1 for community consultation in accordance with *Section 122 of the Local Government Act 1999*.

<b>Carried Unanimously</b>
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**8. CONFIDENTIAL ITEMS**

Nil

**9. NEXT MEETING**

The next ordinary meeting of the Audit Committee will be held on Monday 19 April 2021 from 6.30pm at 36 Nairne Road, Woodside.

**10. CLOSE MEETING**

The meeting closed at 8.43pm.

**ADELAIDE HILLS COUNCIL  
AUDIT COMMITTEE MEETING  
Monday 19 April 2021  
AGENDA BUSINESS ITEM**

**Item:** 6.1

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

**Subject:** Action Report and Work Plan Update

**For:** Decision

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**SUMMARY**

A formal Audit Committee Action Report is maintained to record the items requiring 'actioning' that result from each of the Audit Committee meetings.

The Audit Committee Work Plan assists the Committee members and staff in scheduling both discussion and reports to ensure appropriate coverage of the Committee functions over the 12 month period.

The Audit Committee 2021 Work Plan has one (1) suggested amendment for this meeting.

**RECOMMENDATION**

**The Audit Committee resolves:**

1. That the report be received and noted
  2. That the status of the Action Report and Work Plan be noted
  3. That the Updated 2021 Audit Committee Work Plan be adopted
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**1. GOVERNANCE**

➤ **Strategic Management Plan/Council Policy**

Strategic Plan 2020-24 – A brighter future

Goal 5 A Progressive Organisation

Objective 05 We are accountable, informed, and make decisions in the best interests of the whole community

Priority 05.1 Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations

➤ **Legal Implications**

Section 126 of the *Local Government Act 1999* sets out the functions of an audit committee. Management of Committee's action items and work plan facilitates the achievement of these functions.

➤ **Risk Management Implications**

The management of action items and the work plan 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)	Low (3E)	Low (3E)

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

➤ **Financial and Resource Implications**

Council's current budget contains provision for the costs associated with the notification and conduct of Audit Committee meetings

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

The timing and location of Audit Committee meetings should be considerate of the desire for community members to attend.

With the current COVID-19 social distancing requirements, Audit Committee meetings are continuing to be held in the advertised venue with Committee Members participating by following COVID safe practices.

➤ **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

*Advisory Groups:* Not Applicable

*Administration:* Chief Executive Officer  
Director Community Capacity  
Governance & Risk Coordinator  
Manager Financial Services  
Manager Strategic Assets  
Sustainability Coordinator  
Executive Assistant Corporate Services

*Community:* Not Applicable

## 2. BACKGROUND

### Action Report

The Action List tracks the implementation of resolutions of the Audit Committee.

### Work Plan

The functions of the Audit Committee are set out in part 7 (Role) of the Committee Terms of Reference.

### Work Plan Amendment

A Work Plan has been developed to assist the Committee members and staff in scheduling discussion and reports to ensure appropriate coverage of the functions over the 12 month period. The Audit Committee adopted an Updated Work Plan at its 16 November 2020 meeting.

## 3. ANALYSIS

### Action Report

There are seven (7) completed items and one (1) outstanding item on the Audit Committee Action Report (**Appendix 1**) arising from the February 2021 Committee meeting. Commentary against the item is provided for the Committee's information.

### Work Plan and Reporting Schedule

As per the *2021 Audit Committee Work Plan and Reporting Schedule (Appendix 2)*, the following items are detailed below are included in the April 2021 (this) meeting:

Item	Commentary	Month Scheduled
<b>Financial Reporting</b>		
Long Term Financial Plan (LTFP)		February
Annual Business Plan	Included in this meeting	April
Budget Review 1		November
Budget Review 2		February
Budget Review 3		May
End of Year Financial Report		November
End of financial year reporting timetable		May
End of financial year update		August
Final Annual Financial Statements (incl management representation letter)		October



<b>Internal Control and Risk Management</b>		
Placement of Council's insurance portfolio (for noting)		August
Internal Financial Controls update		May
Risk Management Plan update		February/May/ August/November
Results of LGRS Risk Management Review		February (Biennial)
LGRS Risk Evaluation - Action Plan Review		May/November
<b>Internal Audit</b>		
Internal Audit quarterly update		February/May/ August/November
Internal audit reports		As Required
Implementation of internal audit actions progress report		February/August
Internal Audit Plan review		May
<b>External Audit</b>		
External audit interim letter	Verbal update this meeting	April
Implementation of external audit actions progress report		February/August
External Audit Plan review		February
Meeting attendance by external auditors		February/October
Review of auditor independence and legislative compliance		October
Audit Committee Completion Report		October/November
<b>Public Interest Disclosure</b>		
Public Interest Disclosure Policy review (replaces Whistle-blowers)	Included in this meeting	April 2021
<b>Other Business</b>		
Audit Committee self-assessment review		November
Presiding Member's Report		November
Work Plan and Reporting Schedule		November
Audit Committee Meeting Dates		November
Debtors Report		February/August
Annual Report		November
Action Report & Work Plan Update	Included in this meeting	All Meetings
Audit Committee Terms of Reference		February
Directors Presentation	Included in this meeting	February/April/ August/November

Other Reports	Included in meeting as required	As Required
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#### 2021 Work Plan

An Updated 2021 Audit Committee Work Plan is attached (**Appendix 3**) for the Audit Committee's consideration.

#### **4. OPTIONS**

The Committee has the following options:

- I. To note the status of the Action Report at **Appendix 1** (recommended).
- II. To alter or substitute elements of the Action Report and/or Work Plan/s (not recommended).

In relation to the proposed 2021 Work Plan:

- I. To adopt the Updated 2021 Work Plan at **Appendix 3** (recommended).
- II. To alter or substitute elements of the proposed Work Plan (not recommended).

#### **5. APPENDICES**

- (1) Audit Committee Action Report
- (2) 2021 Audit Committee Work Plan (v1.1)
- (3) Updated 2021 Audit Committee Work Plan (v1.2)

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# **Appendix 1**

## *Audit Committee Action Report*

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Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible	Responsible	Status	Date of	Due Date	Status (for Council reporting)
19/10/2020	Audit Committee	50/AC20	Cyber Security Audit	None Declared	See Confidential Minute	Terry Crackett	James Sinden	In Progress	14/04/2021	24/05/2021	NOTE - DO NOT PUT IN PUBLIC - Confidential Minute
16/11/2020	Audit Committee	70/AC20	External Audit Contract - Confidential Item	None declared	See Confidential Minute	Andrew Aitken	Lachlan Miller	Completed	8/02/2021	15/12/2020	Council approved the engagement of Galpins for the conduct of the 2020-21 and 2021-22 Annual Financial Statement and Internal Financial Control audits at its 15 December 2020 meeting.
15/02/2021	Audit Committee	3/AC21	Audit Work Plan	None declared	That the status of the Action Report and Work Plan be noted with the following outcomes:The Auditors were not present at the meeting with the reason detailed in the report.The Terms of Reference review is scheduled once the Statutes Amendment (Local Government Reform) Bill 2020 (the Bill) commences,	Andrew Aitken	Lachlan Miller	Completed	14/04/2021	16/08/2021	Due to a series of amendments to the Bill in the Legislative Council, the Bill is not anticipated to be passed until the May 2021 sittings. As such it is anticipated that the review of the Audit Committee Charter will not be considered before the Committee's Audit 2021 meeting. The Work Plan has been amended accordingly.
15/02/2021	Audit Committee	5/AC21	2020 - 2021 Budget Review 2	None declared	1. That the report be received and noted. 2. To recommend to Council the proposed budget adjustments presented in Budget Review 2 which result in:A reduction in the Operating Surplus from \$2.343m to \$1.883m for the 2020-21 financial year.Changes to Capital Works, increasing capital income by \$175k and reducing capital expenditure by \$1.404m for the 2020-21 financial year resulting in a revised capital expenditure budget for 2020-21 of \$20.083m.A decrease	Terry Crackett	Mike Carey	Completed	17/02/2021	17/02/2021	Council Report for Budget Review 2 presented to Council 23 February 2021 Meeting
15/02/2021	Audit Committee	8/AC21	Internal Audit Quarterly Report	None declared	That the report be received and noted  To recommend to Council to adopt the revised Strategic Internal Audit Plan v1.7a as contained in Appendix 1.	Andrew Aitken	Lachlan Miller	Completed	16/02/2021	23/02/2021	Council adopted the revised Strategic Internal Audit Plan (v1.7) at its 23 February 2021 meeting.
15/02/2021	Audit Committee	9/AC21	Audit Actions Implementation	None declared	To receive and note the report.  To note the implementation status of Internal and External Audit actions.	Andrew Aitken	Lachlan Miller	Completed	16/02/2021	16/02/2021	No further action required.
15/02/2021	Audit Committee	10/AC21	2020 - 2021 External Audit Plan	None declared	That the report be received and notedTo recommend to Council the approval of the <i>2020-21 External Audit Plan</i> by Galpins Accountants, Auditors and Business Consultants as contained in	Andrew Aitken	Lachlan Miller	Completed	16/02/2021	23/02/2021	Council adopted the 2020-21 External Audit Plan at its 23 February 2021 meeting.
15/02/2021	Audit Committee	11/AC21	Long Term Financial Plan Review	None declared	Receives and notes the report.Notes the updated Long Term Financial Plan.Recommends Council approve the Long Term Financial Plan 2021-22, as contained in Appendix 1 for community consultation in accordance with <i>Section 122 of the</i>	Terry Crackett	Mike Carey	Completed	17/02/2021	17/02/2021	LTFP Report presented to Council 23 February 2021

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## **Appendix 2**

*2021 Audit Committee Work Plan (v1.1)*

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**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE**  
**2021 Work Plan and Reporting Schedule**

Terms of Reference		
Financial Reporting & Prudential Requirements	Long Term Financial Plan (LTFP)	Annual
	Annual Business Plan	Annual
	Budget Review 1	Annual
	Budget Review 2	Annual
	Budget Review 3	Annual
	End of Year Financial Report	Annual
	End of financial year reporting timetable	Annual
	End of financial year update	Annual
	Final Annual Financial Statements (incl management representation letter)	Annual
Internal Control and Risk Management	Placement of Council's insurance portfolio (for noting)	Annual
	Internal Financial Controls update	Annual
	Risk Management Plan Update	Quarterly
	LGRS Risk Evaluation - Results	Biennial
	LGRS Risk Evaluation - Action Plan Review	Bi-annual
Internal Audit	Internal Audit quarterly update	Quarterly
	Internal audit reports	As required
	Implementation of internal audit actions progress report	Bi-annual
	Internal Audit Plan review	Annual
External Audit	External audit interim letter	Bi-annual
	Implementation of external audit actions progress report	Bi-annual
	External Audit Plan review	Annual
	Meeting attendance by external auditors	Annual
	Review of auditor independence and legislative compliance	Annual
	Audit Completion Report	Annual
Public Interest Disclosure	Public Interest Disclosure Policy review (replaces Whistleblowers)	Triennial
Other Business	Audit Committee self assessment review	Annual
	Presiding Member's Report	Annual
	Work Plan and Reporting Schedule	Annual
	Audit Committee Meeting Dates	Annual
	Debtors Report	Bi-annual
	Council's Annual Report	Annual
	Action Report & Work Plan Update	All Mtgs
	Audit Committee's Terms of Reference	Annual
	Climate Change Adaptation Governance Assessment Report - July 2019	Bi-annual
	Directorate Risk Profile Presentation	Quarterly
	Other Reports	As required
Version Control:	V1.1 - Adopted 16 November 2020 (200215 inclusion of dates for BR's)	

2021					
Feb	April	May	Aug	Oct	Nov
	Draft				
					2021-22
2020-21					
		2020-21			
					2020-21
				2020-21	

2019 Results				Next Eval 2021	

	verbal	verbal	letter		
				in camera	
				draft	final

	next review 2021				
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Director Development & Regulatory Services	Director Corporate Services		Office of the CEO	Director Community Capacity	Director Infrastructure & Operations
as required	as required	as required	as required	as required	as required

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## **Appendix 3**

*Updated 2021 Audit Committee Work Plan (v1.2)*

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**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE**  
**2021 Work Plan and Reporting Schedule**

Terms of Reference		
Financial Reporting & Prudential Requirements	Long Term Financial Plan (LTFP)	Annual
	Annual Business Plan	Annual
	Budget Review 1	Annual
	Budget Review 2	Annual
	Budget Review 3	Annual
	End of Year Financial Report	Annual
	End of financial year reporting timetable	Annual
	End of financial year update	Annual
	Final Annual Financial Statements (incl management representation letter)	Annual
Internal Control and Risk Management	Placement of Council's insurance portfolio (for noting)	Annual
	Internal Financial Controls update	Annual
	Risk Management Plan Update	Quarterly
	LGRS Risk Evaluation - Results	Biennial
	LGRS Risk Evaluation - Action Plan Review	Bi-annual
Internal Audit	Internal Audit quarterly update	Quarterly
	Internal audit reports	As required
	Implementation of internal audit actions progress report	Bi-annual
	Internal Audit Plan review	Annual
External Audit	External audit interim letter	Bi-annual
	Implementation of external audit actions progress report	Bi-annual
	External Audit Plan review	Annual
	Meeting attendance by external auditors	Annual
	Review of auditor independence and legislative compliance	Annual
	Audit Completion Report	Annual
Public Interest Disclosure	Public Interest Disclosure Policy review (replaces Whistleblowers)	Triennial
	Public Interest Disclosure Arrangements and Compliance	Annual
Other Business	Audit Committee self assessment review	Annual
	Presiding Member's Report	Annual
	Work Plan and Reporting Schedule	Annual
	Audit Committee Meeting Dates	Annual
	Debtors Report	Bi-annual
	Council's Annual Report	Annual
	Action Report & Work Plan Update	All Mtgs
	Audit Committee's Terms of Reference	Annual
	Climate Change Adaptation Governance Assessment Report - July 2019	Bi-annual
	Directorate Risk Profile Presentation	Quarterly
	Other Reports	As required
	Version Control:	V1.2 - Draft April 2021 - inclusion of PID Arrangements and Compliance, revised timing of the Terms of Reference review, and revised timing of the Director Corporate Services Risk Presentation

2021					
Feb	April	May	Aug	Oct	Nov
	Draft				
					2021-22
2020-21					
		2020-21			
					2020-21
				2020-21	
2019 Results				Next Eval 2021	
	verbal	verbal	letter		
				in camera	
				draft	final
	next review 2021				
Director Development & Regulatory Services		Director Corporate Services	Office of the CEO	Director Community Capacity	Director Infrastructure & Operations
as required	as required	as required	as required	as required	as required



**ADELAIDE HILLS COUNCIL  
AUDIT COMMITTEE MEETING  
Monday 19 April 2021  
AGENDA BUSINESS ITEM**

**Item:** 6.2

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

**Subject:** Annual Business Plan and Budget 2021-22

**For:** Decision

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**SUMMARY**

The *Annual Business Plan 2021-22* 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 draft *Annual Business Plan 2021-22* has been developed to align to the draft *Long Term Financial Plan (LTFP) 2021*, the *Asset Management Plan 2021 (AMP)* and the *Strategic Plan 2020-24 –A brighter future*. Council resolutions, staff and community feedback, and risk assessments have also informed projects and programs included in the ABP.

The purpose of this report is to provide the draft *Annual Business Plan 2021-22 (Appendix 1)* to Audit Committee for review in its capacity as advisors to Council on the consistency and adequacy of the plan in the context of maintaining financial sustainability.

**RECOMMENDATION**

**The Audit Committee resolves:**

1. That the report be received and noted
  2. To advise Council that the Committee has reviewed the draft *Annual Business Plan 2021-22 (ABP)*, as contained in Appendix 1, in terms of the assumptions underpinning the Plan, its consistency with the Strategic Management Plans and the adequacy of the plans in the context of maintaining financial sustainability.
  3. That, on the basis of the Committee's review, to recommend the draft ABP to Council for community consultation.
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## 1. GOVERNANCE

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

*Strategic Plan 2020-24 – A brighter future*

Goal	Goal Description
Objective O5	We are accountable, informed, and make decisions in the best interests of the whole community
Priority O5.3	Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community

The ABP has been developed based on the financial projections and targets of the *Long Term Financial Plan (LTFP)* and in alignment with the *Strategic Plan 2020-24 – A brighter future* and *Asset Management Plans*.

### ➤ Legal Implications

The preparation of an ABP is a requirement of Section 123 of the *Local Government Act 1999* (the Act), and the *Local Government (Financial Management) Regulations 2011* (the Regulations).

Section 123(3) of the Act states that before a council can adopt its ABP that it must prepare a draft ABP and follow the relevant steps set out in its public consultation policy (i.e. consultation for at least 21 calendar days).

Section 123(4)(a) of the Act requires that publication of a notice in a newspaper circulating in the area informing the public of the preparation of the draft annual business plan and inviting interested persons to attend:

- i. A public meeting which must be held at least 21 days after the publication of the notice; or
- ii. A meeting of the council at which members of the public may ask questions and make submissions for a period of at least one hour.

As group meetings may still be restricted due to the COVID-19 pandemic, the Minister for Local Government has gazetted the *Public Health Emergency: Public Access and Public Consultation Notice (No 2) 2020* to remove the “public meeting” requirement from the Act. On 18 February 2021, the LGA advised that this direction is still in force, however we may choose to hold a public meeting by resolution of Council provided we adhere to all COVID-19 related State Government public health and emergency directions, regulations or legislation.

Section 123(7) of the Act requires that each budget of council must:

- a) Be considered in conjunction with the council's ABP (and must be consistent with that plan); and
- b) Be adopted by the council after the council has adopted its ABP.

Part 2 of the Regulations sets out what financial information must be included as well as the required formats.

Section 126 of the Act sets out the role of the Audit Committee with subsection (4)(ab) being of specific relevance in that the Committee functions shall include 'proposing, and providing information relevant to, a review of the council's strategic management plans'. Council has further elaborated on this function in the Committee's *Terms of Reference* as the Committee shall:

*Provide comment on the assumptions underpinning Council's Strategic Management Plans (Strategic Plan, Annual Business Plan and Budget and Long Term Financial Plan), the consistency between plans and the adequacy of Council's plans in the context of maintaining financial sustainability*

➤ **Risk Management Implications**

Preparing an ABP 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)	High (5E)	High (5E)

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 ABP sets out the priorities and application of the Council's resources over the next financial year. The plan has been developed to be consistent with the *Strategic Plan 2020-24*, LTFP and Asset Management Plans.

The finalisation of the ABP document 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 ABP provides transparency for the community regarding Council's plans for the next financial year. It highlights key goals and objectives and the strategies to achieve these objectives.

➤ **Sustainability Implications**

The Council's sustainability (financial, social and environmental) is a key consideration in the development of the ABP.

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

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not applicable
<i>Council Workshops:</i>	Strategic initiatives included within the ABP were discussed in the Long Term Financial Plan workshop on 30 January 2021. An ABP and budget workshop was held on 26 March 2021 to discuss key budget elements and other related topics. A further workshop was held on 13 April to further discuss the ABP draft, rating policy and consultation process.
<i>Advisory Groups:</i>	Strategic initiatives will have been discussed by the various advisory groups through out the development of the LTFP and ABP.
<i>Administration:</i>	All directors and function owners across the organisation have provided input into the development of the Plan.
<i>External Agencies:</i>	The service delivery and budget implications of each of the regional subsidiaries have been considered in the development of the ABP and budget.
<i>Community:</i>	LTFP Community Consultation feedback was considered during the ABP process

## **2. BACKGROUND**

The ABP and Budget are legislative requirements under the Act. The ABP is a key element of *Council's Corporate Planning and Performance Framework*.

The draft *Annual Business Plan 2021-22* has been developed to align to the *Strategic Plan 2020-24 – A brighter future*, the draft *Long Term Financial Plan*, and the *Asset Management Plan 2021*. Council resolutions, staff and community feedback, and risk assessments have also informed projects and programs included in the ABP.

Strategic initiatives included within the ABP were discussed in the Long Term Financial Plan workshop on 30 January 2021. An ABP and budget workshop was held on 26 March 2021 to discuss key budget elements and other related topics. The focus in developing the initiatives and budget has been on:

- continued recovery and renewal following the impacts of bushfires and COVID-19,
- continuing to deliver on our strategic plan goals, and
- aligning as close as possible to our LTFP

From this there was a general consensus that a rate increase of 2.5% (CPI plus 1%) would maintain the financial sustainability of the Council and allow funding of the proposed strategic initiatives.

### 3. ANALYSIS

The draft ABP has been developed to be consistent with the financial and strategic goals outlined in the *Strategic Plan 2020-24 – A brighter future*, draft *Long Term Financial Plan* (LTFP) and *Asset Management Plan* (AMP). It has also been aligned with Council's targets for its key financial sustainability ratios i.e. Operating Surplus, Net Financial Liabilities and Asset Renewal Funding ratios.

The draft LTFP set the following key parameters and targets in relation to the development of the 2021-22 Budget:

- Operating Surplus of \$1.729m
- Renewals Capital Expenditure of \$10.775m
- New & Upgrade Capital Expenditure of \$6.267m
- Net Borrowings of \$3.0m, resulting in forecast Borrowings at June 2022 of \$21.4m.

As per the *Draft Annual Business Plan 2021-22 – Consultation document (Appendix 1)* based on the proposed General Rate increase of 2.5%, the financial summary shows the following:

- Operating Surplus of \$2.070m
- Renewals Capital Expenditure of \$10.816m
- New & Upgrade Capital Expenditure of \$6.979m
- Revised Net Borrowings of \$3.1m, resulting in forecast Borrowings at June 2022 of \$21.8m

The increase in New/Upgraded capital expenditure relates to a number of projects that Council determined were the most appropriate projects to maximise the benefit of a new round of additional Federal Government Local Roads and Community Infrastructure Program funding. This Phase 2 funding is to be provided to support jobs, businesses and the resilience of local economies. Projects identified for this program funding were approved by Council at its March 2021 Council meeting.

Council has been advised that in relation to the 2021-22 Valuer-General Valuation used for rating purposes, that the Valuer-General is conducting a Revaluation Initiative Project across the whole state resulting in a reassessment of valuation assumptions. Data received recently from the Valuer-General indicates that this review has resulted in increased variability in valuation increases within the Council area, particularly within the primary production land use.

This is likely to result in many of the rate assessments experiencing a change in rates payable much higher or lower than the average rate increase proposed.

As a response to the impact of the Revaluation Initiative Council's rating policy position for the 2021-22 Annual Business Plan consultation is proposed as follows:

- Retain Council's fixed charge and increase by the average increase of 2.5%
- Consider a rate cap/rate rebate as follows:
  - Reduce cap/increase from 15% to 12.5% (being 10% on top of the proposed 2.5% increase)
  - Apply cap/rebate to all land use categories (expanding the cap from only principal place of residence)
  - Retain the exclusion of the cap for changes in land use
  - Adjust the exclusion of change of ownership properties to those properties sold after 30 June 2020 (previously from 1 January 2020)
  - Make automatic (previously by application) but also retain an application process subsequent to the issuance of a rate notice
- Retain the commercial/industrial differential for 2021-22 at 15% higher than other land use categories

Financial sustainability is demonstrated through adherence to Council's agreed target ranges in all of the following three key ratios. The target ranges were reviewed during the 30 January 2021 workshop and updated as part of the LTFP process.

1. Operating Surplus Ratio
  - a. target range 1% to 5%
  - b. Result = 4.1%
2. Net Financial Liabilities Ratio
  - a. target range 25% to 75%
  - b. result = 51%
3. Asset sustainability Ratio
  - a. target range 95% to 105%
  - b. result = 100%

In conclusion, it is therefore considered that in achieving these targets, there is a level of certainty provided to the community that financial sustainability will be maintained.

Draft Annual Business Plan 2021-22 – Consultation document (**Appendix 1**)

The attached document is for the purpose of community consultation, and therefore does not contain all elements that will be published in the final ABP document.

The elements being included for community consultation are:

- An overview – providing a high level summary of what is included in the plan
- Overview of Council details and org structure
- The capital and operating strategic initiatives- these are included under each strategic goal they are aligned to along with a 3 year view of their funding, in this way helping to demonstrate what activities we are undertaking to achieve our Strategic Plan goals.
- Corporate performance indicators and other measurements
- Financial Summary – An overview of the budget and financials
- Operating budget by function
- Capital Summary – an overview of what is included in our capital works program
- Rates Summary – an overview of the rates changes and other important information from the rates policy.

- The *Uniform Presentation of Finances* which provides a summary of Council's proposed operating and capital investment activities together with financial sustainability ratios.
- The detailed Capital Works Program 2021-22 (**Appendix 2**)

What is not included in the consultation document but will be in the final ABP:

- Mayor's introduction
- Demographic information - infographic
- The full statutory financial statements in accordance with the Model Set of Accounts

#### **4. OPTIONS**

- I. To advise Council that the Committee has reviewed the draft *Annual Business Plan 2021-22* in terms of the assumptions underpinning the Plan, its consistency with the Strategic Management Plans and the adequacy of the plans in the context of maintaining financial sustainability and recommend it for community consultation (Recommended)
- II. To recommend amendments to any/all of the draft *Annual Business Plan 2021-22* to Council prior to community consultation
- III. To not endorse the draft *Annual Business Plan 2021-22* for submission to the Council for community consultation (Not recommended)

#### **5. APPENDICES**

- (1) Draft *Annual Business Plan 2021-22* – Consultation document
- (2) Capital Works Program 2021-22

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# **Appendix 1**

Draft *Annual Business Plan 2021-22* – Consultation  
document

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# Annual Business Plan 2021-22



Adelaide Hills  
COUNCIL



# Welcome


This is our Annual Business Plan for 2021-22 which outlines how we plan to achieve our goals over the next financial year. These goals are linked directly to our *Strategic Plan 2020-24 – A Brighter Future*, but also come from our other plans and strategies. Our priorities for this year have been refined through community consultation held over the period 5 to 26 May 2021.

The Annual Business Plan meets the requirements of the *Local Government Act 1999*, and also provides relevant information for our community.

This publication is provided for our ratepayers, residents, business operators, visitors, government agencies and other interested people.

## Contents

3	Overview
4	About us
5	Our Goals
6	Goal 1: A functional Built Environment
12	Goal 2: Community Wellbeing
17	Goal 3: A prosperous Economy
20	Goal 4: A valued Natural Environment
24	Goal 5: A progressive Organisation
28	Financial Overview
34	Capital Budget Overview
35	Rates Overview
	Appendix 1: Budgeted Uniform Presentation of Finances
	Appendix 2: Rating Policy
	Appendix 3: Corporate Performance Indicators



Council acknowledges that we undertake our business on the traditional lands and waters of the Peramangk and Kaurna people.

We pay our respects to Elders past, present and emerging as the Custodians of this ancient and beautiful land.

# Overview

The Annual Business Plan 2021-22 shows our services, programs and projects for the next financial year. It also shows how we will allocate our resources to achieve the goals we set out in our *Strategic Plan 2020-24 – A Brighter Future*, while ensuring Council's long term financial targets are met.

Our focus in 2021-22 is on supporting the Adelaide Hills community, environment and economy to recover and strengthen through the challenges we continue to face from bushfires and COVID-19.

There will be an average general rate increase of 2.5% which will allow for continued financial sustainability and maintaining our much needed services. This will also provide an operating surplus of 2.07m which can be used to invest further in our community and to prepare for future emergencies.

The key elements of the Annual Business Plan are outlined in the table to the right, and explained in more detail throughout this document.

## Planned Activities

- We have **110** strategic initiatives identified which contribute towards achieving our long term goals
- These include:
  - **56** capital initiatives (\$6.97m)
  - **54** operating initiatives (\$1.8m)

## Capital Budget

- **\$6.97** million for capital expenditure on new or upgraded assets
- **\$10.8** million for capital renewal

## Operating Budget

- Expenditure of **\$48.2** million
- Income of **\$50.3** million

## Borrowing

- Net Borrowings of **\$3.1m**, resulting in forecast Borrowings at June 2022 of **\$20.7m**

## Rates

- Average increase in general rates of **2.5%**. For an average value residential property this equates to an increase of approximately \$50.

## Financial Sustainability

- Operating surplus ratio **4.1%** in line with Council's target of 1% to 5%
- Net financial liabilities ratio **51%** in line with Council's target of 25% to 75%
- Asset sustainability ratio **100%** in line with Council's target of 95% to 105%

# About us

## Council and Committees

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, undertaking its functions under legislation and its strategic management plans.

A number of committees have been established in accordance with legislation to assist the Council to discharge its responsibilities in specific areas. These are the Strategic Planning & Development Policy Committee (SPDPC), the Audit Committee, the Chief Executive Officer Performance Review Panel (CEOPRP), the Council Assessment Panel (CAP), the Building Fire Safety Committee and the Health & Safety Committee.

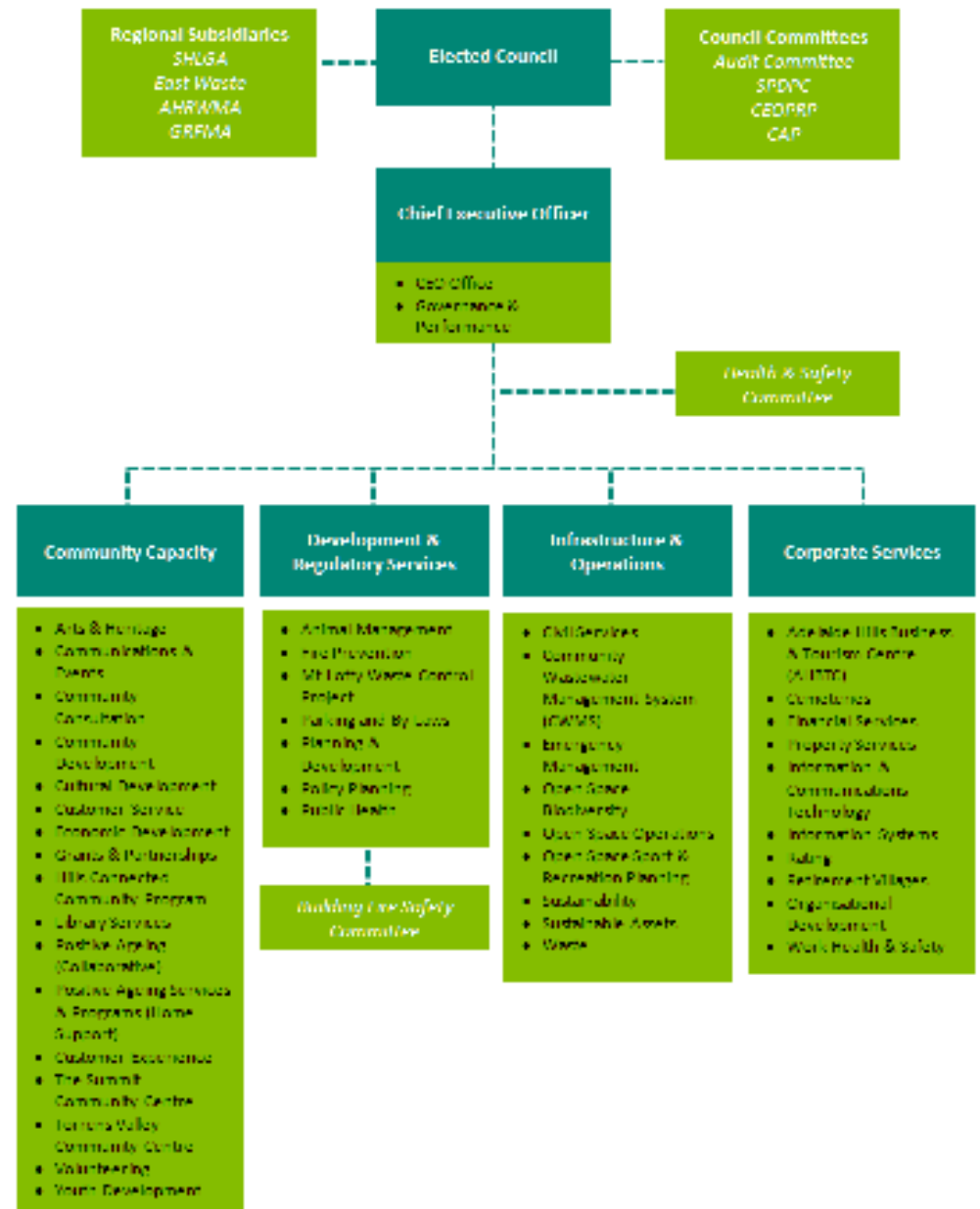
## Regional Subsidiaries

Council is a member of four regional subsidiaries which assist in the 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 diagram), 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.



# Our Goals

The Annual Business Plan has been developed to align with our *Strategic Plan 2020-24 – A Brighter Future*, which was adopted by Council on 28 April 2020 and sets out what we wanted to achieve over the four year period. These goals and objectives are listed in the table below. Over the following pages we will show how our day to day activities, recovery efforts and strategic initiatives will help us to deliver each of these long term 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 and future generations

**B3** Consider external influences in our long term asset management and adaptation 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, thriving 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 a 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



## 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.*

Some of the key highlights we have planned for 2021-22 include:

- Implementing the State's new Planning and Development System including the conversion of Council's Development Plan into the new Code
- Implementing a new Cemetery Management System
- Preparing revised Asset Management Plans

### 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.

We have developed Corporate Performance Indicators (*Appendix 3*) which will be used in our reporting to Council each quarter, and in our Annual report for 2021-22.

### Our Services

- **Planning & Development** – Assessment of development applications and activities within the region. Inspection of approved buildings and swimming pools and taking compliance action where required. Reviewing safety of publicly accessible buildings.
- **Policy Planning** – undertaking large scale policy and research projects such as conversion of Council's Development plans into the State's new Planning and Design Code.
- **Customer Service** – frontline customer service including processing of development applications.
- **Property Services** - Ongoing maintenance and management of Council's real estate assets including some 380+ parcels of land and 180+ buildings.
- **Cemeteries** – Ongoing maintenance and management of 16 Council owned cemeteries within the region.
- **Strategic Assets** – Develops and refines the Asset Management Plans and the future renewal Capital Works Programs. Manages Council's Geographic Information Systems and associated corporate data.
- **Open Space Operations** – Carries out Capital Works upgrades for projects such as playgrounds.
- **Civil Services** – Ongoing management, maintenance and replacement planning of public infrastructure including roads, bridges, signage, stormwater, kerbs and footpaths.
- **Community Wastewater Management Systems (CWMS)** – Management of CWMS and associated infrastructure e.g. septic tanks, treatment ponds.



## Our Objectives and Priorities

Objectives	<b>B1 Our district is easily accessible for community, our businesses and visitors</b>	<b>B2 Preserve and enhance the unique character of the Hills for current and future generations</b>	<b>B3 Consider external influences in our long term asset management and adaptation planning</b>	<b>B4 Sustainable management of our built assets ensures a safe, functional and well serviced community</b>
Priorities	<p><b>B1.1</b> 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</p> <p><b>B1.2</b> Improve outcomes for the elderly by incorporating Council's Age Friendly Strategic Plan into built environment design and delivery</p> <p><b>B1.3</b> Progress state-wide and inter-regional connectivity of cyclist routes by partnering with neighbouring councils</p> <p><b>B1.4</b> 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</p> <p><b>B1.5</b> 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</p>	<p><b>B2.1</b> Continue to embrace and support community led public place revitalisation across our district</p> <p><b>B2.2</b> Incorporate Water Sensitive Urban Design principles within Council developments and projects and advocate for other developments within the region to do the same</p> <p><b>B2.3</b> 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</p> <p><b>B2.4</b> Ensure our planning framework, council policies and guidelines support privately owned local heritage places</p> <p><b>B2.5</b> 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</p> <p><b>B2.6</b> Support communities recovering from natural disasters with expedited development assessment services</p>	<p><b>B3.1</b> Improve water security by maximising water reuse opportunities, reducing reliance on ground water and improving water efficiencies for open space irrigation and building facilities</p> <p><b>B3.2</b> Aim to achieve 100% renewable energy use for our corporate operations and strive towards carbon neutrality</p> <p><b>B3.3</b> Investigate and source recyclable materials for asset renewal projects wherever practical and in doing so promote the circular economy</p> <p><b>B3.4</b> Proactively adapt our built environment to changes in social and environmental factors to minimise the impact from natural hazards such as fire and flood</p>	<p><b>B4.1</b> Ensure the long term management of the built form and public spaces occurs in consideration of the relevant financial, social and environmental management matters</p> <p><b>B4.2</b> Embrace innovative and new technology solutions to proactively maintain our built assets that further enhance the provision of efficient services to the community</p> <p><b>B4.3</b> 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</p> <p><b>B4.4</b> 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</p> <p><b>B4.5</b> 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)</p>

## Built Environment - Strategic Initiatives

Strategic Initiatives are specially funded and prioritised activities, projects and programs of work that are planned over the next 3 years. “Capital” initiatives are generally related to new physical assets and infrastructure investment, while “Operating” initiatives are related to administrative projects, community programs and other activities and tasks.

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2021-22 (\$'000)	Long term financial plan (\$'000)	
						2022-23	2023-24
B1001	Recreation Trails & Cycling Route Upgrades	Infrastructure & Operations	B1.1	Capital	75	75	75
B1003	New bus shelter installation program	Infrastructure & Operations	B1.3	Capital	20	40	40
B1004	New and upgraded footpaths	Infrastructure & Operations	B1.5	Capital	250	250	250
NEW36	Crafrers Village Main Street Traffic Calming and Open Space Upgrades	Infrastructure & Operations	B1.5	Capital	300	-	-
B2001	Federation Park and oval masterplan implementation	Infrastructure & Operations	B2	Capital	-	50	50
B2004	Gumeracha Main Street Stormwater	Infrastructure & Operations	B2.1	Capital	100	-	-
B2005	Transition to the Planning, Development & Infrastructure Act (PDI Act)	Development & Regulatory Services	B2.3	Operating	CO	-	-
B2006	Local Heritage Grant Fund	Development & Regulatory Services	B2	Operating	20	-	-
B3001	Water reuse for Woodside Recreation Ground irrigation (Investigation Year 1)	Infrastructure & Operations	B3.1	Capital	200	200	-
B3002	Implementing water efficiencies through irrigation renewals /upgrades	Infrastructure & Operations	B3	Capital	100	100	100
B3003	Investigate and implement central irrigation control system (region wide)	Infrastructure & Operations	B3	Capital	-	50	100
B3004	Prepare turf and irrigation design/management plans for key bore water use areas	Infrastructure & Operations	B3	Operating	-	20	20

Legend: **G** Grant funding **CO** resourced through the Core Operating expenditure - not resourced for this financial year



Lobethal Centennial Hall,  
Lobethal



## Built Environment - Strategic Initiatives *continued...*



Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2021-22 (\$'000)	Long term financial plan (\$'000)	
						2022-23	2023-24
B3005	Energy Upgrades, Battery & Efficiency Actions from new Carbon Management Plan	Infrastructure & Operations	B3	Capital	170	50	50
B3008	Sustainable Buildings Policy	Infrastructure & Operations	B3	Operating	-	10	-
B3011	Carbon Offsets Policy	Infrastructure & Operations	B3	Operating	-	-	8
B4006	Asset Management – Additional System Licences and Field Devices	Infrastructure & Operations	B4	Capital	40	40	-
B4007	Asset Management Plans for Buildings	Infrastructure & Operations	B4.1	Capital	100	-	-
B4008	Combined maintenance team for playgrounds/park furniture/cemeteries	Infrastructure & Operations	B4.1	Operating	148	152	157
B4009	Building Upgrades - Minor	Infrastructure & Operations	B4.1	Capital	100	100	100
B4010	Cemeteries Upgrades	Infrastructure & Operations	B4.1	Capital	38	39	40
B4011	Community Wastewater Management System Capacity Upgrades (Birdwood and Woodside Gravity Mains)	Infrastructure & Operations	B4	Capital	50	510	540
B4014	Road Safety Program including co-contribution to Road Blackspot	Infrastructure & Operations	B4	Capital	200	200	150
B4015	Installation of further Electric Vehicle charging stations	Infrastructure & Operations	B4	Capital	35	-	-
B4016	Purchase of Electric Vehicles for Council fleet	Infrastructure & Operations	B4	Capital	20	20	20
NEW46	Aldgate Main Street amenity upgrade	Infrastructure & Operations	B4	Capital	38	-	-

Legend: **G** Grant funding **CO** resourced through the Core Operating expenditure - not resourced for this financial year

## Built Environment - Strategic Initiatives *continued...*

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2021-22 (\$'000)	Long term financial plan (\$'000)	
						2022-23	2023-24
NEW05	Reporting on embodied energy of materials used in Council activities	Infrastructure & Operations	B4	Operating	-	-	30
NEW20	Merchants Rd slip repair	Infrastructure & Operations	B4	Capital	60	-	-
NEW21	Western Branch Creek erosion protection - design only.	Infrastructure & Operations	B4	Capital	20	-	-
NEW02	Bushland Park lookout tower	Infrastructure & Operations	B4.1	Capital	45	-	-
NEW14	Bridgewater Oval Drainage	Infrastructure & Operations	B4.1	Capital	40	-	-
NEW15	Playspace Audit	Infrastructure & Operations	B4.1	Operating	10	-	-
NEW16	Woodside Rec Ground - Driveway & Carpark Upgrade	Infrastructure & Operations	B4.1	Capital	40	-	-
NEW17	Woodside Recreation Ground - Masterplan progression	Infrastructure & Operations	B4.1	Capital	20	-	-
NEW19	Aldgate Bridgewater Crafers Stormwater Master Plan	Infrastructure & Operations	B4.1	Capital	50	-	-
NEW23	Park Furniture Audit	Infrastructure & Operations	B4.1	Operating	-	-	20
NEW41	Mill Road, Lobethal - School Crossing	Infrastructure & Operations	B4	Capital	30	-	-
NEW42	Public Toilet Upgrades – Stirling, Aldgate and Bridgewater	Infrastructure & Operations	B4	Capital	560	-	-
NEW45	Mount Barker Road, Aldgate ' Park and Ride'	Infrastructure & Operations	B4	Capital	20	-	-

Legend: **G** Grant funding    **CO** resourced through the Core Operating expenditure    - not resourced for this financial year



## Built Environment - Strategic Initiatives *continued...*



Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2021-22 (\$'000)	Long term financial plan (\$'000)	
						2022-23	2023-24
NEW47	Upper Sturt Road Walking Path	Infrastructure & Operations	B4	Capital	15	-	-
NEW48	Strathalbyn Rd - Service road Sealing	Infrastructure & Operations	B4	Capital	12	-	-
NEW49	Hunters Road - Amenity Upgrade	Infrastructure & Operations	B4	Capital	10	-	-
NEW44	Mount Lofty Gardens - Lampert Road Safety Upgrade	Infrastructure & Operations	B4	Capital	110	-	-
NEW50	Birdwood footpath from Kindergarten to playground	Infrastructure & Operations	B4	Capital	25	-	-
NEW51	Bus Stop Replacement – Main street Stirling	Infrastructure & Operations	B4	Capital	20	-	-
NEW52	Civil Services Cadet Engineer	Infrastructure & Operations	B4	Operating	15	15	16

Legend: **G** Grant funding    **CO** resourced through the Core Operating expenditure    - not resourced for this financial year

# 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.*

Some of the key highlights we have planned for 2021-22 include:

- Development of a Regional Health Plan with a focus on wellbeing
- Implementation of the Multicultural Action Plan, which will assist us to bring cultural experiences and shared understanding to the community
- Implementation of the Access and Inclusion Plan
- Progression of the development of Fabrik Arts & Heritage Hub
- Development of a Library Strategic Plan which will help to guide the future development and programs related to our library services and staff
- Development of the Innovate Reconciliation Action Plan
- Supporting Youth in areas of leadership, skill development and engagement with their community, through workshops and other programs
- Progressing the Community and Recreation Facilities Framework

## **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, library usage and the achievement of our disaster recovery objectives.

We have developed Corporate Performance Indicators (*Appendix 3*) which will be used in our reporting to Council each quarter, and in our Annual report for 2021-22.



## Our Services

- **Fabrik Arts and Heritage Hub** – Providing community exhibitions, workshops and events. Supporting community on creative recovery after the Cudlee Creek fire and COVID-19.
- **Library & Customer Services** - Providing access to information resources for learning or leisure. Providing opportunities for community to engage, learn and connect. Staffing libraries, outreach services, customer service desks and call centre. Processing payments, registrations and development applications.
- **Volunteering** – Encouraging voluntary participation across the Adelaide Hills through provision of opportunities, training and support for volunteer involving groups.
- **Property Services** – Management and maintenance of Council's Bridgewater retirement village.
- **Public Health** – Inspections of food businesses, waste water and public swimming pools.
- **Parking and By-law Enforcement** – Activities aimed at maximising safety and enjoyment for all road users and pedestrians. Assisting with community events and markets.
- **Sport & Recreation Planning** – Management and utilisation of Council's sport, recreation and open space assets; and support of clubs and the community's recreational activities throughout the region.
- **Youth Development** – Providing a range of programs and activities to support and develop youth in our community.
- **Positive Ageing** – Providing home and social support. Developing and implementing targeted strategies and programs in our region.
- **Community Centres** – Providing opportunities to improve health and wellbeing, participate in lifelong learning, share their skills and experience and contributing to their community through volunteering.
- **Communications, Engagement and Events** – Ensuring communication between the Council and community is accurate, relevant, valuable and engaging. Promoting and supporting community events.
- **Community Development** – Overseeing community wellbeing and disability access and inclusion programs, as well as a number of regional support programs.
- **Cultural Development** – Focusing on cultural diversity, Aboriginal respect and recognition, and the arts in all its forms.
- **Grants & Partnerships** – Grant giving programs supporting community based initiatives. Partnerships with other stakeholders to deliver local and regional outcomes.



## Our Objectives and Priorities

Objectives	<i>C1 - A community for everyone that is inclusive, welcoming and accessible</i>	<i>C2 - A connected, engaged and supported community</i>	<i>C3 - A community that grows together</i>	<i>C4 - An active, healthy, thriving and resilient community</i>	<i>C5 - Respect for Aboriginal Culture &amp; values</i>	<i>C6 - Celebrate our community's unique culture through arts, heritage &amp; events</i>
Priorities	<p>C1.1 Provide welcoming spaces and places for the community through our libraries, community centres, and Council and community facilities</p> <p>C1.2 Support and promote opportunities for social inclusion and celebration of our cultural diversity</p> <p>C1.3 Make the district more accessible and welcoming for all with a focus on youth participation, positive ageing, disability inclusion and multiculturalism</p> <p>C1.4 Advocate and Seek opportunities to improve transport options for those who need it most</p> <p>C1.5 - Encourage more housing opportunities where provided for in the Development Plan</p>	<p>C2.1 - Work with community to provide a range of programs and opportunities to connect and engage around shared interests</p> <p>C2.2 - Support our ageing community to access services and continue to participate and contribute to community life</p> <p>C2.3 - Facilitate opportunities for our youth to develop skills, build resilience and be actively involved in and connected to their community.</p> <p>C2.4 - Increase participation from the broadest range of our community and engage with them to shape policies, places and decisions that affect them</p> <p>C2.5 - Continue to work with government agencies and non-governmental organisations to support the community recovery from natural disasters and the COVID-19 pandemic.</p>	<p>C3.1 - Provide and support programs and services that encourage and enhance personal growth, lifelong learning and professional development</p> <p>C3.2 - Support volunteering both organisationally and in the community as an essential element in delivering community outcomes and building wellbeing</p> <p>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.</p> <p>C3.4 - Build partnerships with community and other stakeholders to enhance our capacity to provide and support opportunities for them to thrive</p>	<p>C4.1 - Support community wellbeing through our contribution to public health planning, disaster recovery activities and the implementation of strategies that aim to measure and enhance wellbeing.</p> <p>C4.2 - Support the provision of formal and informal sport, recreation and play spaces for the community to enjoy</p> <p>C4.3 - Recognise that trails are a destination in their own right and support both commuter and recreational trail opportunities</p> <p>C4.4 - Support clubs and groups to continue to provide sport and recreation activities to the community</p> <p>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.</p>	<p>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</p> <p>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</p>	<p>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</p> <p>C6.2 - Develop, support or bring events to our district that have social, cultural, environmental or economic benefits</p> <p>C6.3 - Recognise, encourage and support artists, emerging artists, writers and performers through promotion of the Arts and supporting opportunities to exhibit and perform</p> <p>C6.4 - Foster the development of Public Art that adds value to public spaces and supports place making in our community</p>

## Community Wellbeing - Strategic Initiatives

Strategic Initiatives are specially funded and prioritised activities, projects and programs of work that are planned over the next 3 years. "Capital" initiatives are generally related to new physical assets and infrastructure investment, while "Operating" initiatives are related to administrative projects, community programs and other activities and tasks.

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2021-22 (\$'000)	Long term financial plan (\$'000)	
						2022-23	2023-24
C1001	Disability Planning - staffing	Community Capacity	C1	Operating	54	56	57
C1002	Disability Planning - materials	Community Capacity	C1	Operating	10	10	10
NEW03	Mylor BMX - Pump track at Sherry Park	Infrastructure & Operations	C1.1	Capital	50	-	-
NEW06	Gumeracha Library upgrades	Community Capacity	C1.1	Capital	5	95	-
NEW12	Stirling region Skate Park	Infrastructure & Operations	C1.1	Capital	15	-	-
C2002	Develop the next Age Friendly Community Plan	Community Capacity	C2	Operating	-	-	20
NEW30	The Summit Community Centre Natural Amenity Space	Community Capacity	C2.1	Capital	10	-	-
C4001	Community Wellbeing Initiatives - staffing	Community Capacity	C4.1	Operating	21	21	22
C4002	Regional Health Planning Initiatives - staffing	Community Capacity	C4.1	Operating	21	22	23
C4006	Play Space Upgrades	Infrastructure & Operations	C4.2	Capital	120	70	70
B3013	Community Carbon Management Plan	Infrastructure & Operations	C4	Operating	-	20	-
NEW43	Bridgewater Court Resurfacing	Infrastructure & Operations	C4	Capital	22	-	-

Legend: **G** Grant funding **CO** resourced through the Core Operating expenditure - not resourced for this financial year



## Community Wellbeing - Strategic Initiatives *continued...*



Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2021-22 (\$'000)	Long term financial plan (\$'000)	
						2022-23	2023-24
C4012	Climate Change Adaptation Plan projects	Infrastructure & Operations	C4.5	Capital	-	20	30
NEW40	Community Resilience and Readiness program (140k Grant funded project)	Community Capacity	C4.5	Operating	G	-	-
C5001	Reconciliation Action Plan (RAP) initiatives	Community Capacity	C5	Operating	5	5	5
C5002	Aboriginal Cultural Centre development	Community Capacity	C5	Operating	10	10	10
C6001	Fabrik Activation - Capital	Community Capacity	C6	Capital	2000	2008	-
C6002	Capital Divestment - Sales Revenue	Corporate Services	C6	Capital	(1,230)	-	-
C6003	Capital Divestment - Capital Cost	Corporate Services	C6	Capital	979	710	-
C6004	Activation Arts & Heritage Hub - Operating (Income)	Community Capacity	C6	Operating	(295)	(305)	(342)
C6005	Activation Arts & Heritage Hub - Operating (Expenditure)	Community Capacity	C6	Operating	505	603	635
C6006	Grow our involvement in the Women's Tour Down Under	Community Capacity	C6.2	Operating	10	10	10
C6007	Support for small community events	Community Capacity	C6.2	Operating	5	5	5
C6008	Support for high profile regional event	Community Capacity	C6	Operating	-	20	20
C6009	Public Art (including acquisition)	Community Capacity	C6.4	Operating	15	15	15

Legend: **G** Grant funding    **CO** resourced through the Core Operating expenditure    - not resourced for this financial year



# 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.*

Some of the key highlights we have planned for 2021-22 include:

- Supporting events in the region such as the Tour Down Under
- Funding and supporting preparation for tourism restart across the region
- Seeking external funding opportunities for key projects and programs in the region
- Progressing our World Heritage Bid

## 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.

We have developed Corporate Performance Indicators (Appendix 3) which will be used in our reporting to Council each quarter, and in our Annual report for 2021-22.

## Our Services

- **Economic Development** - Providing networking opportunities, coordinating local development efforts, promoting branding and tourism initiatives, and advocating to other levels of government to support projects and investments benefiting the local economy.
- **Property Services** – Managing permits related to events, outdoor dining, roadside trading and mobile food vans.
- **Old Woollen Mills Precinct** – Maintaining strong relationships with the owners and tenants of the site (Council being one of the owners) to support the continued success of the businesses and the development of Fabrik.
- **Public Health** – Legislative function related to public safety with regard to food businesses and treatment and disposal of waste water on site.
- **Communications, Engagement and Events** – Managing, promoting and supporting various large and small events to benefit our community such as the Tour Down Under, Stirling Markets, and Gumeracha Medieval Fair.
- **Development Advice & Approvals** – Assisting businesses and landowners when wishing to develop their properties.

## Our Objectives and Priorities

Objectives	<i>E1 - Support and grow our region's existing and emerging industries</i>	<i>E2 - Provide local infrastructure to drive growth and productivity</i>	<i>E3 - Encourage, attract and retain a creative, talented and skilled workforce in our region</i>	<i>E4 - Cultivate a clear, unique and consistent regional identity that can be leveraged to attract national and international attention</i>
Priorities	E1.1 - Support and encourage local and international tourists to visit the Adelaide Hills	E2.1 - Work with all levels of Government to ensure the region's infrastructure needs are understood and prioritised	E3.1 - Attract and encourage professional and business development and networking activities	E4.1 - Work with key stakeholders to develop a realistic, yet inspiring, collective vision to connect the region and its industries
	E1.2 - Take advantage of the full potential of our region's primary production and associated value adding activities	E2.2 - Explore and advocate for the opportunities that new technologies could bring to our region	E3.2 - Understand the nature of skills our region's businesses will require to prosper into the future	E4.2 - Work with our communities and businesses to encourage co-ordinated and strategic regional projects that enhance and support the regional identity
	E1.3 - Support and encourage the growth and development of our region's creative industry micro businesses	E2.3 - Support changes to planning and development that leverages and encourages sustainable economic development	E3.3 - Work with our local communities and businesses to create active, attractive and vibrant places	E4.3 - Support and encourage events that supports the region's identity and generates social, cultural and economic benefits
	E1.4 – Promote, support and encourage our existing and emerging businesses to respond to economic changes by being creative, innovative, productive and resilient to unexpected impacts.	E2.4 - Manage and maintain Council assets to maximise their utilisation and benefit to the community	E3.4 - Enable start-ups and home based business through services, information and networking opportunities	E4.4 - Support the continued development and community engagement for the World Heritage nomination of the region
	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			

## Economy - Strategic Initiatives

Strategic Initiatives are specially funded and prioritised activities, projects and programs of work that are planned over the next 3 years. “Capital” initiatives are generally related to new physical assets and infrastructure investment, while “Operating” initiatives are related to administrative projects, community programs and other activities and tasks.

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2021-22 (\$'000)	Long term financial plan (\$'000)	
						2022-23	2023-24
E1001	Economic Development Officer	Community Capacity	E1	Operating	114	106	108
E2001	Review and upgrade Council signage and branding	Community Capacity	E2.5	Capital	15	15	15
E2002	Place making program to shape, activate and coordinate place making at a community level	Development & Regulatory Services	E2	Operating	CO	CO	CO
E4001	Additional Tree safety work required to support the Tour Down Under	Infrastructure & Operations	E4	Operating	30	30	30
E4002	UNESCO World Heritage Bid	Development & Regulatory Services	E4.4	Operating	5	5	-

Legend: **G** Grant funding    **CO** resourced through the Core Operating expenditure    - not resourced for this financial year





# 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.*

Some of the key highlights we have planned for 2021-22 include:

- Community education on the proposed cat confinement rules in preparation of 1 January 2022 implementation
- Exploring options for a cat facility
- Expanded incorporation of recycled materials into our Capital Works program
- Expanding on our emergency management response
- Property inspections and education as part of bushfire prevention strategies

## 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.

We have developed Corporate Performance Indicators (Appendix 3) which will be used in our reporting to Council each quarter, and in our Annual report for 2021-22.

## Our Services

- **Sustainability**– Including climate change considerations into Council decision making, providing strategies for carbon neutrality, water management and renewable energy in response to climate change impacts.
- **Open Space Biodiversity**– Undertaking activities such as weed management, habitat conservation and expansion, research and knowledge development, and supporting community in their related activities.
- **Animal Management** - Promoting responsible dog and cat ownership, responding to nuisance and hazards caused by other animals including livestock, eradicating European wasp nests and conducting a Feral Cat Study.
- **Open Space Operations** – Maintaining parks and reserves, biodiversity activities, and fire breaks/tracks.
- **Fire Prevention**– Legislative function of ensuring identified properties are prepared for the bushfire season. Assessing the extent of bushfire hazards within the Council area and providing advice to land owners in respect of bushfire prevention and management.
- **Mt Lofty Waste Control Project**– Working in collaboration with SA Water to Identify failing wastewater systems impacting on the water catchment.
- **Waste** - Providing waste collections and recycling services to 16,500 properties, green waste organics kerbside collections in townships, 'at call' hard waste collection, and operates the Heathfield Resource Recovery Centre for community use.

## Our Objectives and Priorities

Objectives					
	<b><i>N1 - Conserve and enhance the regional natural landscape character and amenity values of our region</i></b>	<b><i>N2 - Recognise the benefits of ecosystem services and improve environmental resilience by reducing environmental impacts</i></b>	<b><i>N3 - Nurture valuable partnerships and collaborations and engage the local community in the management of our natural environment</i></b>	<b><i>N4 - Reduce the impact of waste to landfill by maintaining a robust waste and resource management framework</i></b>	<b><i>N5 - Assist our community to reduce the impact of waste to landfill on the environment</i></b>
Priorities	N1.1 - Enhance and manage horticultural amenity, including succession planning for street trees that contribute to and reinforce our distinctive streetscapes and villages	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	N3.1 - Increase knowledge and environmental awareness within the community through engagement and education	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 in relation to the kerbside bin service	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
	N1.2 - Manage reserves and open space to support the community, whilst balancing biodiversity conservation, resource use and environmental impacts	N2.2 - Explore opportunities and take appropriate actions to monitor current and emerging threats to biodiversity including feral cats and Phytophthora	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.	N4.2 - We will explore more Green Organics options to achieve improved environmental and financial outcomes.	N5.2 - Support and assist the community to prevent valuable resources going to landfill and reduce contamination in kerbside recycling bins
		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	N3.3 - Continue to work in partnership with the Resilient Hills and Coasts region to build Council and community resilience to the impacts of climate change	N4.3 - We will provide specific education to the community to increase their level of food scrap recycling	
		N2.4 - Work with supporting organisations and agencies to foster the restoration of native flora and fauna habitat following the 2019-20 bushfire		N4.4 - Implement new or improved waste service opportunities whilst continuing to provide ongoing resource recovery and waste service to our community	



## Natural Environment - Strategic Initiatives

Strategic Initiatives are specially funded and priority activities, projects and programs of work that are planned over the next 3 years. “Capital” initiatives are generally related to new physical assets and infrastructure investment, while “Operating” initiatives are related to administrative projects, community programs and other activities and tasks.

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2021-22 (\$'000)	Long term financial plan (\$'000)	
						2022-23	2023-24
NEW01	Long Term Strategic Tree Planting Program	Infrastructure & Operations	N1.1	Operating	20	20	20
NEW09	Strategic Tree Planting - Avenue of trees	Infrastructure & Operations	N1.1	Operating	100	-	-
NEW28	Internal resourcing of Tree Team	Infrastructure & Operations	N1.1	Operating	245	252	260
				Capital	400	-	-
N2002	Heritage Agreements for land under Council's care and control	Infrastructure & Operations	N2.3	Operating	5	5	5
N2003	Roadside Marker Program to protect and manage roadside vegetation	Infrastructure & Operations	N2.1	Operating	45	45	45
N2004	Review Unformed Public Roads to ascertain connectivity potential & habitat value	Infrastructure & Operations	N2.1	Operating	-	64	-
N2005	Develop Encroachment Policy	Infrastructure & Operations	N2.2	Operating	-	6	-
N2006	Develop and review Council Management Plans for high value reserves	Infrastructure & Operations	N2.1	Operating	3	3	3
N2008	Develop informative and attractive signage in Council reserves/playgrounds	Infrastructure & Operations	N2.1	Capital	10	10	10
N2010	Follow up weed control post-burn on Bushfire Management Area Plan sites	Infrastructure & Operations	N2.3	Operating	20	60	20

Legend: **G** Grant funding    **CO** resourced through the Core Operating expenditure    - not resourced for this financial year



## Natural Environment - Strategic Initiatives continued...



Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2021-22 (\$'000)	Long term financial plan (\$'000)	
						2022-23	2023-24
N3001	Local Climate Adaptations for landscape conservation	Infrastructure & Operations	N2.1	Operating	10	10	10
N3002	Resilient community facilities and open space including water fountains	Infrastructure & Operations	N3	Capital	20	30	30
N4001	Explore feasibility and benefits of a User Pays Kerbside Bin Service	Infrastructure & Operations	N4.1	Operating	-	-	25
N5001	Undertake kerbside waste audits	Infrastructure & Operations	N5.1	Operating	10	10	-

Legend: **G** Grant funding **CO** resourced through the Core Operating expenditure - not resourced for this financial year

# 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.*

Some of the key highlights we have planned for 2021-22 include:

- Continuing to explore and implement digital solutions to improve the staff and customer experience
- Undertake a Cyber Security Audit to assess whether the necessary systems and strategies are in place to mitigate the threat of cyber attacks
- Implement the Service Review Framework to

## How we will measure our success

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.

We have developed Corporate Performance Indicators (Appendix 3) which will be used in our reporting to Council each quarter, and in our Annual report for 2021-22.

## Our Services

- **Customer Experience** – Driving organisational improvement and innovation to improve the customer experience.
- **Information, Communication and Technology** – Providing support for over 1300 devices, 250 system users and 100 public access devices for libraries and community centres. Manages system security, asset maintenance and renewal.
- **Financial services** – Providing accounting and financial activities including procurement support, payments, collection of rates and debt recovery, treasury management and support to Council in financial decision making.
- **Organisational Development and Work Health & Safety** – Providing support across the whole organisation including development, human resource management, work health and safety and payroll.
- **Governance** – Supporting elected Council Members, the Administration and community with their legislated roles and responsibilities including coordination of Council & Committee meetings, elections, risk management, audit and review activities, and corporate planning and reporting activities.
- **Property Services** – Ongoing maintenance and management of Council's service centres and operational sites.
- **Information Systems** – Systems for the capture, dissemination, storage, security, accessibility and management of information received and generated by Council.
- **Emergency Management** – Working collaboratively to prevent, prepare, respond and recover from natural disasters and other hazards.
- **Bushfire Recovery** – Planning, coordination and overall impact of the recovery effort related to the Cudlee Creek Bushfire.



## Our Objectives and Priorities

Objectives						
	<i>O1 - We have the right people with the right knowledge and skills in the right jobs and they are supported and developed</i>	<i>O2 - Our customers find it easier to interact and do business with Council and have an improved customer experience</i>	<i>O3 - Our organisation is financially sustainable for both current and future generations</i>	<i>O4 - We actively represent our community</i>	<i>O5 - We are accountable, informed, and make decisions in the best interests of the whole community</i>	<i>O6 - Technology and innovation is utilised to better meet our community's expectations and deliver value for money</i>
Priorities	O1.1 - Progressively enhance our safe systems of work to maintain emotional and physical safety of our people	O2.1 - Develop our digital channels to better meet customers' current and future needs	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	O4.1 - Optimise opportunities for the community to access and provide input into the decision-making processes	O5.1 - Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations	O6.1 - Progressively strengthen Council's systems security to minimise the impact of cyber attack
	O1.2 - Continue to develop a positive culture through supporting an equitable, diverse and continuously improving work environment	O2.2 - Modernise our services and enhance the customer experience by making service delivery faster, more convenient and more proactive	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	O4.2 - Attract and develop a diverse and capable elected body that represents, promotes and reflects the composition of the community	O5.2 - Make evidence-based decisions and prudently assess the risks and opportunities to our community before taking action.	O6.2 - Utilise technology to enable more evidence based and efficient delivery of services to the community
	O1.3 - Support our people leaders in further developing the skills necessary to lead engaged and productive teams	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	O3.3 - Actively pursue alternative funding opportunities to reduce reliance on rates income	O4.3 - Advocate to, and exert influence with, our stakeholders on behalf of our community to promote the needs and ambitions of the region	O5.3 - Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community	O6.3 - Provide more resilient business systems by utilising cloud technologies where appropriate
	O1.4 - Continue to support all staff through training, mentoring, coaching and development to enable the achievement of organisational and community goals	O2.4 - Continuously strive to measure and improve performance and service delivery across all functions	O3.4 - Assess the range and level of services undertaken to ensure they fulfil Council's legislative and strategic intent	O4.4 - Explore council boundary reform options that best serve the community		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

## Organisation - Strategic Initiatives

Strategic Initiatives are specially funded and priority activities, projects and programs of work that are planned over the next 3 years. “Capital” initiatives are generally related to new physical assets and infrastructure investment, while “Operating” initiatives are related to administrative projects, community programs and other activities and tasks.

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2021-22 (\$'000)	Long term financial plan (\$'000)	
						2022-23	2023-24
O1001	Resource to manage Skytrust (WHS system) implementation following WHS Improvement Plan	Corporate Services	O1	Operating	35	-	-
O1002	Update of Business Continuity Plan and implementation	CEOs Office	O1.1	Capital	20	5	5
NEW38	Heathfield Resource Recovery Centre (HRRC) - Concreting of Bays	Infrastructure & Operations	O1.1	Capital	140	-	-
NEW39	Heathfield Resource Recovery Centre (HRRC) - Pedestrian movement safety upgrade	Infrastructure & Operations	O1.1	Capital	15	-	-
O2001	New Council website and e-services	Community Capacity	O2.1	Capital	200	-	-
O2002	Annual Council website licence subscription	Community Capacity	O2	Operating	-	60	60
O2003	Customer experience improvement projects	Community Capacity	O2	Operating	20	-	-
O2004	Customer Experience training	Community Capacity	O2.3	Operating	10	10	10
NEW33	Cemetery mapping and imaging	Corporate Services	O2	Capital	25	-	-
O3001	Service Review Framework development	CEOs Office	O3.4	Operating	26	26	27
O4001	Local Government Election support	CEOs Office	O4.2	Operating	-	183	-
O4002	Council Member induction training	CEOs Office	O4.2	Operating	-	10	-
O4003	Develop or respond to boundary reform proposals	CEOs Office	O4.4	Operating	CO	CO	CO

Legend: **G** Grant funding **CO** resourced through the Core Operating expenditure - not resourced for this financial year



## Organisation - Strategic Initiatives *continued...*

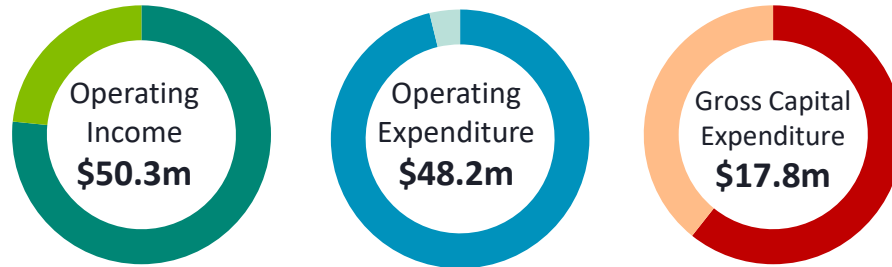


Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2021-22 (\$'000)	Long term financial plan (\$'000)	
						2022-23	2023-24
NEW35	Council Member Honour Boards	CEOs Office	O4.2	Capital	20	-	-
O5001	Local Government legislative reform implementation	CEOs Office	O5.1	Operating	CO	CO	CO
O5004	Establishment of performance benchmarking program	CEOs Office	O5.3	Operating	-	10	10
O5005	Resource to manage building and swimming pool inspections to ensure legislative compliance	Development & Regulatory Services	O5	Operating	77	27	-
O6002	Cyber & Systems Security - Program Management	Corporate Services	O6.1	Operating	70	26	26
O6005	Records Management software (Record Point ) subscription	Corporate Services	O6.3	Operating	-	70	72
O6007	Conduct of Community Perception Survey	Community Capacity	O6	Operating	-	10	-

Legend: **G** Grant funding    **CO** resourced through the Core Operating expenditure    - not resourced for this financial year

# Financial Overview

Key financial information for 2021-22 is summarised below:



Budget Summary		\$'000
● General Rates Income (2.5% increase)		38,466
● All Other Operating Income (incl initiatives)		11,728
<b>Total Operating Income</b>		<b>50,294</b>
● Core Operating Expenses (excluding Initiatives)		46,390
● Operating Initiatives		1,834
<b>Total Operating Expenditure</b>		<b>48,224</b>
<b>Operating Surplus</b>		<b>2,070</b>
● Gross Capital Renewal Program Expenditure		10,816
● Gross capital expenditure on new /upgraded assets		6,979
<b>Total Gross Capital Expenditure</b>		<b>17,795</b>
Estimated New Borrowings		4,072
Repayment of Fixed Term Borrowings		1,000

Council's projected operating income is sufficient to meet projected operating expenses and means Council is financially sustainable.

## Long Term Financial Plan

The *Local Government Act 1999* requires the Council to prepare a *Long Term Financial Plan* (LTFP) as part of its suite of strategic management plans.

Prior to the development of the *Annual Business Plan* a detailed review of the LTFP was undertaken in consultation with the community. The revised LTFP was adopted at Council's 27 April 2021 meeting and can be found at [ahc.sa.gov.au](http://ahc.sa.gov.au).

The key objective of our LTFP is to demonstrate that the Council is financially sustainable over the 10 year term of the LTFP, while 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.

The LTFP has been used to set the context and targets for the development of the 2021-22 Budget

## Elements of the Budget: Income and Expenses

### Income

Rate revenue accounts for over 80% of Council's operating income, while grants, fees and charges make up the majority of the other operating income. We continue to pursue grant income and partnerships with external funders where possible to minimise the requirement for revenue via rates.

### Fees and Charges

Section 188 of the *Local Government Act 1999* sets out how fees and charge are managed in Council. Council reviews its fees and charges each year, in conjunction with the development of the annual budget to ensure that the fees proposed:

- reflect (or move progressively toward) the cost of the services given
- are comparable with market rates, where appropriate
- take into account benefit derived by users of community facilities
- are consistent with Council directions articulated through existing policy or plans
- are consistent with Council's LTFP assumptions

Generally, this has resulted in proposed fee increases that are in line with CPI, insofar as this is practicable.

### Expenses

40% of the Council's operating expenditure is attributable to the payment of salaries and wages and around 39% is applied to materials, contracts and other expenses.

## Key financial targets and financial sustainability

Financial sustainability is demonstrated through adherence to Council's agreed target ranges in all of the three key ratios:

Indicator	Adopted Target	2021-22 Budget
Operating Surplus Ratio	1 - 5%	4.1%
Net Financial Liabilities Ratio	25 - 75%	51
Asset Renewal Funding Ratio	95– 105%	100

The table above shows we achieved the targets for all ratios which provides a level of certainty to the community that financial sustainability will be maintained.

## Impact on ratepayers

The overall amount existing ratepayers will pay in general rates will increase on average by 2.5%. For a residential property of average value, this equates to an increase of approximately \$50 for the 2021-22 year. Rate increases may vary from the average where there has been new development, capital improvements or other significant change to the value of the property.

To reduce the impact of significant valuation changes for 2021-22 Council is proposing:

- Applying a rate cap/rebate to all land use categories (expanding the cap from only principal place of residence)
- Setting the rate cap at 12.5%, being 10% on top of the proposed 2.5% increase – previously 15%
- Retaining the exclusion of the cap for changes in land use
- Adjusting the exclusion of change of ownership properties to those properties sold after 30 June 2020 (previously from 1 January 2020)
- Make automatic (previously by application) but also retain an application process subsequent to the issuance of a rate notice

## Significant influences for the 2021-22 budget

A number of factors have influenced the preparation of Council's 2021-22 Annual Business Plan. These include:

- The ongoing impact of recent events including the COVID-19 pandemic and Cudlee Creek and Cherry Gardens fires on our community
- The inclusion of additional costs for tree management to mitigate the significant risks associated with the management of trees following a recent review
- Local Government Price Index increases on relevant goods and services, which in recent years has tracked above CPI
- Consideration of waste costs and volumes relating to recyclables, hard and green waste, and anticipated movements in the solid waste levy imposed by the State Government
- Provision for Enterprise Development Agreements for staff which determines conditions of employment and provide for annual salary and wages increases, and a separate increase of 0.5% in the Superannuation Guarantee levy.
- Maintaining asset management (renewal) expenditure at a sufficient level to ensure long term maintenance of Council infrastructure, property and IT assets
- Increased maintenance requirements due to an increase in capital works and construction of new assets over recent years
- Ensuring key strategies from Council's Strategic Plan and Functional Strategies are costed appropriately
- The divestment of the southern side of Adelaide Hills Business and Tourism Centre at Lobethal resulting in reduced rental and reimbursement income but offset by reduced operating and capital costs
- The increased activation of an Arts and Heritage Hub resulting in a net cost of \$210k in 2021-22
- Insurance where the market has hardened resulting in increased premiums above CPI







## Borrowings

Borrowing is an important funding source, especially for expenditure relating to new Capital and is undertaken in accordance with Council's *Treasury Policy*. The key objective of the Policy is to manage the finances of the Council holistically in accordance with the overall financial sustainability strategies and targets.

An independent local government report on financial sustainability encourages the increased use of borrowings to promote intergenerational equity. This involves spreading costs in relation to significant capital expenditure based on the pattern of benefits over time so that one generation is not excessively subsidising another.

Where there is a persuasive argument relating to intergenerational equity, Council will consider the appropriate use of borrowings. This will be managed within financial targets with the intention that future cash flows are sufficient to recoup borrowings with minimal impact on general operations over the medium term.

Estimated New Fixed Term Borrowing as shown in the following table for 2021-22 is \$4.0m and together with a small increase in Council's Cash Advance Debenture results in an estimated borrowings at 30 June 2022 of \$20.7m.

Borrowing	\$'000
<b>Forecast Opening Balance of Borrowings July 2021</b>	<b>17,612</b>
Estimated New Borrowing for 2021-22	<b>4,072</b>
Repayment of principal for 2021-22	<b>(1,000)</b>
<b>Forecast Closing Balance of Borrowings June 2022</b>	<b>20,684</b>
<b>Split as follows:</b>	
Cash Advance Debenture (Short Term Borrowings)	<b>1,953</b>
Fixed Term Borrowings	<b>18,000</b>
Lease Liabilities	<b>731</b>
<b>Forecast Closing Balance of all Borrowings June 2022</b>	<b>20,684</b>

## Operating Budget by Directorate and Function

Directorate	Function	Revenue			Expenditure			Net Cost / (Revenue) 2021-22 Budget \$'000	Staff FTE 2021-22 Budget
		2021-22 LTFP Target \$'000	2021-22 Budget \$'000	Variance Fav/(Unfav) \$'000	2021-22 LTFP Target \$'000	2021-22 Budget \$'000	Variance Fav/(Unfav) \$'000		
CEO	CEO Office (20k training)	-	-	-	323	315	7	315	1.0
	Governance and Performance	39	39	-	1,738	1,796	(20)	1,758	4.0
	<b>CEO Total</b>	<b>39</b>	<b>39</b>	<b>-</b>	<b>2,099</b>	<b>2,112</b>	<b>(13)</b>	<b>2,073</b>	<b>5.0</b>
Community Capacity	Communications, Engagement & Events	3	0	(3)	672	672	0	672	3.6
	Community Development (M&P)	0	0	0	368	378	(10)	378	2.3
	Cultural Development	0	0	0	180	180	0	180	1.0
	Customer Experience	0	0	0	174	165	9	165	1.0
	Community Resilience	140	140	0	140	140	0	0	1.3
	Customer Service	0	0	0	1,155	1,155	0	1,155	8.8
	Director's Office Community Capacity	0	0	0	309	304	5	304	1.7
	Economic Development	95	95	0	538	550	(13)	455	2.0
	FABRIK Arts & Heritage Hub	295	295	0	505	505	0	210	2.0
	Grants & Partnerships	0	0	0	237	237	0	237	0.0
	Hills Connected Communities Projects	65	65	0	70	70	0	5	0.6
	Library Services	343	337	(6)	1,577	1,572	6	1,234	16.1
	Positive Ageing (Collaborative)	82	87	5	82	87	(4)	0	0.6
	Positive Ageing (Home Support)	1,029	1,051	22	1,067	1,096	(30)	46	5.8
	The Summit Community Centre	15	15	0	179	177	2	163	1.6
	Torrens Valley Community Centre	37	37	0	178	179	(2)	143	1.6
	Volunteering	0	0	0	86	86	0	86	0.7
	Youth Development	2	2	0	161	161	0	159	1.0
	<b>Community Capacity Total</b>	<b>2,104</b>	<b>2,123</b>	<b>19</b>	<b>7,676</b>	<b>7,713</b>	<b>(37)</b>	<b>5,590</b>	<b>51.7</b>
Corporate Services	Cemeteries	217	301	84	163	163	0	-138	1.0
	Director's Office Corporate Services	3	3	0	331	331	0	328	1.8
	Financial Services	40,848	40,812	-37	411	315	96	-40,496	8.5
	General Property	106	107	1	1,782	1,776	6	1,669	6.7
	Information Services	0	0	0	2,769	2,738	31	2,738	12.0
	Old Woollen Mills Precinct - Lobethal	371	338	-33	249	246	4	-92	1.0
	Organisational Development & WHS	0	0	0	611	697	-86	697	5.3
	<b>Corporate Services Total</b>	<b>41,546</b>	<b>41,561</b>	<b>15</b>	<b>6,318</b>	<b>6,267</b>	<b>51</b>	<b>-35,294</b>	<b>36.2</b>



## Operating Budget by Directorate and Function

Directorate	Function	Revenue			Expenditure			Net Cost / (Revenue) 2021-22 Budget \$'000	Staff FTE 2021-22 Budget
		2021-22 LTFP Target \$'000	2021-22 Budget \$'000	Variance Fav/(Unfav) \$'000	2021-22 LTFP Target \$'000	2021-22 Budget \$'000	Variance Fav/(Unfav) \$'000		
Development & Regulatory Services	Animal Management	416	416	0	392	395	(2)	(21)	3.1
	Director's Office DRS	0	0	0	337	332	5	332	2.0
	Fire Prevention	14	14	0	100	81	19	67	0.9
	Mt Lofty Project	51	0	(51)	53	0	53	0	0.0
	Parking and By-Laws	47	47	0	198	196	2	150	1.3
	Planning & Development	569	552	(17)	1,943	2,008	(66)	1,457	16.4
	Policy Planning	0	0	0	157	146	11	146	1.0
	Public Health	170	179	9	484	500	(16)	321	3.8
	<b>Development &amp; Regulatory Services Total</b>	<b>1,267</b>	<b>1,208</b>	<b>(59)</b>	<b>3,664</b>	<b>3,658</b>	<b>6</b>	<b>2,450</b>	<b>28.6</b>
Infrastructure & Operations	Civil Services	3,372	3,372	0	5,543	5,580	(38)	2,209	44.2
	CWMS	1,822	1,822	0	823	809	14	(1,012)	1.2
	Director's Office Infrastructure & Operations	0	0	0	335	332	2	332	2.0
	Emergency Management	0	0	0	83	112	(29)	112	0.4
	Open Space - Operations	0	0	0	5,079	5,108	(28)	5,108	26.8
	Open Space - Biodiversity	0	0	0	569	572	(4)	572	3.4
	Open Space - Sport & Recreation Planning	10	10	0	561	564	(3)	554	1.8
	Strategic Assets	0	0	0	10,174	10,143	31	10,143	3.8
	Sustainability	0	0	0	264	222	42	222	1.2
	Waste	73	149	76	4,969	5,018	(49)	4,869	1.4
	<b>Infrastructure &amp; Operations Total</b>	<b>5,277</b>	<b>5,353</b>	<b>76</b>	<b>28,400</b>	<b>28,462</b>	<b>(62)</b>	<b>23,109</b>	<b>86.2</b>
<b>ORGANISATION TOTAL</b>		<b>50,232</b>	<b>50,294</b>	<b>62</b>	<b>48,156</b>	<b>48,223</b>	<b>(67)</b>	<b>2,071</b>	<b>207.15</b>

# Capital Budget Overview

The 2021-22 Capital Budget continues to focus on the renewal of infrastructure. The Council has in excess of \$600m (Current Replacement Values) of infrastructure assets that it manages, to ensure that our current and future communities have access to the ongoing services these assets provide.

This year our capital works program will include:



- **\$10.816m** Capital renewal detailed in the Capital Expenditure Renewal Summary Table (to the right)
- **\$6.979m** in capital expenditure on new or upgraded assets, detailed in the strategic initiative pages (pg 6 -27)

The total of \$17.795m for the capital works program is more than the Long Term Financial Plan target of \$17.042m but is considered to be the appropriate level of sustainable investment to meet the Council strategic goal to have a proactive long term view regarding the renewal and maintenance of its infrastructure.

As in previous years, a significant portion of the program is applied to road works, with buildings, footpaths, stormwater and plant accounting for a large proportion of the remaining allocation.

To see a detailed listing of our Capital projects, refer to the *Capital Works Program 2021-22* published on our website.

## Capital Expenditure Renewal Summary

Asset Category	2021-22 Allocation \$'000	LTFP Target Renewal \$'000	Variance to LTFP \$'000
Bridges	250	250	-
Buildings	1,100	1,100	-
CWMS	224	224	-
Footpaths	392	400	(8)
Kerb & Water	250	250	-
Other*	218	224	(6)
Road Pavement	953	954	(1)
Road Seal	1,861	1,864	(3)
Shoulders	250	250	-
Sport and Recreation (including Playgrounds)	740	740	-
Stormwater	60	60	-
Unsealed Roads	908	900	8
Plant and Fleet	1,683	1,632	51
Information, Communication & Technology	485	485	-
Minor Plant & Equipment (including Library)	80	80	-
Project Management Costs	1,362	1,362	-
<b>NET RENEWALS</b>	<b>10,816</b>	<b>10,775</b>	<b>41</b>

\*Other includes Guardrail, Retaining Walls, Cemeteries, Street Furniture, and Traffic Control

## Rates Overview

In setting the rates for 2021-22 Council proposes to continue with its current method of rating, which is two differential rates with a fixed charge, applied against the capital value of properties. Council considers this to be a fair and equitable method of rating for the Adelaide Hills Council.

Rates are used to deliver the services. Rates are a form of property taxation, and property values determine how much each property contributes. This system of taxation means that the rates paid may not directly relate to the services used by each ratepayer.

The 2021-22 budget was initially developed from Council's LTFP which had a rate revenue target that incorporated a general rates increase of 2.5% and estimated growth of 1.0%.

Growth represents new development (primarily related to the Woodforde, Mount Torrens and Inverbrackie developments), capital improvements to existing properties and changes to value as a result of land divisions and will be confirmed by the Valuer-General as part of completing the valuation of the Council area.

As a result of a Revaluation Initiative Project across the whole state undertaken by the Valuer-General, Council has noted increased variability in valuation increases within the Council area, particularly within the primary production land use. As such, Council is proposing to reduce the impact of significant valuation changes for 2021-22 by:

- Applying a rate cap/rebate to all land use categories (expanding the cap from only principal place of residence)
- Setting the rate cap at 12.5%, being 10% on top of the proposed 2.5% increase – previously 15%
- Make automatic (previously by application) but also retain an application process
- Adjusting the exclusion of change of ownership properties to those properties sold after 30 June 2020 (previously from 1 January 2020)

The table below provides a summary of the average rate increases that have been applied in recent years as well as the proposed increase for 2021-22 as discussed above.

Description	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
<b>To meet inflation (CPI)</b>	1.5%	1.25%	2.3%	1.8%	2.4%	<b>1.5%</b>
<b>To fund increased capital renewal</b>	1.0%	1.0%	1.0%	1.0%	0.55%	<b>1.0%</b>
<b>Solid Waste Levy</b>	-	-	-	\$10 (0.5%)	-	-
<b>Sampson Flat Bushfire (one year only)</b>	(1.0%)	-	-	-	-	-
<b>TOTAL INCREASE</b>	<b>1.5%</b>	<b>2.25%</b>	<b>3.3%</b>	<b>3.3%</b>	<b>2.95%</b>	<b>2.5%</b>



## Summary Basis of Rating (*Rating Policy*)

Key elements of the Policy include:

### **Rating Structure**

- A fixed charge rating structure that includes a fixed charge applying to all properties. This charge is to increase from \$682 to \$699 which represents a 2.5% increase in line with the average increase previously highlighted.
- The same rate in the dollar, based on capital value, being applied to all categories of ratepayer, except commercial and industrial ratepayers who pay a 15% premium.
- The ability of primary production ratepayers genuinely in the business of primary production but not benefitting from a notional capital value for their property to apply for a 10% rebate.

### **Stirling Separate Rate**

- A separate rate for businesses in Stirling that generates \$95k that is distributed to the Stirling Business Association (SBA) to promote Stirling as a destination, the "Gateway to the Hills". Council also sets a maximum amount ( 'top') and a minimum amount ( 'tail') per property each financial year for this separate rate.
- Council also proposes in accord with Council's taxation principles to increase the top and tail of the separate rate in line with CPI to better maintain an even distribution across all separate ratepayers.

### **Other Rates and Levies**

- A separate rate to provide for the sealing in 2014-15 of the northern end of Verrall Road, Upper Hermitage. This rate is levied on those properties that actually adjoin this section of road.

### **Help when you need it**

An empathetic and individually tailored approach to ratepayers who are experiencing financial difficulties as a result of Covid-19 and bushfire events through the provision of a number of alternative arrangements made available to ratepayers including:

- smaller, more regular payment options
- acceptance of reduced payments toward Council Rates arrangement
- Deferment or postponement of payment of rates in whole or in part for an agreed period
- consideration of the waiving of fines & interest where appropriate

The *Rating Policy* includes a number of options to address financial hardship specifically targeted to those ratepayers that have been significantly and permanently impacted by recent events.



## Impact of Office of Valuer-General Revaluation Initiative Project

Council's valuations used for rating purposes are undertaken by the Office of the Valuer-General.

For 2021-22, the Valuer-General is completing a Revaluation Initiative Project across the majority of Councils within South Australia resulting in a reassessment of valuation assumptions. Data received recently from the Valuer-General indicates that this review has resulted in increased variability in valuation increases within the Council area, particularly within the primary production land use.

This is likely to result in many rate assessments experiencing a change in rates payable much higher or lower than the average rate increase proposed.

As a response to the impact of the Revaluation Initiative undertaken by the Valuer-General, Council's rating policy position for the 2021-22 Annual Business Plan consultation is proposed as follows to reduce the impact of significant valuation changes for 2021-22:

- applying a rate cap/rebate to all land use categories - expanding the cap from only principal place of residence
- setting the rate cap at 12.5%, being 10% on top of the proposed 2.5% increase – previously 15%
- making the rate cap automatic (previously by application) but also retaining an application process
- adjusting the exclusion of change of ownership properties to those properties sold after 30 June 2020 (previously from 1 January 2020)
- giving consideration to whether the cap should apply to properties with recent improvements - currently recent improvements to a property worth more than \$20,00 are excluded

## Rate Statistics

Council has just over **18,800** assessments split by land use as follows:



**13 400**  
Residential



**710**  
Commercial  
and Industrial  
differential rate



**3,000 +**  
Primary  
production



**600 +**  
Vacant



**800 +**  
Non-rateable



**200**  
Other

## Rates Modelling

The valuation of the Council area by the Valuer-General is ongoing and information provided to date reflects an increase of over 3.5% in valuation for existing properties. This valuation information is still being updated as well as being subject to Valuer-General and internal quality assurance processes and revisits.

Analysis indicates that:

- Residential properties, representing over 70% of the overall valuation, had an average valuation **increase** of just under **3.7%**
- Primary production properties, being 17% of total assessments, have an average valuation **increase** of **5.4%**
- Commercial and Industrial properties had had an average valuation **decrease** of over **1%**
- Vacant land valuations have **increased** on average by just under **2.5%**.

The Budget has been formulated on the basis of retaining differential rates for all categories of ratepayer, including commercial and industrial ratepayers at the appropriate rate in the dollar to provide an overall increase in general rate revenue of 2.5% excluding growth.

## Allocation of Rates Burden

The Council uses the capital value method of valuing properties. This method values the land and all improvements on the land. It is the most widely-used method across South Australian councils.

Council considers this valuation method the most equitable method to spread the rates burden across the measure of wealth within the Adelaide Hills Council area. It equates to the taxation principle that people should contribute to community, social and physical infrastructure in accordance with their capacity to pay as measured by property wealth.

Further, in determining how rates are applied, and the rate in the dollar, Council has also made specific policy choices in relation to uses the differential rating rate and the option of a fixed charge rather than a minimum rate to allocate the rates burden across the community.



## Differential Rates

Section 153 of *Local Government Act 1999* (the Act) allows councils to 'differentiate' rates based on the use of the land, the locality of the land, the use and locality of the land or on some other basis determined by the council. The application of a Differential General Rate is generally intended to alter the amount payable by particular land uses.

Council has determined to apply the same rate in the dollar, based on capital value, to all categories of ratepayer, except commercial and industrial ratepayers who pay a differential rate in the dollar that is 15% higher than the rate in the dollar charged for other categories of ratepayer.

Council has considered the higher amount payable by the Commercial & Industrial sector with reference to the Economic Development function as well as the services and activities that the sector does not regularly use.

Council has considered the principle of rate stability when assessing the rates burden across the above categories. Other considerations were given to the change in capital value across the land use categories and the rates income provided by each.

It is estimated that the Commercial & Industrial Differential General Rates will raise net rate revenue in the order of \$1.5m in 2021-22.

It is estimated that the Residential & Non Commercial and Industrial Differential General Rate will raise net general rate revenue in the order of \$37.0m in 2021-22.

## Fixed Charge

Under the Act, Council has some mechanisms available to enable all ratepayers to contribute more equitably to the administration of Council's services and the development and maintenance of the community's infrastructure. Council considers a fixed charge (applying equally to all rateable properties) to be the most fair and equitable means of achieving this.

For the 2021-22 year, it is proposed to increase the fixed charge from \$682 to \$699, representing a 2.5% increase in line with the overall average increase in rates.

## Community Wastewater Management System

The Council provides Community Wastewater Management System (CWMS) to some areas within the Council district. To fund the provision of this service Council imposes an annual service charge to recover the cost to the Council of establishing, operating, maintaining, improving and replacing infrastructure (taking into account depreciation of any assets and including future capital works).

Council is currently undertaking its annual detailed assessment of the cost of providing CWMS services, in accordance with the guidelines set by the Essential Services Commission of South Australia (ESCOSA). This will identify whether current charges are at the levels necessary to achieve full cost recovery. For the 2021-22 financial year, CWMS revenue has currently been budgeted with an increase in line with CPI but will be reviewed in light of the findings from the assessment.

A photograph of a forest floor with tall grasses and tree trunks in the background. Overlaid on the lower half of the image is a large, colorful geometric pattern consisting of interlocking triangles in shades of orange, red, yellow, and green. The text 'Appendix 1: Budgeted Uniform Presentation of Finances' is written in white over the bottom portion of this pattern.

# Appendix 1: Budgeted Uniform Presentation of Finances



**Adelaide Hills Council**  
**BUDGETED UNIFORM PRESENTATION OF FINANCES**  
**2021-22 Proposed Budget**

2020-21 Revised Budget		2021-22 Proposed Budget	2021-22 Revised Budget
\$'000		\$'000	\$'000
	<b>INCOME</b>		
40,231	Rates	41,585	41,585
1,280	Statutory charges	1,197	1,197
738	User charges	849	849
7,860	Grants, subsidies and contributions	5,869	5,869
17	Investment income	17	17
237	Reimbursements	210	210
476	Other income	467	467
100	Net gain - equity accounted Council businesses	100	100
<b>50,940</b>	<b>Total Income</b>	<b>50,294</b>	<b>50,294</b>
	<b>EXPENSES</b>		
18,343	Employee costs	19,232	19,232
20,801	Materials, contracts & other expenses	18,753	18,753
9,237	Depreciation, amortisation & impairment	9,762	9,762
676	Finance costs	477	477
-	- Net loss - equity accounted Council businesses	-	-
<b>49,056</b>	<b>Total Expenses</b>	<b>48,224</b>	<b>48,224</b>
<b>1,883</b>	<b>NET BUDGETED SURPLUS / (DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>2,070</b>	<b>2,070</b>
	<b>Net Outlays on Existing Assets</b>		
(10,646)	Capital Expenditure on Renewal and Replacement of Existing Assets	(10,816)	(10,816)
646	Proceeds from Sale of Replaced Assets	665	665
9,237	Depreciation	9,762	9,762
(763)	<b>NET OUTLAYS ON EXISTING ASSETS</b>	(389)	(389)
	<b>Net Outlays on new and Upgraded Assets</b>		
(9,438)	Capital Expenditure on New and Upgraded Assets & Remediation costs	(6,979)	(6,979)
2,966	Capital Grants & Monetary Contributions - New & Upgraded Assets	2,000	2,000
1,486	Proceeds from Sale of Surplus Assets	1,304	1,304
(4,985)	<b>NET OUTLAYS ON NEW AND UPGRADED ASSETS</b>	(3,675)	(3,675)
(3,865)	<b>Net Lending/ (Borrowing) Result for Financial Year</b>	(1,994)	(1,994)
(19,822)	<b>Net Financial Liabilities at Beginning of Year</b>	(23,787)	(23,787)
-	- Decrease / (increase) in Other	-	-
(100)	Non Cash Equity Movement	(100)	(100)
(23,787)	<b>Net Financial Liabilities at End of Year</b>	(25,881)	(25,881)

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**


10,000	New Borrowings	4,000	4,000
(119)	Increase/(Decrease) in Short Term Draw Down	72	72
64	(Increase)/Decrease in Cash & Investments		0
-	- (Increase)/Decrease in Working Capital	-	-
(5,000)	Principal Repayments on Borrowings	(1,000)	(1,000)
(200)	Reinstatement/Restoration Provision Payment	(978)	(978)
(780)	Debenture Payment	-	0
(100)	Non Cash Equity Movement	(100)	(100)
<b>3,865</b>		<b>1,994</b>	<b>1,994</b>

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

A photograph of a forest floor with tall grasses and tree trunks in the background. Overlaid on the lower half of the image is a semi-transparent geometric pattern consisting of interlocking triangles in various colors: orange, red, green, and grey. The text 'Appendix 2: Rating Policy' is centered over this pattern in a white, sans-serif font.

## Appendix 2: Rating Policy

# COUNCIL POLICY

	<b>RATING</b>
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<b>Policy Number:</b>	FIN-02
<b>Responsible Department(s):</b>	Financial Services
<b>Other Relevant Policies:</b>	None
<b>Relevant Procedure(s):</b>	None
<b>Relevant Legislation:</b>	<i>Local Government Act 1999</i> <i>Valuation of Land Act 1971</i> <i>Landscape South Australia Act 2019</i> <i>Aged Care Act 1987 (Commonwealth)</i> <i>Community Housing Providers National Law</i> <i>Community Titles Act 1996</i> <i>Education Act 1972</i> <i>Health Commission Act 1976</i>
<b>Policies and Procedures Superseded by this policy on its Adoption:</b>	Rating, 28 June 2016, Item 14.9, 1.11, 122 Rating, 27 June 2017, Item 14.3, 1.11, 130/17 Rating, 26 June 2018, Item 12.3, 1.11 , 138/18 Rating, 25 June 2019, Item 12.2, 1.11, 156/19 Rating, 30 June 2020, Item 7.1, 1.11, 124/20
<b>Adoption Authority:</b>	Council
<b>Date of Adoption:</b>	TBA
<b>Effective From:</b>	1 July 2021
<b>Minute Reference for Adoption:</b>	
<b>Next Review:</b>	

## RATING POLICY

### 1. INTRODUCTION

- 1.1 In South Australia, council rates are a form of property tax levied by Local Government, as our primary source of funding for the many mandatory and discretionary services that are provided by councils. Rates are administered by each council in line with the *Local Government Act 1999* (the Act) which allows some flexibility for each council to make decisions that suit its local community. This document sets out the policy of the Adelaide Hills Council for setting and collecting rates from its community.

### 2. PURPOSE

- 2.1 The purpose of this policy is to outline Council's approach towards rating its communities and to meet the requirements of the Act with particular reference to section 123 which requires Council to have a rating policy that must be prepared and adopted (as part of the Annual Business Plan) each financial year in conjunction with the declaration of rates.

### 3. DEFINITIONS

- 3.1 **'Act'** refers to the *Local Government Act 1999* (SA).
- 3.2 **'Capital value'** refers to the valuation methodology used in determining the value of land, as defined in the *Valuation of Land Act 1971*.
- 3.3 **'Council'** refers to the elected Council body.
- 3.4 **'CWMS'** refers to the Community Wastewater Management System within the Council area.
- 3.5 **'Differential rate'** refers to a rate that may be applied to a category of land that is different to the rate applied to other land categories (termed differential rates under the Act).
- 3.6 **'Fixed charge'** refers to a charge that must apply equally to each separate piece of rateable land in the area under section 152(1) of the Act.

### 4. POLICY STATEMENT

- 4.1 Council's powers to raise rates are found in Chapter 10 of the Act which provides the framework within which the Council must operate, but also leaves room for the Council to make a range of policy choices. This document includes reference to compulsory features of the rating system, as well as the policy choices that the Council has made on how it imposes and administers the collection of rates.

All land within a Council area, except for land specifically exempt (e.g. Crown Land, Council occupied land and a few other limited categories under section 150(a) of the Act, is rateable.

Rates are not fees for services. They constitute a system of taxation for Local Government purposes. Council considers the fairest and most equitable method of charging rates to our community is through the combined use of a fixed charge component and a variable rate per rateable property.

#### 4.2 PRINCIPLES OF TAXATION

This Policy represents the Council's commitment to balancing the five main principles of taxation.

- i) **Benefits received** (i.e. services provided, or resources consumed). Reliance on this principle suggests that (all other things being equal) a person who received more benefits should pay a higher share of tax.
- ii) **Capacity to pay.** This principle suggests that a person who has less capacity to pay should pay less; and that persons of similar means should pay similar amounts.
- iii) **Administrative simplicity.** This principle refers to the costs involved in applying and collecting the tax and how difficult it is to avoid.
- iv) **Economic efficiency.** This refers to whether or not the tax distorts economic behaviour.
- v) **Policy consistency.** The principle that taxes should be internally consistent, and based on transparent, predictable rules that are understandable and acceptable to taxpayers.

Further, in achieving equity across the community, this policy has an overriding principle that all ratepayers should contribute an amount to basic service provision.

#### 4.3 VALUATION OF LAND

Council is permitted to adopt one of three valuation methodologies to value the properties in its area (section 151 of the Act):

- **Capital Value** – the value of the land and all of the improvements on the land.
- **Site Value** – the value of the land and any improvements which permanently affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements.
- **Annual Value** – a valuation of the rental potential of the property.

The Council has adopted the use of capital value as the basis for valuing land. Council considers that this method provides the fairest way to distribute the rate burden across all ratepayers on the following basis:

- the 'capacity to pay' principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth;



- the 'property value' is a relatively good indicator of wealth (when lifetime incomes, including incomes from capital gains, are taken into account). Capital value closely approximates the market value of a property, provides the best indicator of overall property value

Council does not determine property valuations but chooses to exercise the right under Section 151 of the Act to adopt the capital valuations as assessed by the Valuer-General through the State Valuation Office. If you are dissatisfied with the valuation made by the State Valuation Office your rates notice will include information about how to object to the valuation. The Council has no role in this process. The lodgement of an objection does not change the due date for the payment of rates.

#### 4.4 COMPONENTS OF RATES

##### **Fixed Charge or Minimum Rate**

Council has discretion to apply either:

- a fixed charge (applying equally to all rateable properties); or
- a minimum rate (to lower-value properties)

but cannot use both of these mechanisms.

The Adelaide Hills Council will apply a fixed charge this financial year as in previous years. Council considers a fixed charge to be the most fair and equitable means of ensuring that all ratepayers contribute equally to the administration of Council's services and the development and maintenance of the community's infrastructure. In addition, the fixed charge provides a mechanism to adjust the rates contributions across high and low valued properties. This redresses the balance and equity of the rate system.

The Council is unable to raise more than 50% of total rate revenue by the imposition of a fixed charge component of general rates as per section 151(10) of the Act.

##### **A rate in the dollar**

The largest component of rates levied is the component that is calculated by reference to the value of the property. Property values reflect, among other things, the relative availability of and access to Council services. This applies to all types of land use, and to land in all locations.

The Act allows councils to 'differentiate' rates based on the use of the land, the locality of the land, the use and locality of the land or on some other basis determined by the council. The Council applies different rates on the basis of land use.

Definitions of the use of the land are prescribed by regulation and are categorised as follows for rating purposes:

- Residential
- Commercial
- Industrial
- Primary Production
- Vacant Land
- Other

In accordance with Section 148 of the Act, Council assesses any piece or section of land subject to separate ownership or separate occupation.

*Commercial and Industrial Differential Rate:*

Those properties categorised as commercial or industrial will pay a differential rate in the dollar that is 15% higher than the rate in the dollar charged for other categories of ratepayer.

Council has considered the higher amount payable by the Commercial & Industrial sector with reference to the commercial differential rates of other Councils, costs of the Economic Development function as well as the services and activities that the sector does not regularly use.

If a ratepayer believes that a particular property has been wrongly classified as to its land use, then an objection may be made with the Council.

**Separate Rate**

*Stirling Business Separate Rate:*

A separate rate for businesses in Stirling (Stirling Business Separate Rate) will be applied to carry out the activity of promoting and enhancing business viability, profitability, trade and commerce within the zone.

This rate is levied on all properties within the precinct known as the District Centre (Stirling) Zone and businesses fronting both sides of Mt Barker Road east of the District Centre (Stirling) Zone to Pine Street, excluding land attributed a land use category 1 (residential) and government owned land. Council also sets a maximum amount ( 'top') and a minimum amount ( 'tail') per property each financial year for this separate rate **with the top and tail adjusted each year with reference to the Consumer Price Index**. The amount raised is distributed to the Stirling Business Association to promote Stirling as a destination, the 'Gateway to the Hills'.

*Verrall Road Separate Rate:*

A separate rate for Verrall Road, Upper Hermitage at a value of \$858 will be applied for a period of 10 years to 2023-24. This rate which provided for the sealing of the northern end of the road in 2014-15 is levied on the properties that use that section of road.

**Regional Landscape Levy**

The Regional Landscape (RL) Levy is a State tax.

Councils are required under the Landscape South Australia Act 2019 to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards that have responsibility for the management of the State's natural resources. These responsibilities include regional landscape planning, water allocation planning, community capacity building, education and compliance activities.

Adelaide Hills Council falls within the Hills & Fleurieu Regional Landscape board region. The effect of the new regions and boundary changes on landscape levies is being managed through a levy transition scheme. For 2021-22, Adelaide Hills Council has been advised that Council will have a single landscape levy.



### **Community Wastewater Management System**

The Council provides Community Wastewater Management System (CWMS) to some areas within the Council district. To fund the provision of this service Council imposes a service charge to recover the cost to the council of establishing, operating, maintaining, improving and replacing infrastructure (taking into account depreciation of any assets and including future capital works).

Annually, an independent consultant is engaged to provide a review of:

- Council's compliance with ESCOSA's Minor to Intermediate Retailers Price Determination and the National Water Initiative (NWI) Pricing Principles;
- The pricing model for future CWMS price setting.

This review included the annual service charge for both occupied and vacant properties.

Council is currently undertaking this detailed assessment of the cost of providing CWMS services, in accordance with the guidelines set by the Essential Services Commission of South Australia (ESCOSA). This will identify whether current charges are at the levels necessary to achieve full cost recovery. For the 2021-22 financial year, CWMS revenue has currently been budgeted with an increase in line with CPI but will be reviewed in light of the findings from the assessment.

## **4.5 RATES CAPPING**

Council's valuations used for rating purposes are undertaken by the Office of the Valuer-General.

For 2021-22, the Valuer-General is completing a Revaluation Initiative Project across the majority of Councils within South Australia resulting in a reassessment of valuation assumptions. Data received recently from the Valuer-General indicates that this review has resulted in increased variability in valuation increases within the Council area, particularly within the primary production land use.

This is likely to result in many rate assessments experiencing a change in rates payable much higher or lower than the average rate increase proposed.

As a result of a Revaluation Initiative Project across the whole state undertaken by the Valuer-General, Council has noted increased variability in valuation increases within the Council area, particularly within the primary production land use.

As such, Council is proposing to reduce the impact of significant valuation changes for 2021-22 by:

- Applying a rate cap/rebate to all land use categories (expanding the cap from only principal place of residence)
- Setting the rate cap at 12.5%, being 10% on top of the proposed 2.5% increase – previously 15%
- Make automatic (previously by application) but also retain an application process
- Adjusting the exclusion of change of ownership properties to those properties sold after 30 June 2020 (previously from 1 January 2020)
- Considering whether the cap should apply to properties with recent improvements - currently excluded

In terms of legislation, the Act (s153 (3)) requires a council to decide each year whether to apply a maximum rate increase (or a rates cap) to a ratepayers principal place of residence. A cap is applied to provide relief against a substantial change in rates payable incurred due to rapid changes in valuations.

#### 4.6 **REBATE OF RATES**

##### **Mandatory rebates**

Councils are required to rebate (discount) the rates payable on some land.

The Adelaide Hills Council will act in accordance with the Local Government Act in providing mandatory rebates as referenced in Section 160 – 165 of the Act.

A 100% rebate must be applied to land used for:

- Health services,
- Religious purposes,
- Public cemeteries,
- The Royal Zoological Society.

A compulsory rebate of at least 75% must be applied to land used by:

- Community service organisations, and
- Schools and universities.

Where a “community services organisation” is eligible for a mandatory rebate, the residential rate must be applied to the land to which the rebate relates in accordance with Section 161 (2) of the Act. This is as a result of Council declaring differential rates according to land use and providing for a distinct residential rate.

Where the Council is satisfied from its own records, or from other sources, that a person or body meets the necessary criteria for a mandatory rate rebate, the Council will grant the rebate accordingly.

Where the Council is not satisfied based upon the information in its possession or otherwise does not hold relevant information it will require the person or body to lodge an application form with such information as stipulated and any other information that the Council may reasonably require.

Applicants who satisfy the criteria for a mandatory rebate will be granted the rebate at any time provided the application is lodged prior to the 30 June of the rating year and provided the entitlement to the rebate existed at 1 July of the rating year.

Council will confirm the continuation of a person or body’s eligibility for a mandatory rebate on a regular basis (at least biennially) to ensure that rebates are only granted where they are warranted. This will require the relevant person or body to lodge an application form with such information as stipulated and any other information that the Council may reasonably require to confirm the continuation of eligibility.

### **Discretionary rebates**

As identified in Section 166 of the Act Council may grant a discretionary rebate of rates up to and including 100% of the relevant rates under a number of criteria and for a period not exceeding the timeframe.

As required by legislation, Council should give reasonable consideration to the granting of rebates and does not adopt a policy that excludes the consideration of applications for rebates based on their merits.

Have considered this, Council is of the view that except in very specific circumstances outlined below, the maximum discretionary rebate should be 75% to ensure ratepayers contribute an amount towards basic service provision.

Council has determined pursuant to Section 166(1) (b) that those primary production properties genuinely in the business of primary production but not benefitting from a notional capital value for their property can apply for a 10% rebate on the differential rate. For the 2021-22 financial year this rebate will also be considered with reference to whether a property is also eligible for a rates cap due to a significant increase in valuation.

Excluding the primary production rebates granted pursuant to Section 166(1) (b), Council in accordance with Section 166 (1a) will take the following matters into account in deciding whether to grant a discretionary rebate for land uses covered by Section 166 (a to k):

- (a) the nature and extent of Council services provided in respect of the land for which the rebate is sought in comparison to similar services provided elsewhere in the Council's area;
- (b) the community need that is being met by activities carried out on the land for which the rebate is sought; and
- (c) the extent to which activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons and
- (d) specific policy positions considered relevant by Council

Notwithstanding the direction provided by Council pursuant to Section 166(1)(b) which is then actioned by Administration, Council has retained the delegation to grant all other discretionary rate rebates under land uses covered by Section 166 a) to k).

Council's specific policy positions to meet discretionary rate rebates eligibility are as follows:

- An organisation needs to meet one of the criteria listed under Section 166 a) to o);
- An organisation needs to be not-for-profit;
- A rebate of 100% will only be granted where community organisations seeking a rebate provides a service that would be required to be provided by Council if not undertaken by the organisation;
- A rebate of 75% will be granted if the organisation provides a community service that support the disadvantaged or sections of the community that require assistance, as defined;
- Where an organisation does not meet the above criteria, it is still eligible for a 75% rebate where it meets all of the following criteria:
  - limited capacity to raise funds;
  - meets a "community need", as defined; and

- undertake services and activities that are not primarily the responsibility of Federal or State Government

Council has determined the following definitions to assist in the determination of eligibility for a discretionary rate rebate.

**“Disadvantaged persons”** refers to persons who are disadvantaged by reason of poverty, illness, frailty, or mental, intellectual or physical disability. To meet this criteria the organisation would need to establish that the predominant extent of the activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons.

**“community need”** is defined as those services and activities that are aligned to achievement of one or more of Council’s strategies resulting in:

- a direct benefit to the residents of Adelaide Hills Council; and
- a significant proportion of users are Adelaide Hills residents.

Due to the complexities involved in the application of discretionary rate rebates under Section 166 (l) to (o), any application relating to these elements will be subject to a separate report to Council to consider the appropriateness of such a rebate.

Persons who, or bodies which, seek a discretionary rebate will be required to submit an application form to the Council and provide to the Council such information as stipulated on the application form and any other information that the Council may reasonably require.

All persons who or bodies which wish to apply to the Council for a discretionary rebate of rates must do so on or before 30 April prior to the rating year unless the application is a result of a change in eligibility for a mandatory rebate or rate exemption. In those circumstances where an application relates to a change in rebate/rate exemption in a relevant rating year, then the application will be applied for the full rating year if received within 2 months of the change in rebate/exemption being advised. The Council reserves the right to refuse to consider applications received after the specified date.

Persons or bodies who previously received a discretionary rebate greater than 75% may apply for a phasing in period (up to 2 years) in circumstances where the above change impacts significantly on the persons or bodies’ financial capacity. In these circumstances, an application will be considered if received within 2 months of the change in rebate being advised. The Council reserves the right to refuse to consider applications received after the specified date.

Where there is no maximum timeframe specified for a rebate provided under Section 166, Council will grant a discretionary rebate to the last rating period commencing within a Council term to allow for a regular review of discretionary rate rebates.

A summary of all discretionary rebates applied for, including whether they have been successful or not and the associated reasons will be reported to Council on an annual basis.

Each rebate that is granted either reduces the Council’s revenue and hence its capacity to provide services, or else it effectively increases the amount that must be collected

from other ratepayers. The principles of equity dictate that Council remains diligent in only awarding rebates and exemptions where they are warranted.

If you or your organisation wishes to apply for a discretionary rate rebate, you may apply by contacting the Council's Rate Administrator.

#### **Discretionary Rate Rebates under Section 166 (I) relating to a substantial change in Rates Payable**

Council can also use a discretionary rate rebate to address properties with substantial valuation increases that are not the principal place of residence of a ratepayer under Sect 166 (I) of the LGA where the rebate is considered by the council to be appropriate to provide relief against what would otherwise amount to a substantial change in rates payable by a ratepayer due to—

- (i) a redistribution of the rates burden within the community arising from a change to the basis or structure of the council's rates; or
- (ii) a change to the basis on which land is valued for the purpose of rating, rapid changes in valuations, or anomalies in valuations

As such this mechanism will be considered by Council to alleviate those properties that do not meet the specified criteria covered under s153 (3) of the LGA relating to a ratepayers principal place of residence. This is covered in more detail under Section 4.5 Rate Capping within this Policy.

#### **All rebates**

As Council's CWMS service charges are set to recover the cost to the council of establishing, operating, maintaining, improving and replacing infrastructure (taking into account depreciation of any assets and including future capital works) no rebates are provided by Council.

If an entitlement to a rebate ceases or no longer applies during the course of a financial year, council will recover rates proportionate to the remaining part of the financial year.

If a person or body has the benefit of a rebate of rates and the grounds on which the rebate has been granted cease to exist, the person or body must immediately inform the Council of that fact and (whether or not the Council is so informed) the entitlement to a rebate ceases. If a person or body fails to do so that person or body is guilty of an offence.

The Council will, in writing, advise an applicant for the rebate of its determination of that application. The advice will state:

- if the application has been granted, the amount of the rebate; or
- if the application has not been granted, the reasons why.

Any person or body who is aggrieved by a determination of the delegated officer in respect of an application for a rebate may seek a review of that decision in accordance with Council's Internal Review of Council Decisions Policy.

### **Single Farming Enterprise**

The Local Government Act 1999 provides that "if two or more pieces of rateable land within the area of the Council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land".

A Single Farm Enterprise is defined in the Local Government Act -

*"A reference to a single farm enterprise is a reference to two or more pieces of rateable land*

*(a) which –*

- (i) are farm land; and*
- (ii) are farmed as a single enterprise; and*
- (iii) are occupied by the same person or persons,*  
*whether or not the pieces of land are contiguous; or*

*(b) which –*

- (i) as to all the pieces except one, are farm land farmed as a single enterprise occupied by the same person or persons; and*
- (ii) as to one piece contiguous with at least one of the other pieces, is the principal place of residence of that person or one of those persons."*

In effect, this means that land can be recognised as a "single farming enterprise" and not attract a fixed charge to each of the assessments, provided:

- that if the occupier of all the land concerned is the same person, (this means that if there is a house being occupied that is not your principal place of residence, it cannot be part of the single farm enterprise)
- all of the land is used to carry on the business of primary production, and
- managed as a single unit for that purpose,

Primary producers can apply to the Council for the 'single farming enterprise' provisions of the Local Government Act.

You should also be aware that if the grounds on which you apply for a single farm enterprise cease to exist, the person or body who have the benefit of the provisions must immediately inform the Council of the fact.

## **4.7 RATE RELIEF**

Council applies rate remissions and postponement in accordance with the Act.

### **Financial Hardship**

If you are suffering financial hardship, you should contact the Council's Rates Administrator to discuss the matter. Such inquiries are treated confidentially, and any application will be considered on its merits. Options to address financial hardship can include:

#### **Regular payments other than Quarterly**

If you are experiencing financial hardship and anticipate difficulty paying the next rate instalment notice, we will work with you to make alternative arrangements. These arrangements will be treated in the strictest confidence.

In addition to quarterly instalments, ratepayers can arrange with Council to pay their rates weekly, fortnightly or monthly to provide for a smaller, more regular payment option via BPAY, phone or internet.

#### Waiving of Fines and Interest

Council can consider the waiving of fines and interest as part of addressing financial hardship. When a ratepayer has committed to a payment plan and adheres to a regular payment, Council will consider the waiving of fines and interest to assist the ratepayer.

#### Postponement of Rates

A ratepayer may apply to Council to postpone payment of rates in whole or in part for a period of due to hardship. Any such application must be made in writing and outline the reasons why postponement is requested.

If postponement is granted then Council will consider the waiving of fines and interest for the same period to assist the ratepayer.

In accordance with legislation, a postponement may, if Council thinks fit, be granted on condition that the ratepayer pays interest on the amount affected by the postponement at a rate fixed by the council (but not exceeding the cash advance debenture rate as defined in the Local Government Act).

As postponement may only delay financial hardship for a period of time, options involving a regular payment plan are more likely to be beneficial for ratepayers to assist in reducing rates balances outstanding over time.

#### Remission of rates

The Council has a discretion to partially or wholly remit (i.e. waive) rates on the basis of hardship.

Council has a charge over the land under Section 177 of the LGA and therefore is likely to be able to recover rates outstanding upon sale. The granting of a remission forgoes this right and therefore is only considered as an option in circumstances where the ratepayer has demonstrated serious and long term hardship and where there is no chance of improvement in the ratepayers financial circumstances. Consideration must also be given to the tax burden redistribution effect on other rate payers of any remission.

For these reasons, and given the importance of ensuring fairness to other ratepayers, remission will only be considered as a last resort and only where there is no chance of improvement in the ratepayer's financial circumstances. As such, it is likely that postponement of payment of rates due to hardship has been occurred for some period to confirm the permanency of the ratepayer's situation.

#### Seniors Postponement

If you hold a State Seniors Card then (unless you have a mortgage entered before 2007 that is greater than 50% of your home's value) you are eligible to postpone, on a long-



term basis, a large component of the rates on your principal place of residence. The postponed amount is subject to a monthly interest charge, with the accrued debt falling due for payment only when the property is sold or transferred to someone else, or no longer becomes the principal place of residence. However, some or all of the debt may be paid at any earlier time, at your discretion.

#### 4.8 PAYMENT OF RATES

Rates are declared annually, and may be paid, at your discretion, either in one lump sum, or in quarterly instalments that fall due in September, December, March and June. The exact dates that rates fall due, and the various options for paying rates, are clearly indicated on your rates notice.

If you have (or are likely to have) difficulty meeting these payments, you should contact the Council's Rates Administrator to discuss alternative payment arrangements. Such inquiries are treated confidentially.

#### 4.9 LATE PAYMENT OF RATES

The Act provides that councils must impose a penalty of 2% on any payment for rates by instalment, which is not paid on or before the due date. A payment that continues to be late is then charged a prescribed interest rate for each month it continues to be late.

When Council receives a payment in respect of overdue rates Council applies the money received in accordance with the Act as follows:

- First – to satisfy any costs awarded in connection with court proceedings;
- Second – to satisfy any interest costs;
- Third – in payment of any fines imposed;
- Fourth – in payment of rates, in chronological order (starting with the oldest account first).

#### 4.10 NON- PAYMENT OF RATES

A separate Debt Recovery Policy has been adopted by Council and is available for review on the Adelaide Hills Council website.

The purpose of this policy is to set out Council's principles in regard to the management of debt and to ensure that money owed to Council is collected as soon as possible through efficient and effective debt recovery practices. This policy assists to ensure a strategic, equitable, accountable, consistent and transparent approach to Council's debt management, collection decisions and practices. Key principles under this Debt Recovery Policy for rates are as follows:

- Council undertakes recovery action for overdue rates debtors to ensure the **fair, equitable and consistent** collection of rates in an effective and timely manner.
- Council will **attempt to recover all costs, interest and expenses incurred by Council** while recognising the need to identify and consider individual cases of **genuine hardship**.

- Cases of financial hardship will be considered by application on an individual basis and always with a view to the ratepayer **re-establishing financial capability and, wherever possible, meeting their financial obligations**

It should be noted that Council may sell any property where the rates have been in arrears for three years or more. Council is required to notify the owner of the land of its intention to sell the land, provide the owner with details of the outstanding amounts, and advise the owner of its intention to sell the land if payment of the outstanding amount is not received within one month.

## **5. CONTACTING THE COUNCIL'S RATES ADMINISTRATOR**

- 5.1 If you believe that Council has failed to properly apply this policy you should contact the Council's Rates Administrator to discuss the matter. (See contact details below). If after this, you are still dissatisfied then you should write to the Council's Chief Executive Officer at PO Box 44, Woodside SA 5244.

For further information, queries, or to lodge an application for rate postponement or remissions please contact the Council's Rates Administrator on:

Phone: 8408 0400  
E-mail: [mail@ahc.sa.gov.au](mailto:mail@ahc.sa.gov.au)  
Post: PO Box 44, Woodside SA 5244

## **6. DELEGATIONS**

- 6.1 The Chief Executive Officer has the delegation to approve, amend and review any procedures that shall be consistent with this Policy.

## **7. AVAILABILITY OF THE POLICY**

- 7.1 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.

## Supplementary Information to Rating Policy

### Differential Rates

Section 153 of the Act allows councils to 'differentiate' rates based on the use of the land, the locality of the land, the use and locality of the land or on some other basis determined by the council. The application of a Differential General Rate is generally intended to alter the amount payable by particular land uses.

Council has determined to apply the same rate in the dollar, based on capital value, to all categories of ratepayer, except commercial and industrial ratepayers who pay a differential rate in the dollar that is 15% higher than the rate in the dollar charged for other categories of ratepayer.

Council has considered the higher amount payable by the Commercial & Industrial sector with reference to the Economic Development function as well as the services and activities that the sector does not regularly use.

Council has considered the principle of rate stability when assessing the rates burden across the above categories. Other considerations were given to the change in capital value across the land use categories and the rates income provided by each.

It is estimated that the Commercial & Industrial Differential General Rates will raise net rate revenue in the order of \$1.5m in 2021-22.

It is estimated that the Residential & Non Commercial and Industrial Differential General Rate will raise net general rate revenue in the order of \$37m in 2021-22.

Council has applied the following rates in the dollar across the last five years to determine the total rate levied against an assessment:

Financial Year	Commercial & Industrial	All Other Land Uses including Residential
2020-21	0.002821	0.002453
2019-20	0.002839	0.002469
2018-19	0.002784	0.002421
2017-18	0.002748	0.002390
2016-17	0.002806	0.002440

### Fixed Charge


Under the *Local Government Act 1999* (the Act), Council has some mechanisms available to enable all ratepayers to contribute more equitably to the administration of Council's services and the development and maintenance of the community's infrastructure. Council considers a fixed charge (applying equally to all rateable properties) to be the most fair and equitable means of achieving this.

The Council is unable to raise more than 50% of total rate revenue by the imposition of a fixed charge component of general rates as per section 151(10) of the Act.

Council has applied the following fixed charges across the last 5 years as part of the total rate levied against an assessment:

	Fixed Charge	Increase from Previous Year	% of Rate Revenue
2020-21	\$682	2.95%	31.9%
2019-20	\$662	2.8% + \$10	32.0%
2018-19	\$634	3.3%	31.8%
2017-18	\$613.50	2.25%	31.8%
2016-17	\$600		31.8%

It should be noted that although a Joint Committee of Parliament considered potential changes to valuation policy that would remove the ability to levy individual fixed charges based on occupancy for retirement village, the final report tabled in November 2019 did not include any specific recommendations to remove this ability. However, Council is aware that an independent Member Bill has been tabled in Parliament which would prevent councils from levying a fixed charge on properties in a retirement village. Should this policy change be implemented this would reduce Fixed Charge revenue by approximately \$200k for Adelaide Hills Council.

A photograph of a forest floor with tall grasses and tree trunks. Overlaid on the bottom half of the image is a large, colorful geometric pattern consisting of interlocking triangles in shades of orange, red, yellow, and green. The text 'Appendix 3: Corporate Performance Indicators' is written in white, bold, sans-serif font across the bottom right of the image.

## Appendix 3: Corporate Performance Indicators



ID	Corporate Performance Indicator	Target	Strategic Objective	Reporting Frequency
<b>Goal 1: A functional Built Environment</b>				
<b>CPI-B01</b>	Inspections of footpaths in high priority zones	100%	B1	Quarterly
<b>CPI-B02</b>	Delivery of capital works program	90%	B1	Annually
<b>CPI-B03</b>	Compliance inspections completed within 5 business days of development completion notification	80%	B2	Quarterly
<b>CPI-B04</b>	Compliance inspections completed within 5 business days of notification of alleged unlawful development	80%	B2	Quarterly
<b>CPI-B05</b>	Comparison of Council's Energy Usage (Kwh) against previous financial year	Less than previous financial year	B3	Annually
<b>CPI-B06</b>	Tonnes of recycled plastic content in products purchased by Council	25	B3	Annually
<b>CPI-B07</b>	Operational tasks completed within the Civil Zone Maintenance Program	80%	B4	Quarterly
<b>Goal 2: Community Wellbeing</b>				
<b>CPI-C01</b>	Positive ageing wellbeing score	7 Average	C2	Quarterly
<b>CPI-C02</b>	Community Centre participants who feel better connected to others or community	85%	C2	Bi-annual
<b>CPI-C03</b>	Community centre participants who would use the knowledge/skills gained in the future	80%	C3	Bi-annual
<b>CPI-C04</b>	Number of volunteer hours contributed to AHC programs each year	4800	C3	Quarterly
<b>CPI-C05</b>	Library visits per capita compared with the state average	25% above state average	C3	Annually
<b>CPI-C06</b>	Library loans per capita compared with the state average	35% above state average	C3	Annually
<b>CPI-C07</b>	Attendance at programs, events and workshops at Fabrik Arts and Heritage Hub	8,000	C6	Annually
<b>CPI-C08</b>	Percent of available studio spaces occupied	50	C6	Annually
<b>CPI-C09</b>	Number of events and programs celebrating cultural diversity	8	C6	Annually

ID	Corporate Performance Indicator	Target	Strategic Objective	Reporting Frequency
<b>Goal 3: A prosperous Economy</b>				
<b>CPI-E01</b>	Net Easy Score of respondents who rated ease of getting assistance from Council as Easy or Very Easy v Difficult or Very Difficult	>0	E1	Every 2 Years
<b>CPI-E02</b>	Visitor numbers (visitor domestic day trips)	1.2mil	E1	Annually
<b>CPI-E03</b>	Average number of days for Building Rules Consents	20 or 60 business days*	E2	Quarterly
<b>CPI-E04</b>	Percentage of new development application decisions upheld in Council/CAPs favour under appeal	85%	E2	Quarterly
<b>CPI-E05</b>	Percentage of Planning Consents completed within statutory timeframes	85%	E2	Quarterly
<b>CPI-E06</b>	Number of local jobs in AHC area compared to previous financial year	Maintain 2019-20 Financial Year = 11200	E3	Annually
<b>Goal 4: A valued Natural Environment</b>				
<b>CPI-N01</b>	Number of Native Vegetation Marker System BushRAT Assessment sites complete (actual versus planned)	60 NVMS sites per annum	N2	Annually
<b>CPI-N02</b>	Woody Weed Control Program - no. of sites complete (actual versus planned)	17 sites per annum	N2	Quarterly
<b>CPI-N03</b>	Percent of nuisance and litter queries resolved	90%	N2	Quarterly
<b>CPI-N04</b>	Percent of private properties inspected prior to bushfire season that comply with fuel load management requirements	At least 90%	N2	Annually
<b>CPI-N05</b>	Tonnes of green organics collected on Green organic days	150	N4	Quarterly
<b>CPI-N06</b>	Percentage change in tonnes of waste disposed to landfill compared to previous financial year	Reduction in waste percentage	N5	Annual
<b>CPI-N07</b>	Number of community education actions delivered (Waste Management Strategy 2016-2021) – Actioned vs Planned	6	N5	Quarterly

\*20 Business Days for dwellings, pools and outbuildings and 60 business days for other buildings



ID	Corporate Performance Indicator	Target	Strategic Objective	Reporting Frequency
<b>Goal 5: A progressive Organisation</b>				
<b>CPI-O01</b>	Number of Lost time injuries	0	O1	Quarterly
<b>CPI-O02</b>	Customer Net Ease Score (NES)	50	O2	Bi-annual
<b>CPI-O03</b>	Overall customer satisfaction	75%	O2	Bi-annual
<b>CPI-O04</b>	Operating Surplus Ratio	0-10%	O3	Annually
<b>CPI-O05</b>	Net Financial Liabilities Ratio	0-100%	O3	Annually
<b>CPI-O06</b>	Asset Renewal Funding Ratio	90-110%	O3	Annually
<b>CPI-O07</b>	Decisions (Council resolutions) considered in open Ordinary & Special Council meetings during the reporting period	90%	O4	Quarterly
<b>CPI-O08</b>	Council member attendance at Ordinary & Special meetings	90%	O4	Quarterly
<b>CPI-O09</b>	FOI requests completed within the legislated timeframe	100%	O6	Quarterly
<b>CPI-O10</b>	Ombudsman investigations upholding Council's decisions (general investigations and FOI external reviews)	100%	O6	Quarterly
<b>CPI-O11</b>	Employee Turnover	7-15%	O1	Quarterly

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## **Appendix 2**

Capital Works Program 2021-22

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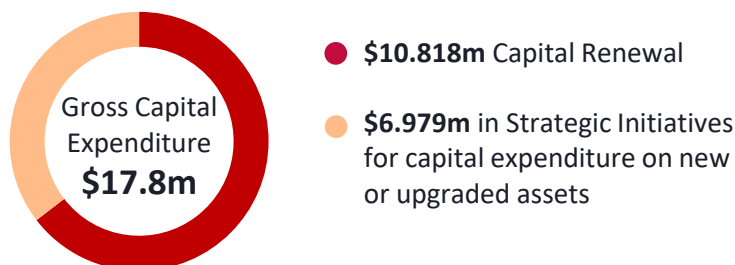
# Capital Works Program

2021-22

# Overview

The 2021-22 Capital Budget continues to focus on the renewal of infrastructure. The Council has in excess of \$600m (Current Replacement Values) of infrastructure assets that it manages, to ensure that our current and future communities have access to the ongoing services these assets provide.

This year our capital works program will include:



## Strategic Initiatives

Within our *Annual Business Plan 2021-22*, we have identified specific Strategic initiatives which are specially funded and prioritised activities, projects and programs of work that are planned over the next three years. These generally relate to investment in upgrading or purchasing new assets and infrastructure.

## Capital Renewal

The capital renewal relates to the replacement and/or maintenance works as set out in our *Asset Management Plans*.

# Contents

3	Summary of Capital Expenditure			
4	Detailed Capital Expenditure by Asset Category			
4	Bridges	13	Other*	
5	Buildings	15	Plant and Fleet	
6	CWMS	16	Road Pavement	
7	Footpaths	19	Road Seal	
9	Information, Communication & Technology	23	Shoulders	
10	Kerbing	24	Sport and Recreation (including Playgrounds)	
11	Local Roads and Community Infrastructure Program (LRCIP)	25	Stormwater	
12	Minor Plant & Equipment (including Library fittings)	26	Unsealed Roads	

## Renewal Summary

Asset Category	2021-22 Allocation \$'000	LTFP Target Renewal \$'000	Variance to LTFP Fav/(Unfav) \$'000
Bridges	250	250	-
Buildings	1,100	1,100	-
CWMS	224	224	-
Footpaths	392	400	(8)
Kerb & Water	250	250	-
Other*	218	224	(6)
Road Pavement	953	954	(1)
Road Seal	1,861	1,864	(3)
Shoulders	250	250	-
Sport and Recreation (including Playgrounds)	740	740	-
Stormwater	60	60	-
Unsealed Roads	908	900	8
Plant and Fleet	1,683	1,632	51
Information, Communication & Technology	485	485	-
Minor Plant & Equipment (including Library)	80	80	-
Project Management Costs	1,362	1,362	-
<b>NET RENEWALS</b>	<b>10,816</b>	<b>10,775</b>	<b>41</b>

## New & Upgraded Summary

Asset Category	2021-22 Allocation \$'000	LTFP Target Renewal \$'000	Variance to LTFP Fav/(Unfav) \$'000
Bridges	-	-	-
Buildings	3,354	3,399	45
CWMS	50	50	0
Footpaths	325	640	315
Kerb & Water	-	-	-
Local Roads & Community Infrastructure Program	1,472	-	(1,472)
Other*	133	333	200
Road Pavement	200	140	(60)
Road Seal	-	-	-
Shoulders	-	-	-
Sport and Recreation (including Playgrounds)	235	435	200
Stormwater	470	530	60
Unsealed Roads	-	-	-
Plant and Fleet	420	420	0
Information, Communication & Technology	265	265	0
Minor Plant & Equipment (including Library)	55	55	0
Project Management Costs	-	-	-
<b>NET NEW &amp; UPGRADED</b>	<b>6,979</b>	<b>6,267</b>	<b>(712)</b>

Renewal

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Proactive Structural Renewal of components	Planned Bridge Renewals - undertaken as an outcome of Level 2 Bridge Inspections	REGIONWIDE			
Bridgewater Oval Footbridge	Replace existing footbridge and raise to accommodate flood levels.	BRIDGEWATER			
Proactive Structural Renewal of components	Planned Bridge Renewals - undertaken as an outcome of Level 2 Bridge Inspections	REGIONWIDE			
Avenue Road Bridge	Restoration Works - Corrosion protection, Repairs to concrete spalling, crack sealing, Steel Beam Restoration & Headwall/Superstructure Works	STIRLING			
Proactive Structural Renewal of components	Proactive Major Maintenance Renewal (Programmed from 20-21 Bridge Audit)	REGIONWIDE			
PROGRAM PROPOSED		Totals ('000)	\$250	\$280	\$52

Renewal

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Steamroller Park Rotunda	Steamroller Park Rotunda	STIRLING			
Stirling Theatre Seats	Stirling Theatre audience seat replacements	STIRLING			
Montacute Institute Structure	Salt damp rectification and completion works on the Institute Building	MONTACUTE			
Stirling Library Air-Conditioning	Replacement of the air-conditioning system	STIRLING			
Asbestos Removal Program	Asbestos removal and various buildings	REGIONWIDE			
Norton Summit Community Centre - Safety Upgrade	Undertake an upgrade to the centers fire system	NORTON SUMMIT			
Public toilet upgrades	Minor renewal upgrades across the public toilet assets	REGIONWIDE			
General Building Renewal	Various minor renewal projects across the building assets	REGIONWIDE			
	Allocations to be made following completion of building asset management plans	REGIONWIDE			
	Allocations to be made following completion of building asset management plans	REGIONWIDE			
	PROGRAM PROPOSED	Totals ('000)	\$1,100		

New & Upgraded

ID	Project Description	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
B3005	Energy Upgrades, Battery & Efficiency Actions from new Carbon Management Plan	170	50	50
B4007	Asset Management Plan for Buildings	100		
B4009	Building Upgrades	100	100	100
NEW06	Gumeracha Library upgrades	5	95	
C6001	Fabrik Activation - Capital	2,000	2,008	
C6003	Capital Divestment - Capital Cost	979	710	
	Totals ('000)	3,354	2,963	150



Renewal

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Control Cabinet Renewals	Springhead Rd, Mount Torrens, Jacaranda Drive, Woodside, Verdun no.1, Mount Barker Rd, Verdun (By Car Yard)	REGIONWIDE			
CWMS Pump Renewals	CWMS Irrigation Pump Stn-Birdwood Oval, Irrigation Dosing Pump, Kersbrook Springhead Road, Mount Torrens Felix Street, Woodside North	BIRDWOOD/ KERSBROOK/ MT TORRENS/ WOODSIDE			
Birdwood Treatment Plant	Filtration Disinfectant Plant - Chlorine analyser Irrigation Pump Station - Flow Meter SBR Balance Tank - transfer Pump	BIRDWOOD			
Woodlot Management	Renewal of the necessary irrigation systems and tree harvest and renewal.	BIRDWOOD			
Air Valves	Air Valve Changeover	REGIONWIDE			
Control Cabinet Renewals	Verdun no. 2, Onkaparinga Valley Rd, Verdun Charleston, End of Golf Links Road, Stirling	REGIONWIDE			
CWMS Pump Renewals	Replacement to be reviewed on monitoring and performance investigation				
Woodlot Management	Renewal of the necessary irrigation systems and tree harvest and renewal.	BIRDWOOD			
Air Valves	Air Valve Changeover	REGIONWIDE			
Control Cabinet Renewals	Oval Road Mount Torrens	MOUNT TORRENS			
Pump Renewal	Replacement to be reviewed on monitoring and performance investigation	REGIONWIDE			
Woodlot Management	Renewal of the necessary irrigation systems and tree harvest and renewal.	BIRDWOOD			
PROGRAM PROPOSED		Totals ('000)	\$224	\$187	\$110

New & Upgraded

ID	Project Description	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
B4011	Community Wastewater Management System Capacity Upgrades (Birdwood and Woodside Gravity Mains)	50	510	540
Totals ('000)		50	510	540

Renewal

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Strathalbyn Rd	39 Strathalbyn Road to Wycombe Road	ALDGATE			
Carey Gully Road	Fielding Road to Aust Rail (Footpath & Stairs)	BRIDGEWATER			
Churinga Road	Edgeware Road to Bus Stop (Asphalt Section)	ALDGATE			
Mount Barker Rd	Aldgate Bus Stop (Kerb/Stormwater)	ALDGATE			
Gibb Road	Aldgate Valley Rd to Andrewartha Aged Hostel Drive	ALDGATE			
Longwood Road	Oval to Heathfield Rd (Kerb)	HEATHFIELD			
Mabel St	32 Mabel Street to Sevenoaks Entrance (Stormwater)	STIRLING			
Mount Barker Road	Wembley Road to End of Footpath	BRIDGEWATER			
Greenhill Road	Uraidla Township to Summertown (Rubble) (CBT)	URAILDA			
Mount Barker Road	Stirling Bus Stop Pavers (Stirling Lane)	STIRLING			
Norton Summit Toilets.	Norton Summit Toilet Access	NORTON SUMMIT			
Old Mount Barker Road	Arkaba Rd to Springwood Lane (Rubble)	ALDGATE			
Onkaparinga Valley Road	45 Onkaparinga Valley Rd to Beaumont Road	VERDUN			
Pflaum Street	Shannon Street to Bus Stop - Currently Cement Treated	BIRDWOOD			
Wattle Street	Main Street to Dearman Road (Stage 2) - Potential Main St Section Concrete	LOBETHAL			
Avenue Road	Avenue Road to Stonehenge Reserve (Rubble)	STIRLING			
Cricklewood Road	Longwood Road to Devonshire Road	HEATHFIELD			
Heathfield Road	Cricklewood Road to Longwood Rd (Various Sections)	HEATHFIELD			
Kingsland Road	Fenchurch Road to Surrey Rd	ALDGATE			
Longwood Road	House No. 33 to Rossiter (Renew with Seal/Kerb)	STIRLING			
Longwood Road	Willow Crt to May St (Renew with Seal/Kerb)	STIRLING			
Merrion Tce	Pomona Road to No.14 (Renew with Concrete)	STIRLING			
Mount Barker Rd	Stirling to Aldgate Trail Sealed Section - Rejuvenation	ALDGATE/ STIRLING			
Onkaparinga Valley Road	Balhannah Oval to Oakbank Hotel (Stage 1)	OAKBANK			
Onkaparinga Valley Road	126 Onkaparinga Valley Rd to Ilinga Ave (near School)	OAKBANK			
Victoria Street	Murray Street to Albert Street (Potentially Concrete)	GUMERACHA			
Waverley Ridge Road	Atkinson Road to Waverley Ridge Intersection (To Stirling)	CRAFERS			
Kurla Court	Junction Road to Corana Court (Renew with Concrete)	BALHANNAH			
Onkaparinga Valley Road	Balhannah Oval to Oakbank Hotel (Stage 2)	OAKBANK			
Various	To be allocated after Footpath Condition Audit 2021	REGION WIDE			
PROGRAM PROPOSED		TOTALS ('000)	\$392	\$386	\$400

New & Upgraded

ID	Project Name	Project Description	SUBURB	2020-21 Proposed ('000)	2021-22 Intended ('000)	2022-23 Intended ('000)
B1004	New and Upgraded Footpaths			250	250	250
	Mount Barker Road	Eton Rd to Bust Stop/266 Mt Barker Rd	ALDGATE			
	Morella Grove	Morella Gr to Bridgewater Carey Gully Rd	BRIDGEWATER			
	Elizabeth Street	No.4 Elizabeth St to Robert St	WOODSIDE			
	Braeside Avenue & Gould Road	No.1 Braeside Avenue to Existing Asphalt	STIRLING			
	Albert St Gumeracha	John Fisher Rd to Randell Tce (Beavis Court Footpath Connection)	GUMERACHA			
	Glover Street	Emma St to Existing Asphalt Section (Main St)	KERSBROOK			
	Churinga Road	51 Churinga Rd to Oval & to Old R/Way Station & Sthn Side	ALDGATE			
	North East Road	Inglewood PO to Blackhill Rd	INGLEWOOD			
	Various Locations	To be allocated following review and adoption of new footpath priority policy to be undertaken in 2021/22	REGIONWIDE			
	Various Locations	To be allocated following review and adoption of new footpath priority policy to be undertaken in 2021/22	REGIONWIDE			
B1001	Capital planning & delivery of cycle paths and walking trails			75	75	75
			Totals ('000)	325	325	325

Renewal

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
General ICT Renewals	Projects Includes - ERP Solution, Telecommunication Systems, Digital Hub Program Devices, Multifunction Printing Devices	REGIONWIDE			
General ICT Renewals	Projects Includes - Cloud Migration RecordHub, SQL Servers, Microwave Radio, Digital Hub Program Devices, Council Member Devices	REGIONWIDE			
General ICT Renewals	Projects Includes - Mobility Devices, Digital Hub Program Devices, Library RFID Devices	REGIONWIDE			
PROGRAM PROPOSED		Totals ('000)	\$485	\$506	\$363

New & Upgraded

ID	Project Description	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
B4006	Asset Management Additional System Licenses and Field Devices	40	40	
O2001	New Council website and e-services	200		
NEW33	Cemetery mapping and imaging	25		
Totals ('000)		265	40	

Renewal

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Bartholomew Ave	Copeland Road to Ridge Road	LOBETHAL			
Christie Street	Kerb Renewal (Combined with Stormwater)	BRIDGEWATER			
Driffield Road	No.36 Driffield Street to Eve Street (Seal)	BRIDGEWATER			
Glover Street	Renew Kerb Section and Access Ramps	KERSBROOK			
Heathfield Road	Crn Longwood & Heathfield Kerb & Ramps	HEATHFIELD			
Johns Road	Blackhill Road to End of Road	HOUGHTON			
Mabel Street	30-36 Mabel Street	STIRLING			
Mount Barker Road	Aldgate Bus Stop (Car Park)	ALDGATE			
Oak Ave	Mount Barker Road to Mt Barker Road	BRIDGEWATER			
Onkaparinga Valley Road	45 Onkaparinga Valley Road to Beaumont Road	VERDUN			
Osterley Avenue	No. 2 to 42 Osterley Ave	BRIDGEWATER			
Reserve Terrace	Various sections	ALDGATE			
Rogers Court	Mount Barker Road to End of Road	ALDGATE			
Salem Court	John Fisher Road to End of Road (Seal)	GUMERACHA			
Strathalbyn Road	No. 220 Strathalbyn Road to Cross Street (DIT)	MYLOR			
Various	Renewal of Kerb in line with reseal program	REGIONWIDE			
Pepper Street & Braeside Ave	Replace Kerbing & Realign Access Ramps, amend one way alignment. (Footpath& Seal 20/21) Project)	BRIDGEWATER			
Various	To be allocated after Kerb Condition Audit 2021 and in line with reseal program	REGIONWIDE			
Various	To be allocated after Kerb Condition Audit 2021 and in line with reseal program	REGIONWIDE			
PROGRAM PROPOSED		Totals ('000)	\$250	\$250	\$250

New & Upgraded

ID	Project Description	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
NEW36	Crafers Village Main Street Traffic Calming and Open Space Upgrades	300		
NEW46	Aldgate Main Street amenity upgrade	38		
NEW20	Merchants Rd slip repair	60		
NEW02	Lobethal Bushland Park lookout tower	45		
NEW41	Mill Road, Lobethal - School Crossing	30		
NEW42	Public Toilet Upgrades – Stirling, Aldgate and Bridgewater	560		
NEW45	Mount Barker Road, Aldgate ' Park and Ride'	20		
NEW47	Upper Sturt Road Walking Path	15		
NEW48	Strathalbyn Rd - Service road Sealing	12		
NEW49	Hunters Road - Amenity Upgrade	10		
NEW44	Mount Lofty Gardens - Lampert Road Safety Upgrade	110		
NEW50	Birdwood footpath from Kindergarten to playground	25		
NEW03	Mylor BMX - Pump track at Sherry Park	50		
New43	Bridgewater Court Resurfacing	22		
NEW38	Heathfield Resource Recovery Centre (HRRC) - Concreting of Bays	140		
NEW39	Heathfield Resource Recovery Centre (HRRC) - Pedestrian movement safety upgrade	15		
New51	Bus Stop Replacement – Main street Stirling	20		
	Totals ('000)	1,472		

Renewal

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Minor Plant - Small Plant	Minor Plant - Small Plant items				
Minor Plant - Other					
Furniture & Fittings Council	Fixtures and Furniture				
Furniture & Fittings - Library	Fixtures and Furniture				
Minor Plant - Small Plant	Minor Plant - Small Plant items				
Minor Plant - Other					
Furniture & Fittings Council	Fixtures and Furniture				
Furniture & Fittings - Library	Fixtures and Furniture				
Minor Plant - Small Plant	Minor Plant - Small Plant items				
Minor Plant - Other					
Furniture & Fittings Council	Fixtures and Furniture				
Furniture & Fittings - Library	Fixtures and Furniture				
	PROGRAM PROPOSED	Totals ('000)	\$80	\$80	\$80

New & Upgraded

ID	Project Description	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
B4015	Installation of further Electric Vehicle charging stations	35		
NEW35	Council Member Honour Boards	20		
	Totals ('000)	55		



Renewal

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Street Litter Bin Replacement	Ongoing cage replacement	REGIONWIDE			
Bus Shelter Replacement	Replace 2 Shelters - Upper Sturt Rd & Piccadilly Rd (Opp Community Hall)	UPPER STURT & PICCADILY			
Retaining Wall	Stirling Oval - Repoint and replace existing missing sections (Low Side)	STIRLING			
Retaining Wall	Stirling Institute - Repoint and replace existing missing sections	STIRLING			
Fence Renewal Program	Summertown - Township	SUMMERTOWN			
Fence Renewal Program	Stirling Early Learning Centre	STIRLING			
Cemetery Renewal Program	Renewal cemeteries to meet legislative requirements. Community expectations and safety.	REGIONWIDE			
Safety Barrier Renewal	Carey Gully Road - Fowler Road to Bridge	CAREY GULLY			
Safety Barrier Renewal	Hillcrest Avenue	CRAFERS WEST			
Street Litter Bin Replacement	Ongoing cage replacement	REGIONWIDE			
Bus Shelter Replacement	Greenhill Road Stop No. 19B- Renewal	GREENHILL			
Bus Shelter Replacement	Replacements across Councils Transport Network	REGIONWIDE			
Retaining Wall	Stirling Oval - Replace stone and repoint existing wall (High Side)	STIRLING			
Retaining Wall	Argyle Court - Renew existing pine wall	ROSTREVOR			
Retaining Wall	To be allocated after yearly inspection and investigations undertaken	REGIONWIDE			
Fence Renewal Program	Various - Pending Audit	REGIONWIDE			
Cemetery Renewal Program	Renewal cemeteries to meet legislative requirements. Community expectations and safety.	REGIONWIDE			
Safety Barrier Renewal	1231 Montecute Road	MONTECUTE			
Safety Barrier Renewal	Replacement of Substandard Barrier Ends	REGIONWIDE			
Street Litter Bin Replacement	Ongoing cage replacement	REGIONWIDE			
Bus Shelter Replacement	Replacements across Councils Transport Network	REGIONWIDE			
Retaining Walls	Retaining Wall allocations to bb allocation following inspections	REGIONWIDE			
Fence Renewal Program	Fencing allocations to be allocation following inspections	REGIONWIDE			
Safety Barrier Renewal	Safety Barrier allocations to be allocation following inspections	ROSTREVOR			
Retaining Wall	Heathfield Depot				
PROGRAM PROPOSED		Totals ('000)	\$218	\$182	\$144

New & Upgraded

ID	Project Name	Project Description	SUBURB	2020-21 Proposed ('000)	2021-22 Intended ('000)	2022-23 Intended ('000)
B1003	Program to install new bus shelters across our public transport network			20	40	40
	Mount Barker Road Bus Shelter	New Shelter (Near Ultra Tune/ Oval)	STIRLING			
	Onkaparinga Valley Road Bus Shelter	Stop 66 near Jacaranda Drive	WOODSIDE			
B4012	Climate Change adaptations				20	30
NEW30	The Summit Community Centre Natural Amenity Space			10		
E2001	Review and upgrade Council signage and branding			15	15	15
N2008	Develop informative and attractive signage in Council reserves/playgrounds			10	10	10
N3002	Resilient community facilities & open space including fountains			20	30	30
O1002	Update of Business Continuity Plan and implementation			20	5	5
B4010	Cemeteries Upgrades			38	39	40
C4012	Climate Change Adaptation Plan projects			-	20	30
		Totals ('000)		133	179	30

Renewal

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Heavy Plant					
Civil Maintenance	Motor Grader				
Parks & Reserves	Mower/loader				
Woodside	12 Seat Bus				
The Hut	12 seat Bus				
Civil Maintenance	Tractor				
Civil Maintenance	Roller				
Parks & Reserves	Front Deck Mower				
Light Fleet	20 to 21 Vehicles				
Heavy Plant					
Civil Maintenance	Backhoe (Former P104)				
Civil Maintenance	Skid Steer Loader				
Civil Maintenance	Skid Steer Loader				
Civil Maintenance	Flocon				
Civil Maintenance	Trailer for Skidsteer				
Parks & Reserves	Front Deck Mower				
Light Fleet	21 to 22 Vehicles				
Heavy Plant					
Civil Maintenance	Motor Grader				
Civil Maintenance	Vacuum Trailer				
Open Space Operations	3 tonne Tipper				
Civil Maintenance	3 tonne Tipper				
Open Space Operations	Trailer to transport mower				
Civil Maintenance	Generator				
Civil Maintenance	Trailer for generator				
Open Space Operations	Hydraladder				
Light Fleet	20 to 21 Vehicles				
	PROGRAM PROPOSED	Totals ('000)	\$1,683	\$1,432	\$1,394

New & Upgraded

ID	Project Description	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
B4016	Top up to Purchase of Electric Vehicles for Council Fleet	20	20	20
NEW28	Elevated Work Platform for Tree Management	400		
	Totals ('000)	420	20	20

Renewal

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
<b>Major Patching for Future Reseal 21/22 - 22/23</b>					
Alan Street	Randell Terrace to Cul De Sac	GUMERACHA			
Bagshaw Road	Kersbrook Road to End of Seal	KERSBROOK			
Bracken Road	Ayers Hill Road to End of Road (100m section)	ALDGATE			
Braeside Avenue	Gould Road to Braeside Place	STIRLING			
Bridge Street	Charlton Street to End of Seal	BRIDGEWATER			
Cricklewood Road	Torode Place to Heathfield Road (Seal 22/23)	ALDGATE			
Dell Road	Pepper Avenue to End of Road	STIRLING			
Elizabeth Street	Onkaparinga Valley Road to Robert St	WOODSIDE			
Fenchurch Road	Edgware Road to Kingsland Road (Seal 22/23)	ALDGATE			
Gileston Court	Wicks Road to End of Seal (Rejuvenate)	BALHANNAH			
Harris Road	RPA 122 to 136 Bend - Asphalt	FOREST RANGE			
Hender Road	Eves Place to School Gates (Seal 22/23)	HEATHFIELD			
High Street	Scott Street to Spring Street	KERSBROOK			
Hill Road	South Para Road to 350m (Seal 22/23)	KERSBROOK			
Leamington Road	Ludgate Hill Road (West) to Ludgate Hill Road	ALDGATE			
Ludgate Hill Road	Leamington Road to Eton Road	ALDGATE			
Mappinga Road	Rural Property Address 260 to Woodside Nairne Rd	BALHANNAH			
Memorial Court	South Para Road to End of Road	KERSBROOK			
Millar Road	Lower Hermitage Rd to End of Cul-de-sac	LOWER HERMITAGE			
Oakwood Court	Heathfield Road to Oakdale Drive	HEATHFIELD			
Pirilla Place	Change of Seal to End	STIRLING			
Rosewarne Crescent	Carey Gully Road to First T Junction (Seal 22/23)	BRIDGEWATER			
Ross Road	Sprigg Road to Piccadilly Crescent	PICCIADILY			
Shierlaw Avenue	Longwood Road to Spencer Street	STIRLING			
Sharrad Court	Cox Creek Road to End of Road	CRAFERS			
Smokes Hill	Bonython Road to Between 47 & 32 RP Marke	PICCIADILY			
Sprigg Road	26 Sprigg Rd to Gores Road (Seal 22/23)	PICCIADILY			
Sprigg Road	Lampert Road to Ross Road	PICCIADILY			
Springhead Road	Intersection Only with Sheoak Hill Road	MT TORRENS			
Ti-Tree Road	Bracken Road to Melrose Avenue	STIRLING			
Woodland Way	Coach House Drive to Swiss Place	TERINGIE			
Wycombe Road	Strathalbyn Road to Ludgatehill Road	ALDGATE			
Yappo Road	Old Mount Barker Road to Kanmantoo (Seal 22/23)	ALDGATE			
<b>Partial Renewal/Heavy Patch Program</b>					
Alexander Forrest Road	End of Unsealed Section to Forreston Road (Internal)	FORRESTON			
Alderley Road	Edgware Road Intersection	ALDGATE			
Devonshire Road	Cricklewood Road to Carrol Road	HEATHFIELD			
Graeber Road	Woodside Lobethal Road to Rural Property Address 9	LOBETHAL			
Graeber Road	Rural Property Address 99 to Juers Road	LOBETHAL			
Lower Hermitage Road	Heavy Patching @ bends 329 Lower Hermitage Road	LOWER HERMITAGE			
Old Carey Gully Road	Mount Barker Road Junction and 300m along Carey Gully Road				
Plummers Road	Mawsons Road to Hewletts Road	FOREST RANGE			
Plummers Road	Hewletts Road to Lobethal Road (Seal 22/23)	FOREST RANGE			
South Ridge Road	Pfeiffer Road to Tolmer Road	WOODSIDE			
Wattle Road	Junction with South Para Road (Intersection)	KERSBROOK			

Renewal *Continued...*

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Full Pavement Renewal					
Tiers Road	Vickers to Kumnick Hill Road	LENSWOOD			
Pavement Investigations					
Longwood Road & Miller Road	Investigate and pavement design	HEATHFIELD/ LOBETHAL			
Major Patching for Reseal in 22/23 - 23/24					
Beasley Road	Wenzel to 200m North of Beasley Int Only	BALHANNAH			
Bennetts Road	Onkaparinga Valley Road to End of Road (Seal 22/23)	MOUNT TORRENS			
Charlick Road	Wyly Lane to Gulfview Street	CRAFERS WEST			
Ebenezer Place	Cul de sac to Ivan Drive	GUMERACHA			
Ebenezer Place	Albert Street to Ebenezer Place	GUMERACHA			
Honeysuckle Drive	Mount Barker Road to End of Road	BRIDGEWATER			
Ivan Drive	Ebenezer Place to End of Road	GUMERACHA			
Jamieson Street	Forreston Road to End of Road	FORRESTON			
Marble Hill Road	Lobethal Road to Monomeith Road (Seal 23/24)	ASHTON			
Paratoo Road	Wakefield Court to Braeside Road	ALDGATE			
Paratoo Road	Azalea Place to Wakefield Court	ALDGATE			
Paratoo Road	Snows Road to Azalea Place	ALDGATE			
Smiths Road	Lobethal Road to Masons Road	FOREST RANGE			
Stentiford Road	Lobethal Road to Rural Property Address 98 (Seal 22/23)	FOREST RANGE			
Suffolk Road	Beverley Road to Rugby Road	ALDGATE			
Suffolk Road	Beverley Road to Rugby Road	CAREY GULLY			
The Crescent	The Crescent to Piccadilly Road	CRAFERS			
Walker Street	Howe Street to End	PICCIADILY			
Wenzel Road	Beasley to 200m West of Wenzel - P & R Int Only (Seal 22/23)	BALHANNAH			
Willow Lane	Mount Barker Road to End of Road	STIRLING			
Partial Renewal/Heavy Patch Program					
Deviation Road	Boundary Road to Ranns Road	CAREY GULLY			
Merrion Terrace	Vista Terrace to Alta Crescent	STIRLING			
Merrion Terrace	Alta Crescent to Mount Barker Road	STIRLING			
Miller Road	Schapel Road to Staffords Road	LOBETHAL			
Miller Road	Rural Property Address 140 to Schapel Road	LOBETHAL			
Kingsland Road	Strathalbyn Road to Edgeware Road (Seal 22/23)	ALDGATE			
Lower Hermitage Road	Millbrook Road to Millar Road	LOWER HERMITAGE			
Leslie Road	Rural Property Address 90 to Swamp Road (Seal 22/23)	FORREST RANGE			
Full Pavement Renewal					
Longwood Road	Heathfield Road to Heathfield High section.	HEATHFIELD			
Tiers Road	Baldocks to Woodroofe Road	WOODSIDE			
Pavement Investigations/ Design		REGIONWIDE			

Renewal *Continued...*

Proposed Project Name		Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Major Patching for Reseal in 23/24 - 24/25						
Allendale Grove		Jacaranda Drive to Cul de sac (likely to required pavement works)	WOODSIDE			
Bradshaw Road		Piccadilly Road to Davidson Avenue	CRAFERS			
Bradshaw Road		Davidson Avenue to Millar Avenue	CRAFERS			
Grevillea Way		Jacaranda Drive to Banksia Court	WOODSIDE			
Jacaranda Drive		Allendale Grove to Sandalwood Drive (likely to require pavement works)	WOODSIDE			
Jacaranda Drive		Onkaparinga Valley Road to Start Pavers (likely to require pavement works)	WOODSIDE			
Milford Avenue		Twin Street to Pine Street	STIRLING			
Towers Road		Beadnall Crescent to Mount Barker Road	BRIDGEWATER			
Quarry Road		Harrison Road to Woodside Road (S Bend Section)	WOODSIDE			
Walker Street		Old Mount Barker Road to Howe	PICCIADILY			
Partial Renewal/Heavy Patch Program						
Schuberts Road		Mount Torrens Road to Keyton Valley Road	LOBETHAL			
Milan Terrace		Twin Street to Oakbank Street	STIRLING			
Military Road		Nairne Woodside Road to change of seal	WOODSIDE			
Longwood Road		Heather Road to Willow Road	HEATHFIELD/ STIRLING			
Full Pavement Renewal						
Carey Gully Road		Fowler Road (middle of Bridge) to Waters Road	MT GEORGE			
Carey Gully Road		Jarrett Road to Worden Road	MT GEORGE			
Pavement Investigations/ Design			REGIONWIDE			
PROGRAM PROPOSED			Totals ('000)	\$953	\$1,350	\$1,048

New & Upgraded

ID	Project Name		Project Description	SUBURB	2020-21 Proposed ('000)	2021-22 Intende d ('000)	2022-23 Intended ('000)
B4014	Road Safety Program including co-contribution to Road Blackspot				200	200	150
	Montacute Road Black Spot		Contribution toward shoulder sealing and delineation on Montacute Road.	MONTACUTE			
	Woodshill Road Black Spot		Contribution toward to shoulder sealing, delineation from Greenhill Road to Tragarthen Road and upgrade to the Tragarthen Road intersection.	SUMMERTOWN			
				Totals ('000)	200	200	150

Renewal

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Alan Street	Randell Terrace to Cul De Sac	GUMERACHA			
Alexander Forrest Road	End of Unsealed Section to Forreston Road	FORRESTON			
Ayers Hill Road	Waverly Ridge Road (after Roundabout) to Rostrevor	STIRLING			
Ayers Hill Road	Rostrevor Road to Birch Road	STIRLING			
Bagshaw Road	Kersbrook Road to End of Seal	KERSBROOK			
Beaumont Road	Greenhill Road to Tanahmerah Road	BALHANNAH			
Blumel Road	Shannon Street to Wegener Road	BIRDWOOD			
Bracken Road	Ayers Hill Road to End of Road (100m section)	ALDGATE			
Braeside Avenue	Gould Road to Braeside Place	STIRLING			
Bridge Street	Charlton Street to End of Seal	BRIDGEWATER			
Burfords Hill Road	Formby Road to Woodlands Road	KENTON VALLEY			
Charles Street	Evans Street to Henry Street	WOODSIDE			
Charles Street	Onkaparinga valley Road to Evans Street	WOODSIDE			
Church Street	Wegener Road to End of Road	BIRDWOOD			
Dell Road	Pepper Avenue to End of Road	STIRLING			
Driffield Road	Eve Street to Wembley Avenue	BRIDGEWATER			
Edward Street	Pool Street to Olivedale Street	BIRDWOOD			
Elborough Avenue	Basket Range Road to End of Road	URAILDA			
Erica Road	Longwood Road to Heathfield Road	HEATHFIELD			
Eton Road	Mount Barker Road to Ludgate Hill Road	ALDGATE			
Gileston Court	Gillaston	BALHANNAH			
Green Valley Road	Valley View Crescent to Cul de sac	NORTON SUMMIT			
Green Valley Road	Gum Tree Glade to Valley View Crescent	NORTON SUMMIT			
Harris Road	Lobethal Road to Marshall Road	FOREST RANGE			
High Street	Scott Street to Spring Street	KERSBROOK			
James Crescent	Osborn Road to Cul de sac	KERSBROOK			
Jones Road	Johnson Road to Pain Road	BALHANNAH			
Jones Road	Rural Property Address 94 to Johnson Road	BALHANNAH			
Jones Road	Junction Road to Rural Property Address 94	BALHANNAH			
Kersbrook Forest Road	Rake Road to Devils Gully Road	KERSBROOK			
Kersbrook Forest Road	Wattle Road to Rake Road	KERSBROOK			
Lange Crescent	Shannon Street to Cul de sac	BIRDWOOD			
Leamington Road	Ludgate Hill Road (West) to Ludgate Hill Road	ALDGATE			
Lower Hermitage Road	North East Road to Airstrip Road - Various Sections	LOWER HERMITAGE			
Ludgate Hill Road	Leamington Road to Eton Road	ALDGATE			
Mappinga Road	Onkaparinga Valley Road to Rural Property Address COS 1km	BALHANNAH			
Martin Hill Road	Forreston to RPA150	FORRESTON			
Maxton Street	Onkaparinga Road to Shannon Court	BRIDGEWATER			
Memorial Court	South Para Road to End of Road	KERSBROOK			
Neudorf Road	Lobethal Road to Post Office Road	LOBETHAL			
Oakwood Court	Heathfield Road to Oakdale Drive	HEATHFIELD			
Osborn Road	Kent Road to End of Seal	ALDGATE			
Pirilla Place	Change of Seal to End	STIRLING			
Pound Road	Marble Hill Road to Osborne Road	ASHTON			
Rosewarne Crescent	Carey Gully Road to First T Junction (Seal 22/23)	BRIDGEWATER			
Rubinda Grove	Small Sect Sunny Glen - Monarto Road to Sunny Spring Glen Road	ALDGATE			
Schirmer Avenue	Arcoona Ave to Marola Ave	ROSTREVOR			



Renewal *Continued...*

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Sharrad Court	Cox Creek Road to End of Road	CRAFERS			
Shierlaw Avenue	Longwood Road to Spencer Street	STIRLING			
Smiths Road	Lobethal Road to Masons Road	FOREST RANGE			
Tanahmerah Road	Beaumont to Rural Address 110	BALHANNAH			
Theel Avenue	Wegener Avenue to Blumel Road	BIRDWOOD			
Ti-Tree Road	Bracken Road to Melrose Avenue	STIRLING			
Valley View Crescent	Nicholls Road to Green Valley Road	NORTON SUMMIT			
Verrall Road	Range Road North to Intersection of Verrall Road	UPPER HERMITAGE			
Wegener Road	Theel Avenue to Church Street	BIRDWOOD			
Western Branch Road	Rural Property Address 90 to Farnham Road (Segment 20 - Western Branch Road, Lobethal)	LOBETHAL			
Wicks Road	Grasby Road to Oakwood Road	BALHANNAH			
Woodland Way	Coach House Drive to Swiss Place	TERINGIE			
Woolcock Road	Scott Creek Road to Woolcock Lane	SCOTT CREEK			
Atkinson Avenue	Piccadilly Road to Carinya Road	PICCADILLY			
Beasley Road	Wenzel to 200m North of Beasley Int Only	BALHANNAH			
Carey Gully Road	Fowler Road to Freeway Entrance	MOUNT GEORGE			
Carinya Road	Piccadilly Road to End of Sealed Section	PICCADILLY			
Christie Street	Driffield Road to Wembley Avenue	BRIDGEWATER			
Collins Hill Road	Lobethal Road to Stentiford Road	LENSWOOD			
Cricklewood Road	Torode Place to Heathfield Road	ALDGATE			
Cup Gum Grove	Oakwood Court to End of Road	HEATHFIELD			
Deviation Road	Minor Widening @405 Deviation Road Pav & Seal	FOREST RANGE			
Devonshire Road	Cricklewood Road to Andrewartha Place	ALDGATE			
Devonshire Road	Andrewartha Place to Carroll Road	ALDGATE			
Ebenezer Place	Cul de sac to Ivan Drive	GUMERACHA			
Ebenezer Place	Albert Street to Ebenezer Place	GUMERACHA			
Fenchurch Road	Edgware Road to Kingsland Road	ALDGATE			
Five Lanes	Newman to Teakles	CHARLESTON			
Graeber Rd	Woodside Lobethal Road to Rural Property Address 9	LOBETHAL			
Graeber Rd	Rural Property Address 99 to Juers Road	LOBETHAL			
Harris Road	Lobethal Road to Marshall Road	FOREST RANGE			
Hender Road	Eves Place to School Gates	HEATHFIELD			
Hill Road	South Para Road to 350m	KERSBROOK			
Honeysuckle Drive	Mount Barker Road to End of Road	BRIDGEWATER			
Hutchens Road	Onkaparinga Valley Road to End of Road	WOODSIDE			
Ivan Drive	Ebenezer Place to End of Road	GUMERACHA			
Jamieson Street	Forreston Road to End of Road	FORRESTON			
Johns Road	Blackhill Road to End of Road (Kerb 21/22)	HOUGHTON			
Kerria Place	Emmett Road to End of Road	CRAFERS WEST			
Leslie Road	Rural Property Address 90 to Swamp Road	LENSWOOD			
Mappinga Road	Rural Property Address 260 to Woodside Nairne Rd	BALHANNAH			

## Renewal *Continued...*

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Martins Road	Oakwood Road to Linders Road	OAKBANK			
Martins Road	Linders Road to End of Seal	OAKBANK			
Ostigh Road	Greenhill Road to End of Seal	BALHANNAH			
Oxford Road	Cambridge Road to Hampstead Hill Road	ALDGATE			
Paratoo Road	Wakefield Court to Braeside Road	ALDGATE			
Paratoo Road	Azalea Place to Wakefield Cour	ALDGATE			
Paratoo Road	Snows Road to Azalea Place	ALDGATE			
Red Hill Road	Nicholls Road to Allen Hill Road	BRADBURY			
Red Hill Road	Allen Hill Road to Longwood Road	BRADBURY			
Red Hill Road	Nicholls Road to Allen Hill Road (Seal 22/23)	BRADBURY			
Red Hill Road	Allen Hill Road to Longwood Road(Seal 22/23)	BRADBURY			
Ross Road	Sprigg Road to Piccadilly Crescent (Seal 22/23)	PICCIADILY			
Salem Court	John Fisher Avenue to End of Road (Kerb)	GUMERACHA			
South Ridge Road	Pfeiffer Road to Tolmer Road (Seal 22/23)	WOODSIDE			
Sprigg Road	26 Sprigg Rd to Gores Road	PICCIADILY			
St Barberie Drive	Blackburn Drive to Vantage Way	CRAFERS			
Stentiford Road	Lobethal Road to Rural Property Address 98	FOREST RANGE			
The Crescent	The Crescent to Piccadilly Road	CRAFERS			
Wattle Road	South Para Road to Rake Road	KERSBROOK			
Wembley Avenue	Christie Street to Charlton Street	BRIDGEWATER			
Wembley Avenue	Rosenthal Road to Driffield Road	BRIDGEWATER			
Wenzel Road	Beasley to 200m West of Wenzel - P & R Int Only (Seal 22/23)	BALHANNAH			
Willow Lane	Mount Barker Road to End of Road	STIRLING			
Worden Road	Muller Road to Carey Gully Road	MOUNT GEORGE			
Yappo Road	Old Mount Barker Road to Kanmantoo	ALDGATE			
Yatina Road	Mount Barker Road to Kanmantoo Road	ALDGATE			
Yanagin Road	Greenhill Road to End of Seal				
Allendale Grove	Jacaranda Drive to Cul de sac (likely to required pavement works)	WOODSIDE			
Amberdale Road	Range Road to End of Road	HOUGHTON			
Bennetts Road	Onkaparinga Valley Road to End of Road	MOUNT TORRENS			
Bradshaw Road	Piccadilly Road to Davidson Avenue	CRAFERS			
Bradshaw Road	Davidson Avenue to Millar Avenue	CRAFERS			
Burfords Hill Road	Footers Road to Onkaparinga Valley Road	MOUNT TORRENS			
Burfords Hill Road	Footers Road to Rural Property Address 565	MOUNT TORRENS			
Charlick Road	Wyly Lane to Gulfview Street	CRAFERS WEST			
Church Street	Wegener Road to End of Road (East)	BIRDWOOD			
Constance Ave	Campbell Avenue (top, No 7) to Campbell Ave	CRAFERS			
Emmett Road	Hillcrest Avenue to Property No 23 Emmett Road	CRAFERS WEST			
Emmett Road	Property No 23 Emmett Road to Sedum Place	CRAFERS WEST			
Emmett Road	Sedum Place to Kerria Place	CRAFERS WEST			
Emmett Road	Kerria Place to End of Road	CRAFERS WEST			
Grevillea Way	Jacaranda Drive to Banksia Court	WOODSIDE			
Harrison Road	Quarry Road to Dump Access	WOODSIDE			
Hawk Hill Road	Start 1 Laned Part of Hawk Hill Road to End of Road	CRAFERS WEST			

Renewal *Continued...*

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Jacaranda Drive	Allendale Grove to Sandalwood Drive (likely to require pavement works)	WOODSIDE			
Kingsland Road	Strathalbyn Road to Edgeware Road	ALDGATE			
Marble Hill Road	Lobethal Road to Monomeith Road (Seal 23/24)	ASHTON			
Milan Terrace	Pine Street to Branch Road	STIRLING			
Milan Terrace	Twin Street to Oakbank Street	STIRLING			
Milford Avenue	Twin Street to Pine Street	STIRLING			
Mount View Road	Onkaparinga Valley Road to End of seal	MOUNT TORRENS			
Plummers Road	Mawsons Road to Hewletts Road	FOREST RANGE			
Plummers Road	Hewletts Road to Lobethal Road	FOREST RANGE			
Pottery Road	Longwood Road to Bradbury Road	BRADBURY			
Towers Road	Beadnell Crescent to Mount Barker Road	BRIDGEWATER			
Redden Drive	Prairie Road to Banks Road	CUDLEE CREEK			
Teakles Road	Pfeiffer Road to Sandy Waterhole Road	CHARLESTON			
Walker Street	Howe Street to End	PICCIADILY			
Walker Street	Old Mount Barker Road to Howe	PICCIADILY			
William Street	Lower North East Road to End of Road at Driveway to No 11 m Street, Houghton)	HOUGHTON			
Yacka Road	Arkaba Road to Coromandel Road	ALDGATE			
Various	To be allocated once Road Audit Completed 22/23	REGIONWIDE			
PROGRAM PROPOSED		Totals ('000)	\$1,861	\$1,808	\$1,924

Renewal

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
South Ridge Road	Pfeiffer Road to Tolmer Road	WOODSIDE			
Carey Gully Road	Gum Flat Road to Rangeview Road	CAREY GULLY			
Martin Hill Road	Targetted curves along road.	FORRESTON			
Norsworthy Road	Forreston Road to Hill Road	FORRESTON			
Hill Road	Norsworthy Road to South Parra Road	KERSBROOK			
Schuberts Road	Mount Torrens Road to Keyton Valley Road	LOBETHAL			
Various	To be determined following review of maintenance grading program and updated condition audit during 2021/22	REGIONWIDE			
Various	To be determined following review of maintenance grading program and updated condition audit during 2021/22	REGIONWIDE			
PROGRAM PROPOSED		Totals ('000)	\$250	\$250	\$250

Renewal

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Yarabee Road	Local Playspace Renewal	GREENHILL			
Lenswood Oval	Local Playspace Renewal	LENSWOOD			
Court Resurfacing, Car Parks, Driveway and Oval Surface including oval drainage.	Priority sites determined by new Framework positon	REGIONWIDE			
Local Playspace Renewal	Specific allocations in year 2 to be considered following review of framework strategy	REGIONWIDE			
Court Resurfacing, Car Parks, Driveway and Oval Surface including oval drainage.	Priority sites determined by new Framework positon	REGIONWIDE			
Local Playspace Renewal	Specific allocations in year 3 to be considered following review of framework strategy	REGIONWIDE			
Court Resurfacing, Car Parks, Driveway and Oval Surface including oval drainage.	Priority sites determined by new Framework positon	REGIONWIDE			
PROGRAM PROPOSED		Totals ('000)	\$740	\$650	\$648

New & Upgraded

ID	Project Description	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
C4006	Play space Upgrades linked to Renewal	120	70	70
B2001	Federation Park and oval masterplan implementation	-	50	50
B3002	Implementing water efficiencies through irrigation renewals / Upgrades	100	100	100
B3003	Investigate and implement central irrigation control system		50	100
NEW12	Stirling region Skate Park	15		
Totals ('000)		235	270	320

Renewal

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Mabel Street	30 Mabel Street (Footpath & Drain)	ALDGATE			
Onkaparinga Valley Road	174 Onkaparinga Valley - Realign open drain (route around pump station)	WOODSIDE			
Christie Street	Renewal side entry pit & drainage	BRIDGEWATER			
Mount Barker Road	Aldgate Bus Stop (Car Park) - Renew Pipe & Pit	ALDGATE			
Minor Stormwater Projects	Unspecified allocation for small stormwater issue that arise during the year. Typical value of individual project \$ 5k to \$ 20k)	REGIONWIDE			
Minor Stormwater Projects	Unspecified allocation for small stormwater issues that arise during the year. Typical value of individual project \$ 5k to \$ 20k)	REGIONWIDE			
Minor Stormwater Projects	Unspecified allocation for small stormwater issues that arise during the year. Typical value of individual project \$ 5k to \$ 20k)	REGIONWIDE			
	PROGRAM PROPOSED	Totals ('000)	\$60	\$81	\$104

New & Upgraded

ID	Project Description	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
B2004	Gumeracha Main Street Stormwater	100		
B3001	Water reuse for Woodside Recreation Ground irrigation	200	200	
New16	Woodside Rec Ground - Driveway & Carpark Upgrade	40		
New17	Woodside Recreation Ground - Masterplan progression	20		
New19	Aldgate Bridgewater Crafers Stormwater Master Plan	50		
New21	Western Branch Creek erosion protection - design only.	20		
NEW14	Bridgewater Oval Drainage	40		
	Totals ('000)	470	200	

Renewal

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Borehamwood Road, Mount Torrens	End of seal to Rural Property Address 48	MOUNT TORRENS			
Devils Gully Road, Kersbrook	Kersbrook Forest Road to Rural Property Address 99	KERSBROOK			
Drivers Road, Summertown	End of Sealed Section of Drivers Road to End Of Road	SUMMERTOWN			
Maidstone Road, Kersbrook	End of Sealed Section of Road to Smith Road	KERSBROOK			
Merchants Road, Basket Range	Blockers Road to Rural Property Address 66	BASKET RANGE			
Merchants Road, Basket Range	Rural Property Address 66 to Rural Property Address 109	BASKET RANGE			
Monkhouse Road, Oakbank	Downers Road to White Gum Road	OAKBANK			
Monkhouse Road, Oakbank	Rural Property Address 104 to Woodside Roa	OAKBANK			
Monkhouse Road, Oakbank	Whitegum Road to Rural Property Address 104	OAKBANK			
Brooks Lane, Piccadilly	Swamp Road to Rural Property Address 34	PICCADILLY			
Rake Road, Kersbrook	Wattle Road to Crispin Road	KERSBROOK			
Manna Gum Lane, Crafers West	Charlicks Road to End Of Road	CRAFERS WEST			
Mawson Road, Forest Range	Norton Road to Blockers Road	FOREST RANGE			
Mawson Road, Forest Range	Lobethal Road to Norton Road	FOREST RANGE			
Rake Road, Kersbrook	Crispin Road to Kersbrook Forest Road	KERSBROOK			
Range Road, Woodside	Bird In Hand Road to Mount Barker DC Border	WOODSIDE			
Scottsburn Road, Woodside	Donaghue Road to Rural Property Address 107	WOODSIDE			
Sheoak Hill Road, Mount Torrens	Wilhelm Road to Warmington Run	MOUNT TORRENS			
Sheoak Hill Road, Mount Torrens	Springhead Road to Wilhelm Road	MOUNT TORRENS			
Smith Road, Kersbrook	Welsh Road to Glover Street	KERSBROOK			
Smith Road, Kersbrook	Glover Street to Maidstone Road	KERSBROOK			
Arbury Park Road, Aldgate	Rural Property Address 79 (end of seal)	ALDGATE			
Corkscrew Deviation Road, Montacute	Corkscrew Road to 29 Montacute Road	MONTACUTE			
Downers Road, Oakbank	Mappinga Road to Gillman Road	OAKBANK			
Downers Road, Oakbank	Gillman Road to Monkhouse Road	OAKBANK			
Fenwick Road, Balhannah	Swamp Road to Rural Property Address 70	BALHANNAH			
Kyle Road, Mylor	Shanks Road to Rural Property Address 38	MYLOR			
Lee Road, Kenton Valley	Kenton Valley Road to Rural Property Address 86	KENTON VALLEY			
Peacock Road, Mount George	Carey Gully Road to End Of Road	MOUNT GEORGE			



Renewal *Continued...*

Proposed Project Name	Project Description	Suburb	2021-22 Proposed ('000)	2022-23 Intended ('000)	2023-24 Intended ('000)
Pinkerton Gully Road, Montacute	Corkscrew Deviation Road to RA 17B Pinkerton Gully	MONTACUTE			
Quinns Road, Kersbrook	Forreston Road to End	KERSBROOK			
Scottsburn Road, Woodside	Rural Property Address 107 to Rural Property Address 214	WOODSIDE			
Scottsburn Road, Woodside	Rural Property Address 214 to Beginning of Sealed	WOODSIDE			
Sires Road East, Kersbrook	South Para Road to Rural Property Address 104	KERSBROOK			
Wyes Road, Basket Range	Merchants Road to Rural Property Address 108	BASKET RANGE			
Various	Subject to yearly inspections	REGIONWIDE			
Adelaide Gully Road, Millbrook	Millbrook Road to Mount Gawler Road	MILLBROOK			
Adelaide Gully Road, Millbrook	Bagshaw Road to Bridge	MILLBROOK			
Drummond Road, Woodside	End of Sealed Section (Bird in Hand Road) to Nairne Road	WOODSIDE			
Gallasch Road, Balhannah	Beaumont Road to Rural Property Address 16	BALHANNAH			
Hannaford Road, Cudlee Creek	Cudlee Creek Road to Rural Property Address 68	CUDLEE CREEK			
Millbrook Road, Inglewood	Adelaide Gully Road to End of Seal (southern end)	INGLEWOOD			
Pye Road, Balhannah	End of Sealed Section to Swamp Road	BALHANNAH			
Western Branch Road, Woodside	Farnham Road to Burns Road	WOODSIDE			
Various	Subject to yearly inspections	REGIONWIDE			
	PROGRAM PROPOSED	Totals ('000)	\$908	\$1,058	\$1,185

**ADELAIDE HILLS COUNCIL  
AUDIT COMMITTEE MEETING  
Monday 19 April 2021  
AGENDA BUSINESS ITEM**

**Item:** 6.3

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

**Subject:** Public Interest Disclosure Policy Review

**For:** Decision

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**SUMMARY**

The *Public Interest Disclosure Act 2018* (PID Act) commenced operation on 1 July 2019, replacing the *Whistleblowers Protection Act 1993*, and with Council subsequently adopting a *Public Interest Disclosure Policy* (Policy) at its 25 June 2019 Ordinary Council Meeting.

The Policy has been in place for approximately 2 years and is scheduled for review no later 30 June 2021 or as required by legalisation or changed circumstances.

This report is for the Audit Committee to undertake a review of the Policy before it proceeds to Council for consideration.

**RECOMMENDATION**

**The Audit Committee resolves:**

1. That the report be received and noted
  2. The Draft Public Interest Disclosure Policy be recommended to Council for consideration.
- 

**1. GOVERNANCE**

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

*Strategic Plan 2020-24 – A brighter future*

Goal 5 A Progressive Organisation

Objective O5 We are accountable, informed, and make decisions in the best interests of the whole community

Priority O5.1 Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations

Council's Policy Framework is a key component of the wider Governance Framework.

The Audit Committee's Terms of Reference details, the Committee shall:

- 2.1.1 Review annually the Council's Public Interest Disclosure arrangements and compliance with the requirements of the *Public Interest Disclosure Act 2018*.
- 2.1.2 Provide recommendations to Council regarding Public Interest Disclosure Policy and resourcing required to comply with legislative requirements.

In the normal course of events, the policy guidance is provided to the Audit Committee for recommendation to Council, thereby facilitating the discharge of the Audit Committee's specific function.

➤ **Legal Implications**

The Public Interest Disclosure Bill 2016 was introduced into the State House of Assembly on 6 July 2016. The Bill passed both Houses in late 2018 and was proclaimed to come into effect on 1 July 2019. The *Public Interest Disclosure Regulations 2019* (the PID Regulations) also come into effect on that date.

The PID Act is an Act to encourage and facilitate disclosures of certain information in the public interest by ensuring that proper procedures are in place for making and dealing with such disclosures and by providing protection for persons making such disclosures; to make related amendments to the *Local Government Act 1999* and the *Public Sector Act 2009*.

➤ **Risk Management Implications**

Maintenance of a contemporary and legislatively compliant Policy Framework 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)	Low (3E)	Low

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

➤ **Financial and Resource Implications**

There are minimal direct financial or resource implications related to provisions of the PID Act. These are limited to the development of guidance and the provision of training in the provisions and obligations of the legislation.

As such, resource implications are accommodated within the Annual Business Plan process and additional resource implications may occur where disclosures lead to investigations and/or legal advice.

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

There is a high expectation that Council has appropriate processes in place to receive and manage public interest disclosures while providing the statutory protections to those who make appropriate disclosures.

➤ **Sustainability Implications**

One element of the definition of public interest disclosures is information about substantial risks to public health or safety, or to the environment which is referred to in the PID Act as a disclosure of environmental and health information.

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

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable

*Council Workshops:* Not Applicable

*Advisory Groups:* Not Applicable

*Administration:* Chief Executive Officer  
Director Corporate Services  
Governance & Risk Coordinator  
Executive Manager Organisational Development  
Organisational Development Advisor

*Community:* Not Applicable

## 2. **BACKGROUND**

### *Public Interest Disclosure Act 2018*

The Public Interest Disclosure Bill 2016 was introduced into the State House of Assembly on 6 July 2016. The Bill passed both Houses in late 2018 and was proclaimed to come into effect on 1 July 2019. The *Public Interest Disclosure Regulations 2019* (the PID Regulations) also come into effect on that date.

The PID Act is an Act to encourage and facilitate disclosures of certain information in the public interest by ensuring that proper procedures are in place for making and dealing with such disclosures and by providing protection for persons making such disclosures; to make related amendments to the *Local Government Act 1999* and the *Public Sector Act 2009*.

The PID Act provides that if a person makes an appropriate disclosure of public interest information the person is not subject to any liability as a result of that disclosure. The PID Act also protects the identity of the person making an appropriate disclosure and makes it an offence to victimise that person.

### **3. ANALYSIS**

Section 12 of the PID Act sets out the duties of principal officers (i.e. CEO) which include the designation of responsible officers for the purposes of the PID Act, appropriate communication of the contact details of those responsible officers and the development of documentation setting out procedures for persons wanting to make disclosures and officers and employees dealing with such disclosures.

Internal consultation occurred with the Principal Officer (Chief Executive Officer) and Responsible Officers with nil changes suggested.

In the normal course of events, the policy guidance is provided to the Audit Committee for recommendation to Council, thereby facilitating the discharge of the Audit Committee's specific function. The draft Policy (**Appendix 1**) has operated for approximately 2 years and is presented for the Audit Committee's consideration.

### **4. OPTIONS**

The Committee has the following options:

- I. To recommend the Draft Public Interest Disclosures Policy to Council (Recommended).
- II. To determine to amend or alter elements of the Policy (Not Recommended).
- III. Should the Audit Committee 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 Committee for further consideration.

### **5. APPENDIX**

- (1) Draft Public Interest Disclosure Policy – April 2021

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# **Appendix 1**

*Draft Public Interest Disclosure Policy – April 2021*

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# COUNCIL POLICY

 <p><b>Adelaide Hills</b> COUNCIL</p>	<p><b>PUBLIC INTEREST DISCLOSURE</b></p>
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Policy Number:	GOV-16
Responsible Department(s):	Governance and Performance
Other Relevant Policies:	<i>Fraud and Corruption Prevention Policy</i> <i>Code of Conduct for Council Employees</i> <i>Council Member Conduct Policy</i> <i>Internal Review of Council Decisions Policy</i> <i>Complaint Handling Policy</i>
Relevant Procedure(s):	Public Interest Disclosure Procedure
Relevant Legislation:	<i>Criminal Law Consolidation Act 1935</i> <i>Independent Commissioner Against Corruption Act 2012</i> <i>Local Government Act 1999</i> <i>Ombudsman Act 1972</i> <i>Public Interest Disclosure Act 2018</i>
Policies and Procedures Superseded by this policy on its Adoption:	Whistleblower Protection Policy: 08/03/2016, Item 12.2,8 Public Interest Disclosure, 25 June 2019, 161/19
Adoption Authority:	Council
Date of Adoption:	To be entered administratively
Effective From:	To be entered administratively
Minute Reference for Adoption:	To be entered administratively
Next Review:	To be entered administratively



## PUBLIC INTEREST DISCLOSURE

### 1. INTRODUCTION

- 1.1.** The Adelaide Hills Council is committed to upholding the principles of transparency and accountability in its administrative and management practices and, therefore, encourages the making of disclosures that reveal public interest information.

The purpose of this Policy is to ensure that the Adelaide Hills Council:

- properly fulfils its responsibilities under the *Public Interest Disclosure Act 2018* (the PID Act);
- encourages and facilitates Disclosures of Public Interest Information in accordance with the objects and requirements of the PID Act ;
- ensures there is appropriate oversight of public interest disclosures about corruption, misconduct and maladministration in public administration;
- provides appropriate protection for those who make Disclosures in accordance with the Act; and
- acknowledges the need to appropriately support Informants, the Responsible Officer and, as appropriate, those Public Officers affected by any appropriate Disclosure.

### 2. OBJECTIVES

- 2.1.** This Policy applies to appropriate Disclosures of Public Interest Information that are made in accordance with the PID Act by public officers including Council Members, Officers and Employees of the Council, and by members of the public, and is intended to complement the reporting framework under the *Independent Commissioner Against Corruption Act 2012* (the ICAC Act).

- 2.2.** This Policy is also designed to complement the existing communication channels within Council, and operate in conjunction with other existing policies, including:

- Fraud & Corruption Prevention Policy;
- Code of Conduct for Council Employees;
- Council Member Conduct Policy and
- Complaint Handling Policy and Internal Review of Council Decisions Policy under section 270 of the Local Government Act 1999.

- 2.3.** The Council is committed to:

- referring, as necessary, appropriate Disclosures to another Relevant Authority;

- where the Disclosure relates to Corruption, or serious or systemic Misconduct or Maladministration in public administration, reporting the Disclosure directly to the Office of Public Integrity (OPI) in accordance with the Guidelines and the requirements of the ICAC Act;
- otherwise facilitating the investigation of appropriate Disclosures in a manner which promotes fair and objective treatment of those involved; and
- rectifying any substantiated wrongdoing to the extent practicable in all the circumstances.

### 3. DEFINITIONS

For the purposes of this Policy the following definitions apply.

- 3.1. Commissioner** means the person holding or acting in the office of the Independent Commissioner Against Corruption.
- 3.2. Corruption in public administration** is defined in section 5(1) of the ICAC Act and means:
- 3.2.1.** an offence against Part 7 Division 4 (Offences relating to public officers) of the *Criminal Law Consolidation Act 1935*, which includes the following offences:
- (i) bribery or corruption of public officers;
  - (ii) threats or reprisals against public officers;
  - (iii) abuse of public office;
  - (iv) demanding or requiring benefit on basis of public office;
  - (v) offences relating to appointment to public office; or
- 3.2.2.** an offence against the Public Sector (Honesty and Accountability) Act 1995 or the *Public Corporations Act 1993*, or an attempt to commit such an offence; or
- 3.2.3.** an offence against the *Lobbyists Act 2015*, or an attempt to commit such an offence; or
- 3.2.4.** any other offence (including an offence against Part 5 (Offences of dishonesty) of the *Criminal Law Consolidation Act 1935*) committed by a public officer while acting in his or her capacity as a public officer or by a former public officer and related to his or her former capacity as a public officer, or by a person before becoming a public officer and related to his or her capacity as a public officer, or an attempt to commit such an offence; or

**3.2.5.** any of the following in relation to an offence referred to in a preceding paragraph:

- (i) aiding, abetting, counselling or procuring the commission of the offence;
- (ii) inducing, whether by threats or promises or otherwise, the commission of the offence;
- (iii) being in any way, directly or indirectly, knowingly concerned in, or party to, the commission of the offence;
- (iv) conspiring with others to effect the commission of the offence

**3.3. Council** means the Adelaide Hills Council.

**3.4. Detriment** includes:

- injury, harm (including psychological harm), damage (including damage to reputation) or loss;
- intimidation or harassment;
- discrimination, disadvantage or adverse treatment in relation to a person's employment; and/or
- threats of reprisal (which may be express or implied, and/or conditional or unconditional).

**3.5. Directions and Guidelines** is a reference to the Directions and Guidelines issued pursuant to section 20 of the ICAC Act and/or section 14 of the PID Act, which are available on the Commissioner's website ([www.icac.sa.gov.au](http://www.icac.sa.gov.au)).

**3.6. Disclosure** means an appropriate disclosure of public interest information made by an Informant to a Relevant Authority.

A person makes an **appropriate disclosure of environmental and health information** if:

- (a) the person:
  - (i) believes on reasonable grounds that the information is true; or
  - (ii) is not in a position to form a belief on reasonable grounds about the truth of the information, but believes on reasonable grounds that the information may be true and is of sufficient significance to justify its disclosure so that its truth may be investigated; and
- (b) the disclosure is made to a Relevant Authority.

A person makes an **appropriate disclosure of public administration information** if:

- (a) the person:
  - (i) is a public officer;

- (ii) reasonably suspects that the information raises a potential issue of **corruption, misconduct or maladministration** in public administration; and
  - (b) the disclosure is made to a Relevant Authority.
- 3.7. Employee** refers to all the Council's employees whether they are working in a full-time, part-time or casual capacity.
- 3.8. Environmental and health information** means information that raises a potential issue of a substantial risk to the environment or to the health or safety of the public generally or a significant section of the public.
- 3.9. Fraud** includes an intentional dishonest act or omission done with the purpose of deceiving.
- 3.10. ICAC Act** is the *Independent Commissioner Against Corruption Act 2012*.
- 3.11. Assessor** means the person designated by the Responsible Officer as being responsible for investigating a disclosure made to Adelaide Hills Council in accordance with the Public Interest Disclosure Procedure. The Assessor must not have had any involvement in the matter(s) to which the disclosure relates.
- 3.12. Informant** means a person who makes an appropriate disclosure of public interest information to a Relevant Authority.
- 3.13. Maladministration in public administration** is defined in section 5(4) of the ICAC Act and
- 3.13.1.** means:
    - (i) conduct of a public officer, or a practice, policy or procedure of a public authority, that results in an irregular and unauthorised use of public money or substantial mismanagement of public resources; or
    - (ii) conduct of a public officer involving substantial mismanagement in or in relation to the performance of official functions; and
  - 3.13.2.** includes conduct resulting from impropriety, incompetence or negligence; and
  - 3.13.3.** is to be assessed having regard to relevant statutory provisions and administrative instructions and directions.
- 3.14. Misconduct in public administration** is defined in section 5(3) of the ICAC Act and means:
- 3.14.1.** contravention of a code of conduct by a public officer while acting in his or her capacity as a public officer that constitutes a ground for disciplinary action against the officer; or

- 3.14.2.** other misconduct of a public officer while acting in his or her capacity as a public officer.
- 3.15. Office for Public Integrity (OPI)** is the office established under the ICAC Act that has the function to:
- 3.15.1.** receive and assess complaints about public administration from members of the public;
  - 3.15.2.** receive and assess reports about corruption, misconduct and maladministration in public administration from the Ombudsman, the Council and public officers;
  - 3.15.3.** refer complaints and reports to inquiry agencies, public authorities and public officers in circumstances approved by the Commissioner or make recommendations as to whether and by whom complaints and reports should be investigated;
  - 3.15.4.** give directions or guidance to public authorities in circumstances approved by the Commissioner;
  - 3.15.5.** perform other functions assigned to the Office by the Commissioner.
- 3.16. Public administration** is defined at section 4 of the ICAC Act and, without limiting the acts that may comprise public administration, an administrative act within the meaning of the *Ombudsman Act 1972* will be taken to be carried out in the course of public administration.
- 3.17. Public administration information** means information that raises a potential issue of corruption, misconduct or maladministration in public administration.
- 3.18. Public interest information** means environmental or health information, or public administration information.
- 3.19. PID Act** means the *Public Interest Disclosure Act 2018*.
- 3.20. Principal Officer** for the purposes of the PID Act means the Chief Executive Officer of the Council.
- 3.21. Public Officer** has the meaning given by section 4 and Schedule 1 of the ICAC Act, and includes:
- a Council Member; and
  - an Employee or Officer of the Council;
- 3.22. Relevant Authority** means the person or entity that receives an appropriate disclosure of public interest information in accordance with the PID Act, as set out in Appendix A to this Policy.

**3.23. Responsible Officer** is a person who has completed any training courses approved by the Commissioner for the purposes of the *Public Interest Disclosure Regulations 2019* and has been designated by the Council as responsible officer under section 12 of the PID Act.

**3.24. Victimisation** occurs when a person causes detriment to another on the ground, or substantially on the ground, that the other person (or a third person) has made or intends to make an appropriate disclosure of public interest information.

## **4. POLICY STATEMENT**

### **4. Confidentiality**

**4.1.** The identity of an Informant will be maintained as confidential in accordance with the PID Act.

**4.2.** A recipient of an appropriate Disclosure may only divulge the identity of an Informant where:

**4.2.1.** the recipient believes on reasonable grounds that it is necessary to divulge the identity of the Informant in order to prevent or minimise an imminent risk of serious physical injury or death to any person, and the identity of the Informant is then divulged to a person or authority that the recipient believes on reasonable grounds is the most appropriate authority or person to be able to take action to prevent or minimise the imminent risk of serious physical injury or death to any person;

**4.2.2.** the recipient has been issued with a notice from the OPI advising that the identity of the Informant is required by the OPI, in which case the recipient must disclose the identity of the Informant to the OPI;

**4.2.3.** doing so is necessary for the matter to be properly investigated (but only to the extent necessary to ensure proper investigation); or

**4.2.4.** the Informant consents to his/her identity being disclosed.

**4.3.** The PID Act does not expressly require any other information relating to a Disclosure (including, for example, the nature of the allegations) to be maintained as confidential, but in considering whether to further disclose other information provided as part of an appropriate Disclosure the Council should be mindful of the prohibition against Victimisation in the PID Act.

**4.4.** An Informant may wish to remain anonymous, but in that event must ensure that the allegation is sufficiently supported by the provision of necessary details and evidence to enable the matter to be properly investigated.

## 5. Principal Officer

### 5.1. The Principal Officer is responsible for:

- 5.1.1. ensuring that one or more appropriately qualified officers or employees of the Council are designated as responsible officers of the Council for the purposes of the PID Act and undertake any training required by the Public Interest Disclosure Regulations; and
- 5.1.2. ensuring that the name and contact details of each responsible officer of the Council are made available to officers and employees of the council; and
- 5.1.3. the preparation and maintenance of the Procedure in accordance with the requirements of the PID Act and the Directions and Guidelines, in particular the Public Interest Disclosure Guidelines.

## 6. Disclosure Process

- 6.1. Disclosures are to be handled by the Council in accordance with the Public Interest Disclosure Procedure.
- 6.2. Nothing in this Policy prevents a person from making a Disclosure to a Relevant Authority external to the Council (i.e. the Ombudsman or the OPI). This is a choice to be made by the Informant at his/her discretion. The Council recommends an Informant have regard to the factors of the Public Interest Disclosure Procedure when deciding where to direct a Disclosure.
- 6.3. A Disclosure may be made to the Council's designated Responsible Officer in person, by telephone or in writing. The relevant contact details are:

Telephone	08 8408 0400  (please direct enquiries to the Responsible Officer for Public Interest Disclosure)
Email	publicinterestdisclosure@ahc.sa.gov.au
Postal	Confidential Responsible Officer, Public Interest Disclosure PO Box 44 Woodside SA 5244



## **7. The Role of the Responsible Officer**

**7.1.** A person designated as a Responsible Officer for the Council:

**7.1.1.** must:

**7.1.1.1.** receive appropriate Disclosures relating to the Council and ensure compliance with the PID Act, and the Public Interest Disclosure Procedure, in relation to any such Disclosures;

**7.1.1.2.** make appropriate recommendations to the principal officer of the Council in relation to dealing with Disclosures, including any suggested changes to this Policy or the Public Interest Disclosure Procedure; and

**7.1.1.3.** provide advice to officer and employees of the Council in relation to the administration of the PID Act; and

**7.1.1.4.** complete any training courses approved by the Commissioner for the purposes of the Public Interest Disclosure Regulations; and

**7.1.2.** may carry out any other functions relating to the PID Act.

**7.2.** Upon the receipt of a Disclosure, the Responsible Officer will deal with the disclosure in accordance with the Public Interest Disclosure Procedure.

**7.3.** In making any determination or taking any action under this Policy or pursuant to the Public Interest Disclosure Procedure:

**7.3.1.** the Responsible Officer may seek legal advice from Council's Lawyers and/or guidance from SAPOL or the Ombudsman in relation to the most appropriate course of action to pursue; and

**7.3.2.** is authorised to incur costs in accordance with the Council's Budget for that purpose.

**7.4.** The Responsible Officer will liaise as required with the Informant and any Assessor in relation to any investigation process undertaken in accordance with the Public Interest Disclosure Procedure, and will ensure that the Informant is provided with support and protection as necessary and appropriate in the circumstances of the Disclosure.

## **8. Information to Elected Body**

**8.1.** As a matter of discretion, the Chief Executive Officer may inform the elected body, on a confidential basis, of the fact that an investigation of a Disclosure took place and the outcome of the investigation.

- 8.2.** Factors the Chief Executive Officer will take into account in determining whether to inform the elected body under paragraph 7.1 above and the level of detail provided in doing so are to include:
- 8.2.1.** if known, the identity of the Informant, and whether the Informant has consented to his/her identity being divulged;
  - 8.2.2.** if applicable, the identity of any person the subject of the Disclosure;
  - 8.2.3.** the impact (if any) of the disclosed matter(s) upon the Council's achievement of its objectives under its Strategic Plan and/or policies; and
  - 8.2.4.** the impact of any action taken to finalise the matter upon the Council's operations and/or budget.
- 8.3.** In the event the Disclosure and/or any subsequent investigation process is confined to issues that impact only upon Council staff and human resource processes, the Chief Executive Officer will not inform the elected body of the fact of the Disclosure and/or investigation (since these matters fall outside the roles and responsibilities of Council Members under the *Local Government Act 1999*).

## **9. Protection for the Informant**

- 9.1.** An Informant who makes an appropriate Disclosure is protected by:
- 9.1.1.** immunity from criminal or civil liability as provided for in section 5(1) of the PID Act;
  - 9.1.2.** a prohibition on disclosure of his/her identity as provided for in section 8 of the PID Act;
  - 9.1.3.** a prohibition against Victimisation as provided for in section 9 of the PID Act; and
  - 9.1.4.** a prohibition against hindering, obstructing or preventing an Informant from making an appropriate Disclosure as provided for in section 11 of the PID Act.
- 9.2.** The PID Act does not provide any protection to people who knowingly make disclosures that are false or misleading in a material particular (whether by reason of the inclusion or omission of a particular).
- 9.3.** A person who knowingly makes a Disclosure that is false or misleading in a material particular is guilty of an offence and may be prosecuted.
- 9.4.** A person who personally commits an act of Victimisation against an Informant is guilty of an offence and may be prosecuted.

**9.5.** The Council will take action as appropriate in the circumstances of the relevant Disclosure/s to protect Informants from Victimisation. Such action may include acting in accordance with the risk minimisation steps set out in the Public Interest Disclosure Procedure and/or referring the matter to the SA Police.

**9.6.** Any Council Member or employee or officer of the Council who:

**9.6.1.** knowingly makes a disclosure that is false or misleading in a material particular; or

**9.6.2.** commits an act of Victimisation in relation to an Informant; or

**9.6.3.** acts otherwise than in accordance with this Policy or the Public Interest Disclosure Procedure (including with respect to divulging the identity of an Informant) in relation to a Disclosure

may also face disciplinary action by the Council or the Chief Executive Officer (as appropriate).

## **10. DELEGATION**

**10.1.** 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.

## **11. AVAILABILITY OF THE POLICY**

**11.1.** 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.

### Appendix A Relevant Authorities

Where the information relates to...	the relevant authority is...
<p>a public officer*</p> <p>*as defined and set out in Schedule 1 of the <i>Independent Commissioner Against Corruption Act 2012</i> - relevantly, this includes members, officers and employees of local government bodies</p>	<p>either:</p> <ul style="list-style-type: none"> <li>the person who is designated by the Guidelines as being taken to be responsible for management or supervision of the public officer; or</li> <li>the person who is in fact responsible for the management or supervision of the public officer; or</li> <li>the relevant responsible officer (as designated by the Council in accordance with section 12 of the PID Act)</li> </ul>
a public sector agency or public sector employee	<p>either:</p> <ul style="list-style-type: none"> <li>the Commissioner for Public Sector Employment; or</li> <li>the responsible officer for the relevant public sector agency</li> </ul>
an agency to which the <i>Ombudsman Act 1972</i> applies	the Ombudsman
a location within the area of a particular council established under the <i>Local Government Act 1999</i>	a member, officer or employee of that Council
a risk to the environment	the Environment Protection Authority
an irregular and unauthorised use of public money or substantial	the Auditor-General
the commission, or suspected commission, of any offence	a member of the police force
a judicial officer	the Judicial Conduct Commissioner
a member of Parliament	the Presiding Officer of the House of Parliament to which the member belongs
a person or a matter of a prescribed class <sup>1</sup>	an authority declared by the regulations to be a relevant authority in relation to such information
<p>public interest information - being:</p> <ul style="list-style-type: none"> <li>environmental and health information (information that raises a potential issue of a substantial risk to the environment or to the health or safety of the public generally or a significant section of the public); or</li> </ul> <p>public administration information (information that raises a potential issue of corruption, misconduct or maladministration in public administration)</p>	<ul style="list-style-type: none"> <li>the OPI;</li> <li>a Minister of the Crown; or</li> <li>any other prescribed person or person of a prescribed class</li> </ul>

<sup>1</sup> at this stage, no prescribed persons or classes have been identified