

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 24 September 2019
AGENDA BUSINESS ITEM**

Item: 13.1

Originating Officer: Lachlan Miller, Executive Manager Governance & Performance

Responsible Director: Andrew Aitken, Chief Executive Officer

Subject: SHLGA Key Outcome Summary

For: Information

SUMMARY

The Southern & Hills Local Government Association (SHLGA) is a regional subsidiary of the Adelaide Hills.

The SHLGA Charter requires the Association to provide a Key Outcomes Summary (KOS) following each Ordinary Meeting. The KOS for the 23 August 2019 has been received and is at **Appendix 1** for the Council's Information.

The purpose of this report is to provide information to Council on the key activities and deliberations of SHLGA.

RECOMMENDATION

Council resolves that the report be received and noted.

1. GOVERNANCE

➤ **Strategic Management Plan/Council Policy**

Goal: Organisational Sustainability
Strategy: Governance
Collaboration on public policy setting

Adelaide Hills Council is a Constituent Council of SHLGA along with the Mount Barker District Council, the City of Victor Harbor, the District Council of Yankalilla, Alexandrina Council and the Kangaroo Island Council.

➤ **Legal Implications**

Section 43 of the *Local Government Act 1999* (Act) sets out the processes for the establishment of regional subsidiaries. Regional subsidiaries can be established to provide a specific service or services to carry out a specified activity or to perform a function of the councils.

Each regional subsidiary operates under the provisions of Schedule 2, Part 2 of the Act. These provisions include, but are not limited to, the preparation of a Charter which must be approved by the Minister. SHLGA's Charter sets out the purpose of the Association as:

- To work collaboratively with the LGA to achieve the aims and objectives of the LGA.
- To encourage, promote, protect and foster an efficient and effective autonomous, democratic system of local government elected by and responsible to local communities.
- To identify available resources within the region and to co-ordinate or assist in co-ordinating the management of these resources for the betterment of their region's community.
- To encourage, assist, seek out, determine, assess and respond to the needs and aspirations of the region's constituents.
- To develop, encourage, promote, foster and maintain consultation and co-operation between local government authorities, State and Commonwealth Governments and their instrumentalities.
- To develop, encourage, promote, foster and maintain the financial and economic well-being and advancement of the region and if desirable for such purpose to undertake, establish, acquire, conduct or dispose of any business, enterprise, undertaking or venture which in the opinion of S&HLGA is necessary, desirable or convenient.
- To effectively liaise and work with the State and Commonwealth Governments and their instrumentalities on a regional basis for the general enhancement of the region.

➤ **Risk Management Implications**

The provision of regular reporting on the activities of Council's regional subsidiaries will assist in mitigating the risk of:

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

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

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

➤ **Financial and Resource Implications**

Council pays membership fees as a Constituent Council of SHLGA.

There are no directly applicable financial or resource implications from the KOS.

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

Not directly applicable.

➤ **Environmental Implications**

Not directly applicable.

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

Consultation on the development of this report was as follows:

Council Committees: Not Applicable

Council Workshops: Not Applicable

Advisory Groups: Not Applicable

Administration: Manager Financial Services

Community: Not Applicable

2. BACKGROUND

The SHLGA Charter (clause 18.2) requires that the Association must, within two weeks following ordinary meeting of the Board, provide the Constituent Councils with a Key Outcomes Summary of the meeting that will include the achievements against the business plan.

3. ANALYSIS

SHLGA had an Ordinary Board meeting on 23 August 2019. The public version of the agenda is contained on the Association's website www.shlga.sa.gov.au

The Key Outcome Summary from the meeting is at Appendix 1 and contains the following items:

- Regional Health Plan
- Regional Transport Plan
- Regional Infrastructure Plan
- Regional Climate Change Adaptation Study
- Draft Key Annual Action Plan 2019 – 2020
- Grants Summary
- Local Government Reform

4. OPTIONS

Council has the following options:

- I. To receive an note the report (Recommended)
- II. To determine a course of action in relation to the report (Not Recommended)

5. APPENDIX

- (1) SHLGA Key Outcomes Summary

Appendix 1

SHLGA Key Outcomes Summary



Southern & Hills Local Government Association

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

KEY OUTCOME SUMMARY

To: Member Councils & selected stakeholders

From: Executive Officer

Subject: Board Meeting Key Outcomes – August 2019

Date: 23 August 2019

1. KEY PROJECT STATUS UPDATE

1.1 Regional Health Plan.

Penny Worland has commenced as the S&HLGA regional project officer for the Community Wellbeing Alliance Pilot study.

An application has been submitted to the LGA R&D scheme on behalf of S&HLGA to undertake a *Community Wellbeing Indicators for South Australian Local Government project*

The project will develop a cost effective and practical tool designed with and for small to medium sized, and regional, Councils to monitor community wellbeing. It will fill an important gap in data and measurement, by developing robust and meaningful indicators, including Council generated data sources, which can inform Local Government actions to improve community wellbeing. This project has received enormous support from the sector and SA Health. We are seeking \$50,000 funding.

Governance of the project:

The project will be managed by the Southern and Hills LGA. Project coordination will be by the Community Wellbeing Project Officer with support from Executive Officer and the Public Health Working Group of the S&HLGA.

A steering group will be established that will include representatives from member Councils, SA Health, LGA, PHN and other relevant organisations.

A consultant/s with relevant experience (public health, data and measurement, local government and stakeholder engagement) will be contracted to deliver project outputs by select tender.

Estimated Budget:

Income	Dollars
LGA R&D grant	\$50,000
Expenses	
Consultant	\$48,000
Administration, general	\$2,000

6.1.1.1/23082019 Recommendation

That the Board notes that the S&HLGA *Community Wellbeing indicators for SA Local Government project* application has been submitted to the LGA R&D scheme on 29th July 2019.

**Moved: Mayor Moira Jenkins
Carried**

Seconded: CEO Nigel Morris

1.2 2020 Regional Transport Plan

The Alexandrina Council has written to the S&HLGA withdrawing support for the section of the proposed South Coast Freight Corridor that passes through the main street of Middleton following on from community consultation.

S&HLGA and HDS along with the RDA have developed the following next steps:

1. HDS to update the traffic volume counts for Flagstaff Hill road intersection and Port Elliot Road especially for commercial traffic
2. HDS to firm up the cost estimate for the planned bypass (Waterport Rd to Airport Rd)
3. RDA to analyse both the current and future freight task and demand that would be impacted by the South Coast Freight route

1.3 RDA Regional Infrastructure Plan

The RDA Regional Roadmap and Regional Infrastructure Plan Technical Reference Group consisting of each of the member Councils Economic Development Officers (or equivalent) met on 6 August 2019.

Note the Infrastructure SA *-20 year infrastructure strategy discussion paper* has listed the following priority projects:

- Duplication of Victor Harbor Road
- Southern Off and On Ramps at Verdun, SE Freeway
- Public Transport – Goolwa/CVH – Seaford rail
- Upgrade Mt Barker- Strathalbyn road

1.4 Regional Climate Change Adaptation Study

The first three of seven milestones have been achieved with the “Where we build what we build project”.

DEW has given S&HLGA \$80,000 grant to administer a trial of a central coordination function to facilitate collaboration on projects and knowledge-sharing to build climate resilience across regional adaptation groups.

Jen St Jack who is part time RH&C project officer has been successful in obtaining this role

The role of the *Regional Climate Resilience Coordinator* (the Coordinator) is to provide a central coordination service to regional climate resilience groups across the state, in order to facilitate collaboration on projects and knowledge-sharing to build climate resilience across South Australia.

However please note the current anomaly with our Climate Change Adaptation regional co-ordinator position expiring in February 2020 but our Climate Change sector agreement expiring in June 2020. We are currently seeking some external grant monies from AMLRNRM Water sustainability grant program to fund the regional co-ordinator position through to June 2020 to coincide with the sector agreement. It would not be advisable

to NOT have this extension given the sector agreement is still in place and our own project officer has a central co-ordination role.

The Community Energy Program has reached a critical point and the Committee has agreed the next steps as:

- Continue with and complete the LGR&D Scheme project.
- Each Working Party rep speak to Exec to determine if it's worth expending political capital to ask your EMs to approve the EOI.
- If so, continue with EOI stage-gate report to your Council, providing two options for consideration:
 1. Approve Councils undertaking EOI, noting decentralised resourcing for EOI, and on the condition Councils are willing to give in-principle support to seed fund the first year of the Foundation if we hit minimum viable product threshold.
 2. If not willing to provide in-principle support, package up the research to date for distribution to sector and community as an open source product for others wanting to take up the baton.
- From there:
 1. If Option 1 + successful EOI, we continue
 2. If Option 1 + unsuccessful EOI, or Option 2, we don't.

2. S&HLGA DRAFT KEY ANNUAL ACTION PLAN 2019-2020

S&HLGA draft full 2019-2020 Key Action Plan has been circulated to each Member Council for comment.

6.1.2/23082019 Recommendation

That the Board notes and adopts the S&HLGA draft 2019-2020 Annual Key Action Plan

Moved: Mayor Ann Ferguson

Seconded: CEO Glenn Rappensberg

Carried

3. 2019-2020 S&HLGA GRANTS SUMMARY

The Board noted the S&HLGA Grants program for 2019-2020 ytd

Program	Funding Partners	Grant dollars	S&HLGA role	Estimated completion date
Community Wellbeing Pilot	LGA	\$75,000	Manager/Administrator	July 2020
Where we build, What we build	NDRP & Insurance Council Australia	\$135,000	Manager/Administrator	May 2020
Resilient Regions central co-ordination function	DEW	\$80,000	Manager/Administrator	June 2020
Regional Capacity Grant	LGA	\$41,221	Recipient/report	June 2020

2019-2020 Grant applications pending

Program	Funding Partners	Grant dollars	S&HLGA role	Estimated completion date
Community Wellbeing indicators for LG	LGA R&D scheme	\$50,000	Manager/Administrator	June 2020
Resilient Hills & Coast project officer extension	AMLR Water Sustainability scheme	\$65,000	Manager/Administrator	June 2020

4. LOCAL GOVERNMENT REFORM - GUEST SPEAKERS

The S&HLGA Board noted the LGA August- Local Government Reform Discussion Paper which in turn is a response to the SA State Government and Office of Local Government reform paper

Key points:

Andrew Lamb LGA -

Introduced the discussion paper and is the key contact within the LGA for the reform program

David Whiterod OLG –

- Discussion paper, released on 4th August, 72 reforms, proposals, spread over 4 reform areas, issues that have been presented over the past few years
- Working groups under each of the reform areas (Council member Capacity and conduct, Lower Costs and enhanced financial accountability, Local Government representation, Simpler Regulation) have been formed
- LG has a representative on each working party and representative from council staff
- Opportunity to provide feedback, closes 1st November 2019
- Noted the separate work of the SA Productivity commission into cost and efficiency of Local Government with a DRAFT report due at end of this month
- Release on “yoursay” website, with videos, explain reforms (2 minute video)
- Noted Wendy Campana has been seconded to the working group to provide her LG lens and expertise

Hon Tony Piccolo, Shadow Minister for LG and Planning –

- Noted the Labor party worked with the minor parties to defeat the Rate capping bill
- Considering the implications of the State commissioner bill and the Planning Commission suggesting the Advisors Panel should have some qualifications as local government
- Heritage and Council matters still high on the agenda
- Noted the Community Housing transfer to Councils with rates rebate attached and the impact on rates
- The request to have the ability to rate Renewable energy sites is noted but needs to be balanced against driving up the cost of energy
- Happy to work with government on reform

5. KEY STAKEHOLDER UPDATES

The Board received verbal updates from key stakeholders:

Stephen Smith – LGA

- Noted several submissions – PIRSA Regional Development Strategy, ESCOSA, SA Productivity Commission
- Submissions on Rural Health and Housing and Homeless being developed at present
- Involved in the Recycling enquiry and developed a discussion Paper on LGA heritage
- SAROC and GAROC to review the items proposed for the upcoming October AGM

Trevor Bennett – PIRSA

- Consultation has commenced on genetically modified crops – report release 2019 – noting that estimated \$33 million has been lost by SA producers since 2004. No date yet
- Joyce review – identified SA states economy hasn't been tracking well – fallen behind, 3% annual growth in GSP has been set by the government.

Steve Shotton – RDA

- Trade and Investment – Inbound Middle East delegation due in September 2019
- Damien and Steve has met with DPTI CEO Tony Braxton-Smith on regional Public Transport and Heysen Blvd.
- Hills & Coast Grant finder has been released and receiving positive feedback
- RDA has completed a submission for Princess High Study/Corridor Study
- working with Dougal McOmish on regional infrastructure

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 24 September 2019
AGENDA BUSINESS ITEM**

Item: 13.2

Originating Officer: Lachlan Miller, Executive Manager Governance & Performance

Responsible Director: Andrew Aitken, Chief Executive Officer

Subject: Boundary Reform Proposal – Rostrevor/Woodforde Community Meeting Outcomes

For: Information

SUMMARY

At its 26 February 2019 meeting, Council received a report regarding the new boundary reform legislation and the Campbelltown City Council's 22 January 2019 resolution to authorise staff to submit a Stage 1 Boundary Realignment Proposal to the Boundaries Commission regarding the Woodforde and Rostrevor boundary. In consideration of that report Council resolved that if the proposal progresses to Stage 2, a community meeting would be arranged for the affected Rostrevor and Woodforde communities to attend.

On 6 May 2019, Council received correspondence for the Boundaries Commission advising the Commission had determined that Campbelltown City Council may refer a Stage 2 general proposal to the Commission.

On this basis, the community meeting to give effect to Council's 26 February 2019 resolution was convened at Rostrevor College on 3 September 2019 and members of the affected communities were invited to attend. Approximately 122 interested parties attended.

The purpose of this report is to provide information on the community meeting.

RECOMMENDATION

Council resolves that the report be received and noted.

1. GOVERNANCE

➤ Strategic Management Plan/Council Policy

Goal 4 Explore
 Strategy 4.5 We will work with neighbouring councils and stakeholders to ensure Council boundaries best serve our communities.

Goal: Organisational Sustainability
 Strategy: Governance

Goal: Organisational Sustainability
 Strategy: Financial sustainability

➤ Legal Implications

Chapter 3 – Constitution of councils, Part 2 – Reform proposals of the Local Government Act 1999 (the Act) sets out the provisions applying to the initiation, investigation, assessment, governance and decisions making regarding reform proposals including, but not limited to, boundary alignment proposals.

➤ Risk Management Implications

Realignment of Council boundaries bordering Campbelltown City Council leading to financial, resource allocation, social and representation changes

Inherent Risk	Residual Risk	Target Risk
High (2B)	High (2B)	Medium

Council has very limited ability to manage (control) the financial risks associated with a reform proposal. Risk planning will be more focused on mitigating the potential impacts should a proposal be accepted.

➤ Financial and Resource Implications

The costs associated with the conduct of the community meeting were contained in 2019-20 approved budgets.

Costs associated with a boundary reform process (as opposed to outcomes of boundary reform) are borne by the initiating council(s).

➤ Customer Service and Community/Cultural Implications

The community/cultural implications from this report are that Council has heard the perspectives of some of the affected community members regarding the proposed boundary realignment.

➤ **Environmental Implications**

There are no direct environmental implications from this report however there may be implications from boundary realignment.

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

Consultation on the development of this report was as follows:

Council Committees: Not Applicable

Council Workshops: The outcomes of the community meeting were discussed at a workshop on 17 September 2019

Advisory Groups: Not Applicable

Administration: Manager Communications, Events and Engagement

Community: Not Applicable

2. BACKGROUND

At its 26 February 2019 meeting, Council received a report regarding the new boundary reform legislation and the Campbelltown City Council's 22 January 2019 resolution to authorise staff to submit a Stage 1 Boundary Realignment Proposal to the Boundaries Commission regarding the Woodforde and Rostrevor boundary.

The proposal (in summary) is for the boundary between Campbelltown City Council (CCC) and AHC to be realigned to the eastern and southern side of Woodforde and Rostrevor suburbs respectively, effectively moving those suburbs into CCC.

In consideration of the report Council resolved:

13.2 Boundary Reform Proposal – Woodforde and Rostrevor

10.18pm Cr Kemp left the Chamber.

Moved Cr Linda Green

S/- Cr Kirsty Parkin

47/19

Council resolves that:

- 1. the report be received and noted.**
- 2. if a Stage 2 submission is invited by the Boundaries Commission for the Campbelltown City Council boundary reform proposal, a community meeting is arranged by Adelaide Hills Council for the Woodforde & Rostrevor communities to attend.**

Carried Unanimously

On 6 May 2019, Council received correspondence from the Chair of the SA Local Government Boundaries Commission advising that the Commission had considered CCC's Stage 1 proposal at its 21 March 2019 meeting and determined that CCC may refer a Stage 2 general proposal to the Commission. The Chair further advised that the Commission had encouraged CCC to contact AHC to discuss the proposal.

At its 18 June 2019 Ordinary meeting, CCC considered a report seeking endorsement for submission of Stage 2 of the Boundary Realignment Proposal to the Commission. CCC resolved to authorise the staff to prepare and submit the proposal.

3. ANALYSIS

The Community Meeting was held at 6.00pm Tuesday 3 September 2019 at Rostrevor College. Details of the meeting were mailed to the residents on Council's mailing list, information posted on social media and an advertisement placed in the newspaper.

Approximately 122 members of the local community attended. In addition the Mayor of CCC (Jill Whittaker) other CCC Council Members and Officers attended.

The order of business for the meeting was as follows:

Running order
1. Introduction by David Waters, Director Community Capacity Adelaide Hills Council
2. A video message from Adelaide Hills Council Mayor Jan-Claire Wisdom
3. A walk through the boundary change process by Adelaide Hills Council Acting Mayor Nathan Daniell
4. Message from Campbelltown City Council Mayor Jill Whittaker and questions from community
5. Adelaide Hills Council's position on boundary change and next steps Acting Mayor Nathan Daniell
6. Overview by topic specialists: <ul style="list-style-type: none">• Marc Salver, Director Development & Regulatory Services• Terry Crackett, Director Corporate Services• Lachlan Miller, Executive Manager Governance & Performance
7. Open discussion – questions from the community
8. Next steps
9. Gathering around maps – smaller group discussions

A Summary of the Community Meeting (**Appendix 1**) was prepared and has been posted on Council's 'Boundary Review – Community Information' webpage and has been emailed to all of the attendees who provided email addresses.

4. OPTIONS

Council has the following options:

- I. To receive and note the report (Recommended)
- II. To determine any additional courses of action

5. APPENDIX

- (1) Summary of Rostrevor/Woodforde Boundary Change Proposal Community Meeting – 3 September 2019

Appendix 1

*Summary of Rostrevor/Woodforde Boundary Change
Proposal Community Meeting
– 3 September 2019*

Summary of Rostrevor/Woodforde Boundary Change Proposal Community Meeting



Introduction

On Tuesday 3 September 2019 Adelaide Hills Council hosted a community meeting for the local community at Rostrevor College to find out more about the Boundary Change Proposal initiated by the Campbelltown City Council to realign the boundary between the two councils for the suburbs of Rostrevor and Woodforde to be entirely within the Campbelltown City Council area.

Approximately 122 members of the local community attended the information session.

How did the evening unfold?

As the community arrived they were asked to sign-in to a mailing list so they could be kept informed about the project. A map was used to capture where people lived so we could further understand the reach of the information session.

If you or someone you know was unable to be there on the evening please register your email using this web link: <https://engage.ahc.sa.gov.au/register>

David Waters, Director Community Capacity, welcomed those in attendance and introduced the evening. The running order for the evening was:

Running order
1. Introduction by David Waters, Director Community Capacity Adelaide Hills Council
2. A video message from Adelaide Hills Council Mayor Jan-Claire Wisdom
3. A walk through the boundary change process by Adelaide Hills Council Acting Mayor Nathan Daniell
4. Message from Campbelltown City Council Mayor Jill Whittaker and questions from community
5. Adelaide Hills Council's position on boundary change and next steps Acting Mayor Nathan Daniell
6. Overview by topic specialists: <ul style="list-style-type: none">• Marc Salver, Director Development & Regulatory Services• Terry Crackett, Director Corporate Services• Lachlan Miller, Executive Manager Governance & Performance
7. Open discussion – questions from the community
8. Next steps
9. Gathering around maps – smaller group discussions

A copy of the presentation, factsheet and maps that were available on the evening can be found at the back of this document.

A walk through the process by Adelaide Hills Council Acting Mayor Nathan Daniell



When reading this section please refer to presentation which can be downloaded from the documents library here: <https://engage.ahc.sa.gov.au/boundaryreview>

Summary of presentation

Key Elements of the Reform

- Prior to 2019, any significant changes to council boundaries required all affected councils to be in agreement regarding the proposed realignment.
- In 2018, a Bill was introduced in the State Parliament, which, amongst other changes, provided for a new system for boundary reform.
- The purpose of the presentation is:
 - To provide information on the boundary reform process,
 - To discuss the Campbelltown City Council proposal (and to hear from Mayor Whittaker on this subject),
 - To provide information on the Adelaide Hills Council's position on boundary reform, and,
 - Most importantly to hear from you.

Boundary Change Proposal Overview

- Campbelltown City Council has put forward a proposal to the Boundaries Commission to review the boundary between them and Adelaide Hills Council.
- The proposal is for moving the boundary eastwards so that the suburbs of Rostrevor and Woodforde move entirely within the Campbelltown City Council area.

- This is the start of a comprehensive review process which will be undertaken by Campbelltown City Council and the Boundaries Commission.
- In the coming months you will be engaged by Campbelltown City Council and given the opportunity to 'have your say'. Adelaide Hills Council will liaise with Campbelltown on its engagement initiatives and will contribute to, and supplement, any engagement to ensure our community is well informed and has the opportunity to provide feedback to the process and to our Council.

Boundary Change Proposal Process

When reading this section please refer to the process diagram which can be downloaded from the documents library here: <https://engage.ahc.sa.gov.au/boundaryreview>

Stage 1: Potential Proposal

- January 2019 - Campbelltown City Council (the Proponent) resolved to prepare and lodge a Stage 1 Proposal to move the council boundary to the east of the Rostrevor and Woodforde suburbs, essentially making them entirely within the Campbelltown Council area.
- March 2019 - Boundaries Commission, in consideration of the Stage 1 proposal, determined that Campbelltown City Council could refer a Stage 2 – General Proposal.
- June 2019 – Campbelltown City Council resolved to prepare a Stage 2 – General Proposal.

Stage 2: General Proposal

A General Proposal must include:

- Description (area, councils involved)
- How proposal addresses the s26 principles contained in the *Local Government Act 1999* (see below for the criteria)
- Community of interest (cultural, heritage, shopping, community services, transport links, sporting, etc.)
- Consultation with the community and key agencies
- Advantages and disadvantages
- Calendar of events
- Other relevant info (financial, staffing and resource implications, support in affected area and affected council)
- Administrative matters (maps, contact officers, etc.).

Campbelltown City Council is still developing their Stage 2 proposal.

Once lodged by Campbelltown City Council, the Boundaries Commission assesses the Stage 2 proposal lodged by the Proponent against the provisions of the *Local Government Act 1999* and the associated guidelines and determines whether to inquire (investigate) the proposal further.

The Commission will provide the Proponent with an estimate of the investigation costs and they must advise the Commission whether they wish to proceed.

As this is a new process, the timeframes for the Boundaries Commission to assess a Stage 2 proposal. If you would like to obtain further information on the boundary change process and how

proposals are assessed, please see the Boundaries Commission website here:

https://www.dpti.sa.gov.au/local_govt/boundary_changes

Investigation by the Boundaries Commission

If the Proponent agrees to fund the costs of the investigation, the Boundaries Commission will take carriage of the process and conduct an independent investigation of the proposal.

All affected councils must cooperate with the investigation by providing information relevant to the assessment of the proposal. For the Adelaide Hills Council, this will be the first formal role that it has in the boundary change process.

The proposal is assessed against the legislative provisions, financial and resource implications, extent of community support, employment implications, etc.

As this is a new process, the timeframes for the Boundaries Commission to commission and conduct the investigation are not known.

Report to Minister

At the conclusion of the investigation, the Boundaries Commission prepares a report for the Minister containing recommendations on the proposal. The guidelines do not provide any detail on the structure of the report, what it will contain and whether subjects such as compensation or staged transitions will form part of any recommendations.

The report will also be published on the Boundaries Commission's website.

Decision

The Minister may request the Commission to consider other suggestions to what is recommended. If so, the Commission will revise the report to address the suggestions and will provide the revised report to the Minister and on its website.

If the Minister approves the proposal it will be sent to the Governor for proclamation.

Again as the legislation is new, there is no guidance for the timeframes for a proposal to take effect, whether there would be transition arrangements or staging.

Overview by Campbelltown City Council Mayor Jill Whittaker

Mayor Whittaker thanked all for attending and acknowledged all the staff and councillors present including Deputy Mayor Cr Anna Leombruno, Paul Di Iulio CEO and Michelle Hammond, General Manager Corporate & Community Services.

Mayor Whittaker explained why the proposal for a boundary change has been made. She referenced that some members of the community including volunteers have voiced interest to her to become part of Campbelltown City Council. Mayor Whittaker thanked Adelaide Hills Council for their graciousness in being part of the process.

Mayor Whittaker acknowledged that the final decision will be independent of the councils and made by the Boundaries Commission. From a Campbelltown City Council there must be benefits for council and residents. So far the key issues Mayor Whittaker has heard are related to planning regulations and the environment. She stated that Campbelltown City Council would maintain current planning provisions and set-up a separate policy area for the new boundary area. Campbelltown City Council is committed to protecting the environment and reference to their position can be found in their [policies](#) and [strategic plan](#).

Mayor Whittaker spoke about the portion of Rostrevor current within the Adelaide Hills Council boundary being renamed to Morialta and the strong connection many in the proposed boundary change area have with metropolitan area rather than rural. Not being part of Campbelltown City Council means the community is unable to shape the services and facilities they use in the Campbelltown City Council area.

Mayor Whittaker explained that if the community was part of Campbelltown City Council they would be able to participate in their consultations to influence the council budget and services. If the community moved to Campbelltown City Council they could join a section 41 committee such as youth, strategic planning, audit and governance. The community could also join friends groups or environment, road safety, land care and volunteer groups.

Mayor Whittaker let those present know that Campbelltown City Council would be in touch soon to obtain further data and continue community engagement. Campbelltown City Council is committed to fostering a quality lifestyle for their residents.

Mayor Whittaker responded to a number of questions from the audience and said that future Campbelltown City Council community engagement they will seek to address community questions.

Overview by topic specialists from Adelaide Hills Council:

Marc Salver, Director Development & Regulatory Services

Marc spoke about the potential planning changes that could result if the boundary changed in relation lot sizes, frontages and set-backs. Marc used the example of Detached Dwellings in the [R1](#) Adelaide Hills Council Policy Area:

- Minimum site area (detached dwelling): 1000m²

- Minimum frontage: 21m²
- Minimum front set-back: 6m²

The *Planning Development Infrastructure Act 2016* will replace the current development plans for all councils and the first set of zoning changes will come into effect around October 2019. Further details can be found here:

https://www.saplanningportal.sa.gov.au/planning_reforms/new_planning_tools/legislation_practice_directions_and_guidelines

Terry Crackett, Director Corporate Services

There are currently 573 properties that are within the proposed Boundary Review area that have the potential to move from the Adelaide Hills Council to Campbelltown City Council. Of these properties 133 are in Rostrevor and 440 are in Woodforde.

These properties currently contribute \$1.16 million in rates to Adelaide Hills Council. It should also be noted that there are a further 240 properties expected to be added to Woodforde as the Hamilton Hill development is progressed, and as such total rate revenue is anticipated to rise to approximately \$1.60 million.

Adelaide Hills Council has a different rating structure to Campbelltown City Council, that is – we have fixed charge and Campbelltown has a minimum charge. Overall the majority of residents would have lower rates if the boundary changed between \$22 and over \$400 per annum.

Adelaide Hills Council will commence a more detailed analysis into the impact on rates for residents as part of the Strategic Boundary Reform Project.

Lachlan Miller, Executive Manager Governance & Performance

Lachlan further explained the context of this boundary regulation change and the decision making process relating to boundary change proposals particularly in relation to Stage 2 (the current stage). Further information can be accessed here:

https://www.dpti.sa.gov.au/local_govt/boundary_changes

Open discussion – question from the community

Note some additional detail has been provided to the responses below to allow for extra context for anyone that was unable to attend the community meeting.

- How many properties are at Hamilton Hill?
 - *Response: Once complete the Hamilton Hill development will have 240 houses.*
- What is the natural boundary of hills to the metropolitan area?
 - *Response: The foothills are considered the transition zone and this can be seen in other adjoining council areas such as City of Mitcham.*
- What will be Adelaide Hills Council's extent of support to stay if community say they do not want the boundary to change? Will Council listen to community support?
 - *Response: Adelaide Hills' position, as adopted in the Strategic Plan, is to work with our neighbouring councils and stakeholders to ensure Council boundaries best serve our communities. To this end Adelaide Hills will present the views of the community when it has the opportunity if the proposal progresses to an Investigation by the Boundaries Commission.*
- Is Adelaide Hills Council selling us?
 - *Response: It would be revenue negative for the Adelaide Hills Council to do this – we are 'not selling out'*
- What is the grant benefit of the boundary change of a highly populated area?
 - *Response: Adelaide Hills Council would receive less financial assistance grant (FAG) funding if there was a boundary change.*
- Is there a right to appeal a decision in the Boundary Commission process?
 - *Response: There is not a lot of detail as this legislation is so new. The decision remains with the Minister and the guidelines do not define an appeals process. This is the first boundary change proposal so this Campbelltown initiated process is a test case. We assume that representations from the public regarding a proposal can be raised with the Minister, the regard that the Minister would give to these is not known.*
- What happens with Rostrevor College? Have they been consulted?
 - *Response: Response provided by Rostrevor College. Rostrevor College has not provided a position to Adelaide Hills Council and would like more information to consider before making any decisions.*
- How are we going to make information available to our residents?
 - *Response: At a minimum, Adelaide Hills Council will work with Campbelltown Council to make more information on the status of the boundary change process available to the community. Adelaide Hills will also compile information, based on residents' feedback, to assist them in understanding the various implications of the realignment of the council boundary.*
- Can we see the Adelaide Hills Council community consultation plan we can understand when and how they can provide feedback?
 - *Response: Adelaide Hills does not have a formal role in Stage 1 of 2 of the boundary change process. Campbelltown, as the proponent, is legally required to provide*

evidence to the Boundaries Commission on the details of and the results of its community consultation. As such Adelaide Hills has requested details of Campbelltown's community engagement processes and will then further develop its own engagement plan and communicate this to the community. An outline of the Adelaide Hills Council engagement process will be made available to the affected community.

- Can Adelaide Hills Council provide a submission on behalf of rate-payers as part of the process?
 - *Response: As part of the legislated process, Adelaide Hills Council does not have an opportunity to provide a formal submission to the Boundaries Commission during Stage 2. Adelaide Hills Council can make representations to Campbelltown City Council however they are not bound to accept or use these in their submission..*
- What is the Campbelltown City Council debt and how would this impact rates?
 - *Response: We do not know what the Campbelltown City Council debt is. The impact on rates is unknown.*
- Is the review of the development plan potentially putting Woodforde 'at risk'? To date the development plan has kept Woodforde affordable and Campbelltown style developments out.
 - *Response: We do not know what the Department of Planning, Transport and Infrastructure intend on changing regarding the new zoning until later in the year.*
- Can the State Government override any zone changes by Campbelltown Council?
 - *Response: Yes it can, the final decision lies with Minister for Planning.*
- Has Campbelltown Council made a submission to Department of Planning, Transport and Infrastructure regarding the Planning, Development and Infrastructure Act? Do we know what it is?
 - *Response: We are unaware what Campbelltown Council's submission is.*
- What protection has been put in place for national park area?
 - *Response: Morialta Conservation Park is State Government owned and there is no known intention of developing this land. Any development in the hills face zone is considered non-complying and must go through a rigorous assessment process.*

Suggestions and comments made by audience

Note the below is a summary of statements made by the audience and are not commitments by Adelaide Hills Council.

- Councillors want to learn what the communities' position is on the boundary change proposal
- Suggestion for a poll or survey of all residents in the affected areas is undertaken by Campbelltown City Council or Adelaide Hills Council to gauge overall options. The results should then be shared with the Boundaries Commission.
- Any polls need to be carefully monitored so not to be 'swamped' by Campbelltown City Council residents.

- Morialta Residents Association expressed they do not want to be part of Campbelltown because of the potential planning impact e.g. Hamilton Hill
- Every ratepayer needs to be able to have their say when Adelaide Hills Council has given residents all the information. There was a strong expression that those present want Adelaide Hills Council to play an active role.
- Please provide a list of pros and cons in writing before the next meeting, we want to see facts.
- The rest of Adelaide Hills Council would also be affected by decision because of potential rate rise.
- Suggestion for a designated council officer to take calls and answer questions – Adelaide Hills Council has already identified Lachlan Miller, Executive Manager Governance & Performance as the key contact.

Next steps

- Notes from the meeting will be distributed to all who have registered their details
- All feedback received will be collated and shared with Adelaide Hills Council staff and Councillors
- Updates will be made to the Adelaide Hills Council engagement website here: <https://engage.ahc.sa.gov.au/boundaryreview>
- Commence Adelaide Hills Council Strategic Boundary Reform Project
- We will continue to work with Campbelltown City Council regarding the proposed boundary reform

Stay in touch

If you have further questions get in touch with each council's Governance Team using the details below.

Adelaide Hills Council:

- **Email:** engagement@ahc.sa.gov.au
- **Phone:** 8408 0400 – ask for the Governance Team
- **Post:** Adelaide Hills Council, PO Box 44, Woodside SA 5244

Campbelltown City Council:

- **Email:** mail@campbelltown.sa.gov.au
- **Phone:** 8366 9222
- **Post:** Campbelltown Council PO Box 1, Campbelltown SA 5074

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 24 September 2019
AGENDA BUSINESS ITEM**

Item: 12.7

Originating Officer: Steven Watson, Governance and Risk Coordinator

Responsible Director: Andrew Aitken, Chief Executive Officer

Subject: Risk Management Plan Update

For: Information

SUMMARY

This report flows on from the Audit Committee to provide Council with an update on Risk Management activities including the current status of the Strategic Risk Profile and Management Plan.

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

In relation to the implementation of Mitigation Actions to manage the Strategic Risks, the following results have been achieved which is an improvement on the May 2019 results:

- Residual Risk: Nil change
- New Mitigation(s): 3 new mitigations identified
- Completed: 61% (48) is lower with 2 completed actions
- In Progress: Increase to 37%(29) from 33% (26)
- Not Commenced: Decrease from 3% to 2%

RECOMMENDATION

Council resolves that the report be received and noted.

1. GOVERNANCE

Goal	Organisational Sustainability
Strategy	Governance

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

➤ **Legal Implications**

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

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

➤ **Risk Management Implications**

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

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

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

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

➤ **Financial and Resource Implications**

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

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

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

➤ **Environmental Implications**

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

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

Consultation has occurred internally with the Strategic Risk Owners.

Council Committees: Not Applicable

Advisory Groups: Not Applicable

Administration: Director Corporate Services
Director Community Capacity
Director Development & Regulatory Services
Director Infrastructure & Operations
Executive Manager Governance & Performance
Executive Manager Organisational Development
Manager ICT
Manager Waste & Emergency Management
Manager Property Services
Manager Sustainable Assets
Manager Economic Development
Manager Open Space
Senior Strategic & Policy Planner
Procurement Project Officer
Biodiversity Officer

Community: Not Applicable

2. **BACKGROUND**

Council's Strategic Risk Profile monitoring and reporting process has been in place since 2014 based on the, then, current Risk Management Policy and the Risk Management Framework.

The allocation of risk owners has been reviewed over time due to changes in the portfolio allocation within the Administration. The current allocations have been in place since May 2017.

Reports on the Strategic Risk Profile have been provided to the Audit Committee and subsequently Council on a quarterly basis since February 2016.

At its 13 May 2019 meeting, the Committee reviewed the Risk Management Policy and noted that only minor nomenclature changes were required, prior to recommending it for Council's consideration.

Council adopted the revised Policy at its 28 May 2019 meeting.

3. ANALYSIS

Strategic Risk Profile

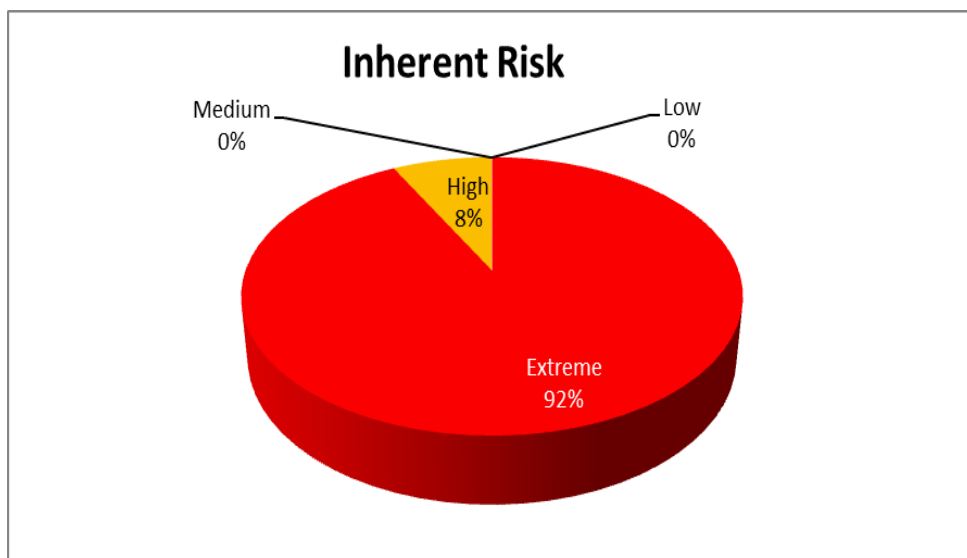
Strategic Risk Profile

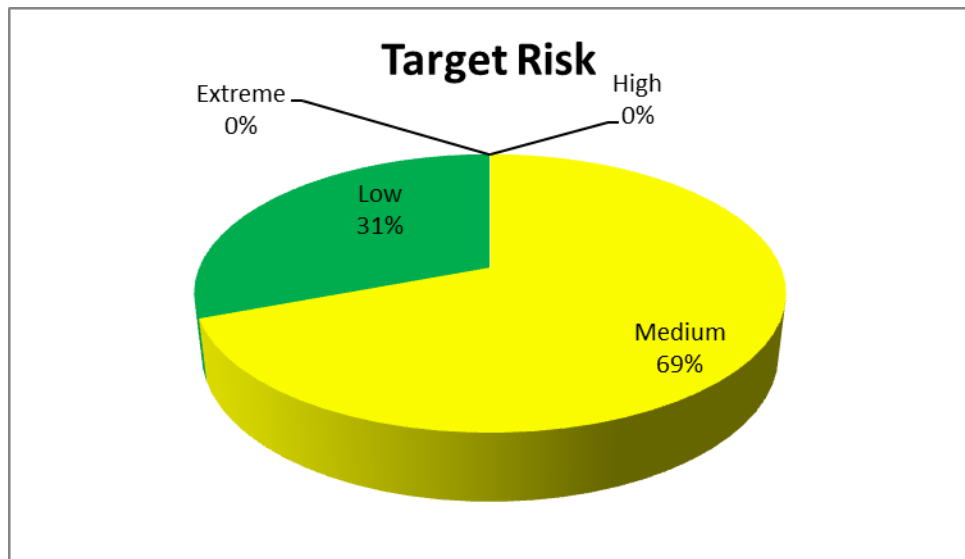
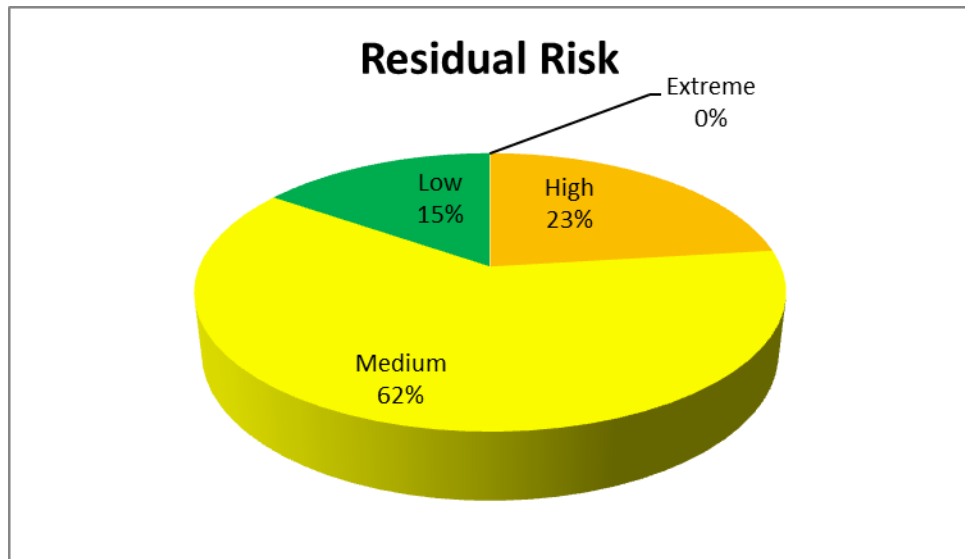
The Strategic Risks are regularly reviewed by the risk owners responding to triggers in the risk environment, changes in causation or impact, changes in the control environment and on the completion of mitigation actions (which then form part of the control environment) which collectively can impact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

While an extract of the Strategic Risk Register is usually provided to the Committee and Council, at its 13 May 2019 meeting the Committee requested that the full Register be provided for the Committee’s review. As was noted at the time, the full Register is quite large and therefore difficult to produce in a comprehensible form, nevertheless it is at **Appendix 1**.

The Strategic Risks were recently reassessed and the following diagrams depict the Inherent, Residual and Target ratings. There has been no change to the Inherent or Target risk ratings from the May 2019 assessment.

There has been no change in the Residual Risk rating for the reporting period. Whilst this may be problematic if the risk were not being reviewed, officers regularly review their risks and mitigations, although the Residual Risk rating identifies no change for the reporting period.

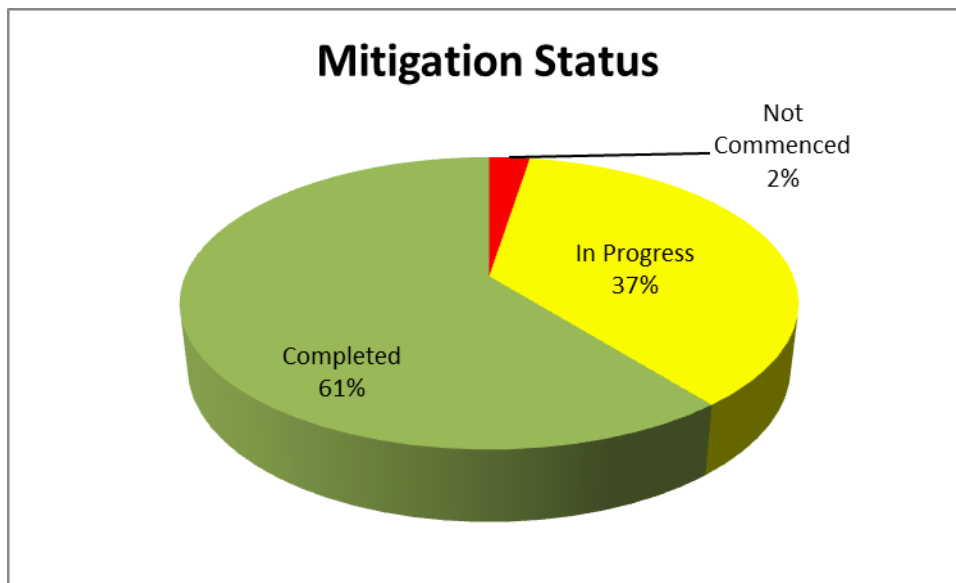




The implementation of Mitigation Actions has been progressing steadily. The current status is:

Status	November 2018	February 2019	May 2019	August 2019
Completed	62% (48 actions)	64% (50 actions)	64% (50 actions)	61% (48 actions)
In Progress	37% (29 actions)	35% (27 actions)	33% (26 actions)	37% (29 actions)
Not Commenced	1% (1 action)	1% (1 action)	3% (2 actions)	2% (2 actions)
New Initiatives (in above totals)	2 actions	Nil actions	Nil actions	3 actions

This is shown diagrammatically below:



4. OPTIONS

Council has the following options:

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

5. APPENDIX

- (1) Strategic Risk Register

Appendix 1

Strategic Risk Register

Work unit/activity being assessed: AHC Strategic Risk Assessment										Assessment conducted by: ELT					Assessment date: 06 August 2019									
Context: To conduct a strategic risk assessment for the Adelaide Hills Council focusing on the function of the Council under the Local Government Act 1999.																								
Section 1: Risk Identification				Section 2: Inherent Risk			Section 3: Controls			Section 4: Residual Risk			Section 5: Risk Evaluation			Section 6: Risk Mitigation								
No	Risk Statement (use the situation-consequence technique)	Causes & Impact	Risk Owner	Category	Consequence	Likelihood	Risk Rating	Details	Effectiveness	Consequence	Likelihood	Risk Rating	Date of assessment	Mitigation actions required (According to Risk Management Framework)	Next assessment no later than	Mitigation Number	Mitigation Action	Responsible Officer	Original Due Date	Progress	Status Comment	Move to controls (Y/N)	Revised Due Date	Target Rating
1	Failure to plan at the local and regional level for the future development and future requirements of the area. (F)	<p>Cause:</p> <ul style="list-style-type: none"> - Poor understanding of development, infrastructure, population, transport, demographics and trends - Ineffective liaison with state and federal planning and development agencies. - Unresponsive Development Plan that inappropriately restricts development opportunities & results in poor development outcomes. - Ineffective strategies to enhance and conserve character areas and iconic sites. - Poor place making strategies. - Deficient planning and building rules consent practices. - Ineffective infrastructure planning processes. - Lack of appropriately trained and experienced staff. - Poor business planning and budgeting processes to allocate sufficient resources to functions. <p>Impact:</p> <ul style="list-style-type: none"> - Poor planning & development outcomes, ad-hoc & reactionary planning, unresponsive approaches to addressing community needs and trends - Uncoordinated approaches to infrastructure provision, lack of partnership & funding arrangements, lack of collaborative & mutually beneficial outcomes for community, Council and State Govt., duplication of services & resources - Disempowered community with poor and inefficient use of public spaces - Dysfunctional organisation with a poor reputation resulting in community dissatisfaction with level and type of service provision resulting in a Council regime change - Non-compliant with legislative responsibilities resulting in considerable liability exposure - Inconsistent and misdirected operations and service provision 	Director Development & Regulatory Services	Corporate Objectives	Major	Likely	Extreme (4B)	<ul style="list-style-type: none"> - Development Policy Planning function in place to monitor, analyse and advise - Program of conversion of Development Plan into the Planning & Design Code established - Up to date Development Plan in place - Privately-funded DPA and other development-related policies in place - Participation in relevant forums with State & Federal Govt and other stakeholder groups regarding any changes to development policy - Undertake responsibilities outlined in the Collaborative Work Plan between DPTI and Council regarding transitioning to the new Planning, Development & Infrastructure (PDI) Act 2016 - Transition the and amend where required the Council's Development Plan to the Planning & Design Code over the next 3 years in accordance with the PDI Act - Precinct Planning Framework and expertise in place - Skilled and experienced planning, building, infrastructure, sport & recreation planning, community development and economic development teams in place - Community engagement and consultation methodologies in place to accord with the Community Engagement Charter - Relevant development assessment staff and CAP members accredited in accordance with the State's Accreditation Scheme - 4x8 processes identifying training and development needs - Development and PDI Act delegations and sub-delegations - CAP in place and functioning - Adopted District Master Plan in place - Regional Climate Change Adaptation Plan - Resilient Hills and Coast - Completion of outstanding Development Plan Amendment (i.e. the Local Heritage DPA) 	Good	Minor	Unlikely	Low (2D)	31/10/18	Minimum annual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	31/10/19	1	Rollout of Precinct Planning methodologies as projects are identified	Director I&W	Ongoing	COMPLETE	COMPLETED. Rolled out Uraidla & Gumeracha project. Place Making Group established to identify and roll out future projects	Y	NA	Low
																2	Progression of outstanding DPA: Local Heritage (Stage 1 DPA) to be lodged with the Minister for approval in May 2018	Senior Strategic & Policy Planner	28/2/16	COMPLETE	COMPLETED. DPA approved by SPDPC on 14 August 2018 and with the Minister for Planning for approval. Response received from Minister on 9 April 2019 and minor suggested amendments requested. These were adopted at a Sepcial SPDPC meeting on 14 May 2019 and the DPA was sent back to the Minister on 16 May 2019.	Y	30/11/18	
																3	Implementation of Planning, Development & Infrastructure Act reforms	Manager Development Services Senior Strategic & Policy Planner	31/07/20	IN PROGRESS	IN PROGRESS: The PDI Act being rolled out in stages and to be fully operational by July 2020. A Collaborative Work Plan between DPTI & Council has been executed. Ongoing transition to the new legislation will continue over the next 18 months	N	1/07/20	
																4	Transition of Development Plan into the new Planning & Design Code	Senior Strategic & Policy Planner	31/07/20	IN PROGRESS	IN PROGRESS: Changes to the Rural Planning Policy to be incorporated into development of Planning & Design Code. Entire Development Plan to be transitioned into the aforementioned Code by July 2020. Phase 3 of the Code is expected to be available from DPTI for review in October 2019 at which time a workshops with Council Members will occur	N	1/07/20	
																5	Asset Management Planning - renewal and future requirements	Director I&W	30/06/16	IN PROGRESS	IN PROGRESS. Asset Management Plan reviews underway, and ongoing	Y	Ongoing	
																6	Regional Climate Change Adaptation Plan - Resilient Hills and Coast	Director I&W	31/12/21	COMPLETE	COMPLETED. Plan endorsed by Council 27/09/16	Y	NA	
2	Failure to deliver projects, programs and services in accordance with plans (time, budget, quality)	<p>Causes:</p> <ul style="list-style-type: none"> - Ineffective Budget Bid process (ineffective cost estimates preparation; possible lack of understanding of budget and budget process; - Unrealistic timeframes e.g. 12 months for design, consultation and delivery; Change or poorly defined scope; Inadequate specifications and documentation and design; Lack of stakeholder engagement. - Lack of effective consistent project management methodologies - Unforeseen weather and climate conditions, - Lack of appropriate plant and equipment, - Poor contractor management, - Lack of resources (Lack of adequate skilled resources; Loss of key staff,) - Change in government legislation or policy, - Reduction in grant funding, - Lack of scheduled maintenance - Unclear Service ranges and levels <p>Impact:</p> <ul style="list-style-type: none"> - Cost of projects escalates, unbudgeted spending, impacts on delivery of the projects - Damage to Council reputation - Outcomes of the project delivered fails to meet community's expectations - Weaknesses in infrastructure necessitating increased maintenance 	Director Infrastructure & Ops	Finance & Assets	Major	Likely	Extreme (4B)	<ul style="list-style-type: none"> - Monthly capital reports from finance - Regular team meetings with project updates - Quarterly budget review process - 3 Year Capital Program - Procurement policy - Process and qualified staff/teams - Project reporting process - Panel contractors - Legislation and policy - KPI monitoring and reporting - Financial Reporting 	Marginal	Moderate	Possible	Medium (3C)	31/10/18	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	27/07/16	1	Project Management a) Implementation of Project management framework. A trial with Built and Natural Assets is underway since 1/7/15. A review was undertaken in 2016 to assess and refine framework. Further review required now that Manager Civil Services appointed b) Process to audit and check project management. c) Implementation of scheduled program maintenance,	Director I&W	30/06/16	IN PROGRESS	IN PROGRESS. First review process has been undertaken, and capital project checklist put into place. Further review to be undertaken over coming months to ensure alignment with PMBOK (Project Management Body of Knowledge). Programmed Maintenance Programs now in place, and Project Management Documentation now being developed.	Y	30/12/19	Medium
																2	Refine the budget bid process to ensure that sufficient time is allocated to cost budget submissions and also timing recognising that some projects will need to span across multiple years due to lead times associated with planning, consultation and approvals. Action: develop a budget bid database with a two stage process by 30/3/2016	Director I&W	30/01/16	COMPLETE	COMPLETED. Initial 3 year program developed for 2017/18 ABP.	Y	NA	
																3	Start to promote multiple year project planning in line with Asset Management Planning	Director I&W	30/06/16	COMPLETE	COMPLETED. 3 Year Capital Program has been established, which help to achieve this goal.	Y	NA	
																4	Develop process in conjunction with Organisational Development to transfer knowledge once an employee has notified intent to leave the organisation (i.e. to capture staff knowledge with consideration of succession planning and transition to retirement)	Director I&W	30/09/16	IN PROGRESS	IN PROGRESS. Process development underway, however progress has stalled due to other delivery priorities. Looking to reinvest in this process development over the coming months.	N	30/12/19	

Section 1: Risk Identification				Section 2: Inherent Risk				Section 3: Controls				Section 4: Residual Risk				Section 5: Risk Evaluation				Section 6: Risk Mitigation					
No	Risk Statement (use the situation-consequence technique)	Causes & Impact	Risk Owner	Category	Consequence	Likelihood	Risk Rating	Details	Effectiveness	Consequence	Likelihood	Risk Rating	Date of assessment	Mitigation actions required (According to Risk Management Framework)	Next assessment no later than	Mitigation Number	Mitigation Action	Responsible Officer	Original Due Date	Progress	Status Comment	Move to controls (Y/N)	Revised Due Date	Target Rating	
																5	Amend LTFP and budget processes to capture all Strategic and Functional Strategy funding requirements.	Manager Financial Services	30/06/18	COMPLETE	COMPLETED: 2018/19 Budget adopted based on a revised LTFP that captured all Strategic and Functional Strategies.	Y	NA		
3	Failure to provide for the welfare, well-being and interests of the community (F)	<p>Cause:</p> <ul style="list-style-type: none"> - Ineffective public health programs (food, immunisation, waste water) - Ineffective community development programs - Failure to identify and respond to key community issues - Poor understanding of cultural and diversity issues in community. - Lack of effective active and passive recreation participation strategies. - Ineffective strategies to work with vulnerable members of the community. - Inappropriate behaviour of community facility users. - Unaffordable rates, fees and charges (including management of dogs, noise, parking) - Poor facilities <p>Impact:</p> <ul style="list-style-type: none"> - Food poisoning, insanitary conditions, etc. - Decreased wellbeing and an over-reliance on social support - Loss of faith in Council's ability to meet community needs - Inability for people from diverse backgrounds to live/participate in the community - Decreased health and wellbeing across the community - Inability/difficulty for people of all socioeconomic backgrounds to live in the district - cultural disrespect 	Director Community Capacity	Community, Social & reputational	Major	Likely	Extreme (5B)	<ul style="list-style-type: none"> - Well resourced department, with qualified staff making informed and evidence based decisions. - Regulatory responsibilities that incorporate inspection regimes, education and prosecution where necessary within a highly regulated environment. - Existence of Community Strategy - with identified community needs, gaps in service provision and reprioritised our CD efforts. Adopted June 2015. - Mandated 4-yearly development of strategic plan, incorporating community engagement, ensures effort is made periodically to understand issues important to the community. - Community engagement policy and other relevant policies - Regular satisfaction surveys and program evaluations. - Communicate with empathy, regular informal contact with the community. - Local engagement via Community Centres is occurring with cultural groups. - Ad-hoc engagement on an as-needs basis. - Development of the Reconciliation Action Plan (2015). - Disability Action Plan (2011), Age Friendly Community Plan (2017) - Staff cultural awareness training. - Recreation and Open Space Planner position created in early 2016. - New Sport & Recreation Strategy was developed and adopted in Oct 2016. - Services currently being provided for vulnerable individuals including in-home support, centre based programs, events, support activities and advocacy. - Codes of conduct in place in some programs/services. - LTFP with sustainable and reasonable rates growth profile. Annual review process for fees and charges incorporates review by Exec and Council Members to ensure control. Internal efficiency improvement program aims to keep costs down. - Volunteer Management Policy and Strategy. Well established and funded volunteer based programs. Little reliance on external funding. Safe Environments Policy has been adopted. AHC is now registered on the DCSI system for suitability for work screening and all existing staff in prescribed positions have now been checked. 	Marginal	Moderate	Unlikely	Medium (3D)	5/08/19	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	1/02/20	1	Community Cultural Development Officer to develop Cultural Development principles and framework	Manager Community Development	31/12/16		IN PROGRESS, but will be delayed due to other priorities assigned to this role.	N	30/06/19	Medium	
																3	Review Disability Action Plan and inform budget accordingly.	Manager Community Development	31/12/16		IN PROGRESS. New legislation has recently passed parliament, and we await Ministerial Guidelines under that legislation, which will define the requirements for Council Disability Inclusion Action Plans.	N	30/06/19		
																6	Review facility management arrangements. Develop a more consistent approach to community facility users conduct across the various program areas.	Manager Property	31/12/16		IN PROGRESS. Action Plan endorsed by Council for review of facilities under a Community and Recreational Facilities Framework. Revised due date established. A number of workshops held with Council and Framework endorsed. Action plan now being progressed. Workshop held with Council in Feb '19, followed by the establishment of a working group to further progress the matter.	N	30/06/20		
4	Failure to take measures to protect the community from natural and other hazards (F)	<p>Cause:</p> <ul style="list-style-type: none"> - Poor fire prevention initiatives - Poor flood protection initiatives - Poor wind protection initiatives - Ineffective emergency management regimes - Ineffective asset maintenance and replacement plans and programs - Lack of participation in regional emergency management arrangements - Noncompliance with legislation - Poor Business Continuity Plan - Insufficient budget - Ineffective planning and preparations <p>Impact:</p> <ul style="list-style-type: none"> - Significant property loss and damage - Loss of life, injury - Reputational damage - Exposure to liability and penalty - Loss of community normality - Council services stretched and some 	Exec Manager Governance & Performance	Community, Social & reputational	Catastrophic	Likely	Extreme (5B)	<ul style="list-style-type: none"> - Participation in regional EM arrangements through the ZEMC, and the AMLRBMC and cooperation with other councils and agencies re EM - Provision of assistance to control agencies and the community to respond to emergency incidents as they arise and work with local units to resolve localised issues relating to EM. - Provision of assistance to the community and to relevant government and non-government agencies assist recovery from emergencies. - Contribute to, support and participate in community education programs including the SES Flood Safe Program, Red Cross REDIPlan program and CFS Community Fire Safety Meetings. - Ongoing replacement and maintenance of Council's infrastructure through implementation of Council's AMP and proactive and reactive maintenance programs including stormwater infrastructure (including Flood Plain Modelling), fire track maintenance and street sweeping program. - Ongoing fuel reduction programs on high risk Council owned land including woody weed control, slashing and maintenance of asset protection zones. - Ensure ongoing compliance with the F&ES Act 2005 including annual property inspections to ensure community compliance with requirements of the Act, respond to breaches of the Act as they arise, ongoing appointment of Fire Prevention 	Good	Major	Unlikely	Medium (4B)	30/07/19	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	26/01/20	1	Development of new Emergency Management Plan.	Mgr Waste & EM	31/12/17	IN PROGRESS	EM Framework endorsed by ELT 14/2/17, EM responsibility now transferred to Infrastructure & Operations, Project timeframes to be reviewed. Update 190805 - Draft Emergency Management Plan completed. Waiting for LGA to release revised template to allow dra	N	30/01/19	Medium	
																2	Commit to I Responda emergency response framework.	Ex Mgr Gov Perf	19/01/16	COMPLETE	Council is now part of this program . Its plan to be transferred to contemporary standard. Anticipated to be complete by 31/12/19.	Done	NA		
																3	Develop Emergency Management Team for ongoing development and review of Council's EM processes relating to emergencies that occur external to the organisation (not WHS emergency management)	Mgr Waste & EM	31/12/16	IN PROGRESS	To be developed under EM Framework. Update 190805 - Draft Incident Operations Manual 95% complete. This document will be used with the draft Emergency Management Plan to plan, prepare, respond and recover from emergency events. Anticipated to be completed by 30 November 2019.	N	30/01/19		
																4	Research the establishment of a dedicated EM role (temporary/permanent)	Exec Mgr Gov & Risk	31/03/16	COMPLETE		Done	NA		

Section 1: Risk Identification				Section 2: Inherent Risk				Section 3: Controls				Section 4: Residual Risk				Section 5: Risk Evaluation				Section 6: Risk Mitigation					
No	Risk Statement (use the situation-consequence technique)	Causes & Impact	Risk Owner	Category	Consequence	Likelihood	Risk Rating	Details	Effectiveness	Consequence	Likelihood	Risk Rating	Date of assessment	Mitigation actions required (According to Risk Management Framework)	Next assessment no later than	Mitigation Number	Mitigation Action	Responsible Officer	Original Due Date	Progress	Status Comment	Move to controls (Y/N)	Revised Due Date	Target Rating	
		services may not be fully operational - Loss or damage of public and private infrastructure - Environmental and biodiversity impacts						Officers pursuant with requirements of the Act and provide advice to residents on bushfire prevention and mitigation. - Ongoing implementation of tree maintenance programs including the monitoring and maintenance of high risk trees and undertaking reactive tree pruning and removal of high risk trees minimising failure in windy conditions. Commencement of Zone-based Preventative Maintenance Program. Bushfire Mitigation Operational Committee - I-Responda process and trained staff - Establishment of EM function in Infrastructure & Operations Directorate								5	Establish Zone-based Preventative Maintenance Program	Mgs Open Space & Civil Works	1/02/16	IN PROGRESS	Ongoing	Done	NA		
																6	Review bushfire prevention and mitigation arrangements	Mgs Open Space and Waste, Health & Reg	30/06/17	COMPLETE	Structure in place	Done	NA		
5	Failure to manage, develop, protect, restore, enhance and conserve the environment in an ecologically sustainable manner and to improve amenity. (F)	Cause: -Lack of understanding of biodiversity. - Inadequate planning controls, - Lack of specific skill and knowledge of natural environment, - Insufficient budget, - Lack of internal coordination in project delivery, - Inadequate emergency response to environmental hazard, - Lack of longitudinal planning and service delivery, difficulty of meeting varying community expectation, - Ineffective natural resource management strategies and processes. - Poor environmental management practices. - Illegal dumping Impact: - Damage to local environment - Financial - restoration of failure to act (fines plus the works to restore) - Reputational damage - Impact on human health and wellbeing due to the loss of visual amenity and ability to interact with nature - Local amenity not maximised - Health and economic impacts due to climate change - Failure to meet stakeholder expectation	Director Infrastructure & Ops	Environment	Catastrophic	Possible	Extreme (5C)	- Biodiversity Strategy. - Water Management Plan - Biodiversity Advisory Group and Sustainability Advisory Group - Trained & qualified staff - Safe working procedures - Blue Marker sites - Spill kits - SDS - Customer request system for reporting to us - Machinery hygiene - Development Plan	Good	Catastrophic	Unlikely	High (3D)	31/10/18	Minimum quarterly assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan required.	29/01/19	1	Water Resources strategy to be developed	Sustainability Officer		COMPLETE	Water Management Plan endorsed by Council 13 December 2016.	Done	NA		
																2	Project Management framework (see action above)	Director I&O		IN PROGRESS		N	30/12/18		
																3	Implementation plan for the Biodiversity Strategy to be developed; interim review of Strategy	Biodiversity Officer		IN PROGRESS		N	28/08/18		
																4	Ensure adequate budget and human resources are allocated to the priority strategies articulated in the Biodiversity Strategy's Implementation Plan	Director I&O		IN PROGRESS	Implementation Plan partially developed, with a report being prepared for 28 August Council Meeting. The plan informs Annual Programming and LTFP.	Done	30/06/19		
																5	Establish a program to review the safe operating procedures to ensure that they incorporate contemporary management techniques to minimise environmental impacts.	Manager Open Space		COMPLETE	Budget Bids to support this years program were included in the 2018-19 Annual Business Plan and Budget Process.	N	30/12/18		
																6	Expansion of Blue Marker Sites	Manager Open Space	30/10/16	COMPLETE		Done	NA		
6	Failure to provide appropriate infrastructure for the community (F)	Cause: - Ageing infrastructure in need of renewal to remain fit for purpose and/or comply with legislation - Poor asset management regimes (data, reveals) - Ineffective maintenance regimes - Leaseholders conducting works outside of contractual/legislative obligations. - Duplication or gaps in infrastructure provision to communities. - Lack of understanding community needs and trends Impact: - Increased cost to maintain infrastructure - Reduced confidence in Council by the community - Increased risks to staff and community when utilising facilities - Disadvantage to AHC community over that of other areas - Negative impact on community wellbeing	Director Infrastructure & Ops	Corporate Objectives	Major	Likely	Extreme (4B)	- Current Asset Management Plans for key asset categories - Long Term Financial Plan that captures the Strategic Plan and Asset Management Plans - Endorsed annual budget for maintenance program (all asset categories) - Annual Business Plan & Budget consultation undertaken - Customer Survey undertaken - Asset condition audits undertaken cyclically - Asset management system in place (Conquest) - Building inspections (last done 2013) - Compliance audits for buildings as per legislation - Customer request system captures community concerns/issues - Sport and Recreation Strategy - Bike Strategy - Preventative Maintenance regime	Good	Moderate	Possible	Medium (3C)	31/10/18	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	29/04/19	1	Update asset management plans as per cycle (and LTFP)	Mgr Sustainable Assets for Infrastructure and Strategic Property Officer for Land and Buildings	31/12/16	IN PROGRESS	AMS System purchased. Implementation is progressing well, with Playground assets loaded, training of internal and field staff underway, and Business Process Reviews for key asset classes also underway.	N	Ongoing		
																2	Preventative Maintenance regime developed	Mgr Sustainable Assets for Infrastructure and Strategic Property Officer for Land and Buildings	1/01/17	COMPLETE		Done	NA		
																3	Establish service levels in consultation with community	Mgr Sustainable Assets for Infrastructure and Strategic Property Officer for Land and Buildings	1/03/16	IN PROGRESS	Updated to CRM response times completed. Levels of service refinements required as part of AMP reviews.	N	31/12/18		
																4	Establish cycle for condition audits and monitor (incl buildings)	Mgr Sustainable Assets for Infrastructure and Strategic Property Officer for Land and Buildings	31/12/16	IN PROGRESS	Limited progress, though strategic property review commenced	N	30/06/18		
																5	Develop Bike Strategy to identify infrastructure requirements	Mgr Sustainable Assets for Infrastructure and Strategic Property Officer for Land and Buildings	1/01/17	COMPLETE	To Council Oct 16 - completed	Done	NA		
																6	Revise Sport and Recreation Strategy to identify infrastructure requirements	Mgr Sustainable Assets for Infrastructure and Strategic Property Officer for Land and Buildings	1/03/16	COMPLETE	Strategy completed and infrastructure requirements linked to Strategic Property Review. LTFP now capturing ongoing investment.	Done	NA		
																1	Implementation Plan for EDS finalised and approved Mar 2016	Director Developemnt & Regluartory Servcies	31/12/16	COMPLETE		Done	30/12/19		
																2	Identify significant economic infrastructure issues and opportunities	Director Developemnt & Regluartory Servcies	31/12/16	COMPLETE	Currently working with key stakeholders to progress two major transport routes - b-double access to Lobethal and Northern Freight Train Bypass	Done	30/12/19		
																3	Assess effectiveness of key points of AHC engagement with community	Director Developemnt & Regluartory Servcies	1/07/16	COMPLETE	Ongoing through role of Community Engagement Coordinator, more recently through the introduction of online engagement tool	N	30/12/19		

Section 1: Risk Identification				Section 2: Inherent Risk				Section 3: Controls				Section 4: Residual Risk				Section 5: Risk Evaluation		Section 6: Risk Mitigation																							
No	Risk Statement (use the situation-consequence technique)	Causes & Impact	Risk Owner	Category	Consequence	Likelihood	Risk Rating	Details	Effectiveness	Consequence	Likelihood	Risk Rating	Date of assessment	Mitigation actions required (According to Risk Management Framework)	Next assessment no later than	Mitigation Number	Mitigation Action	Responsible Officer	Original Due Date	Progress	Status Comment	Move to controls (Y/N)	Revised Due Date	Target Rating																	
7	Failure to promote the Council area and provide an attractive climate and locations for the development of business, commerce, industry and tourism (F)	<p>loss of basic retail and service functions</p> <ul style="list-style-type: none"> - Poor engagement with business community, leading to relative disadvantage for business community -Lack of understanding of economic drivers, leading to potential wasted allocation of effort, stagnation of effort, and/or perception of Council being out of touch with business community. - Inappropriate infrastructure in industrial precincts or nodes, placing barriers on development of industrial precincts. - Lack of understanding of tourism demand, leading to potential wasted effort, stagnation of effort, and/or perception that the Council is unable/willing to support the tourism sector. - Poor support of tourism and business associations, leading to fragmentation of effort and dis cohesive strategies. - Unresponsive Development Plan that inappropriately restricts development opportunities & results in poor development outcomes. <p>Impact:</p> <ul style="list-style-type: none"> -- Loss of local jobs -- Loss of basic local retail and service businesses -- Devaluation of local residential and commercial property -- Rise in social problems deriving from a declining economy - The community procures goods outside of the area as business not vibrant and meeting local requirements 	Director Community Capacity	Economic	Moderate	Likely	High (3B)	<p>Economic Development Strategy (EDS); Economic Development Officer appointed Dec 2015; implementation plan approved Mar 2016; active and positive engagement with local business communities, integrated approach to creating a diverse and sustainable economy across the District, resources to provide required implementation of the EDS.</p> <p>EDS addresses need to work actively with business groups and associations, resources (such as a business contact database) provided to interact and network on a consistent basis. Consistent framework for effective interaction.</p> <p>Ad-hoc engagement on an as-needs basis. Advisory Group exists for Primary Production. Higher level engagement occurs with one business association.</p> <p>Some engagement has occurred with industry reps and DPTI regarding specific transport issues. Council partners with DC Mt Barker, RDA and SATC to run Adelaide Hills Tourism, which is designed to help providers understand and leverage tourism opportunities.</p> <p>Support for AHT is high, but support for business associations is low.</p> <p>Adelaide Hills Council Economic Profile Sept 2014. Annual subscription to economy id. Business contact database</p> <p>Involvement in place making initiatives</p>	Marginal	Moderate	Likely	High (3B)	5/08/19	Minimum quarterly assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan required.	3/11/19	4	Active and positive engagement with local business communities	Manager Economic Development	1/07/16	COMPLETE	Ongoing role of MED	Done	30/12/19	Low																	
																5	Encourage an integrated and coordinated approach across all levels of govt to create a diverse and sustainable economy across the District	Manager Economic Development	31/10/16	COMPLETE	Actively developing and maintaining relationships with relevant State and Commonwealth Govt agencies	Done	30/12/19																		
																6	Work actively with business groups and associations, providing resources to interact and network on a consistent basis. Key role for EDO	Manager Economic Development	31/12/16	COMPLETE	The Manager ED is actively building relationships with existing business associations and working with communities that currently do not have business groups (e.g. Gumeracha, Northern Hills, Lobethal) to explore the benefits	Done	30/12/19																		
																7	Assess effectiveness of key points of engagement with community e.g. website, contact centre, development approval process, waste, health and regulatory services	Manager Economic Development	31/12/16	IN PROGRESS	Quarterly e-Business newsletter sent to business associations and subscribed businesses. Website business page being developed and feedback on other AHC pages provided	N	30/12/19																		
																8	Develop business contact database	Manager Economic Development	31/12/16	COMPLETE		Done	30/12/19																		
																9	Identify significant organisations, roles and skillsets within region	Manager Economic Development	31/12/16	COMPLETE	Relationships with key contacts with business and industry organisations being regularly maintained and developed by the MED	Done	30/12/19																		
																10	Improve partnership with DC Mt Barker and SATC to assist Adelaide Hills Tourism leverage tourism opportunities	Manager Economic Development	31/12/16	COMPLETE	MED active committee member of Adelaide Hills Tourism (AHT) and Visitor Information Servicing Group	Done	30/12/19																		
																11	Improve engagement with local business associations	Manager Economic Development	31/12/16	COMPLETE	Regular communication established with SBA and WCA	Done	30/12/19																		
																12	Undertake precinct planning/placemaking, with consideration of triple bottom line (As appropriate)	Manager Economic Development	31/12/16	COMPLETE	The MED is a member of Council's Placemaking group to ensure a coordinated approach	Done	30/12/19																		
																8	Failure to manage and develop public areas vested in, or occupied by the Council (F)	<p>Cause:</p> <ul style="list-style-type: none"> - Lack of strategic and operational processes to manage Council's property portfolio. - Poor sports, recreation and open space management practices. - Physical hazards to users (trips, slips, debris, falling items) - Poor climate adaptation regimes <p>Impact:</p> <ul style="list-style-type: none"> - Increased cost to maintain infrastructure - Reduced confidence in Council by the community - Increased risks to staff and community when utilising facilities - Disadvantage to AHC community over that of other areas - Negative impact on community wellbeing 	Director Corporate Services	Community, Social & reputational	Major	Almost Certain	Extreme (4A)		<ul style="list-style-type: none"> -Community Land Management Plans updated 2009 (Currently under review) - Asset Management Plans developed for property assets - Annual budget developed to include mtce funding - Strategic Plan that captures community facilities and open space - Recreation and Open Space Plan adopted by Council - High risk / high use assets (e.g. playground equipment) inspected as per established regime - High risk tree audit plan established - Lease and licence arrangements in place for occupiers of council facilities - Maintenance regime in place for all reserves and buildings - Customer request system in place - Rec and Open space planner employed - Reviewed Property Function and Manager Property employed - Sport and Recreation Strategy endorsed by Council 	Marginal	Moderate	Possible	Medium (3C)	29/07/19	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	25/01/20	1	Update Community Land Management Plans	Manager Property	31/12/06	IN PROGRESS	Action Plan endorsed by Council that included a review of the Community Land Mgt Plans. Review commenced and workshop presented to Council in Jan 2019. Draft Plans presented to Council 27 July 2019 and endorsed for Community Consultation	N	30/12/19	Medium
																																	2	Programmed maintenance regime to be developed (land and buildings)	Mgr Civil Services Mgr Open Space/ Mgr Property	31/12/16	IN PROGRESS	Strategic Property Review endorsed by Council. Programmed maintenance schedules developed in Open Space and Civil Services areas. Building maintenance schedule being developed as part of Facility Framework, service standards to be developed	N	30/12/18	
																																	3	Review of Crown Lan under care and control of Council	Manager Property	31/12/19	IN PROGRESS	Detailed assessment of all land parcels undertaken and workshop and report provided to Council. Consultation currently underway in relation to potential land parcels to hand back to the Crown.	N	30/06/20	
		<p>Cause:</p> <ul style="list-style-type: none"> - Poor IR practices - Ineffective attraction and retention initiatives - Lack of workforce planning and development. - Deficient equity and diversity programs - Poor leadership - Failure to ensure appropriate WH&S for employees and volunteers. - Volunteers deterred by training/inductions requirements - Ageing population impacting on volunteer participation 																																							
																1	Equity and diversity plan is being developed	Exec Manager Organisational Development	30/07/19	IN PROGRESS	Further development of the plan is being undertaken through the Diversity and Inclusion Team. The new plan is expected to take some months to complete.	N	20/12/19																		

Section 1: Risk Identification				Section 2: Inherent Risk			Section 3: Controls				Section 4: Residual Risk			Section 5: Risk Evaluation		Section 6: Risk Mitigation								
No	Risk Statement (use the situation-consequence technique)	Causes & Impact	Risk Owner	Category	Consequence	Likelihood	Risk Rating	Details	Effectiveness	Consequence	Likelihood	Risk Rating	Date of assessment	Mitigation actions required (According to Risk Management Framework)	Next assessment no later than	Mitigation Number	Mitigation Action	Responsible Officer	Original Due Date	Progress	Status Comment	Move to controls (Y/N)	Revised Due Date	Target Rating
9a	Failure to manage, improve and develop the human resources available to the Council. (F)	<p>- Failure to engage young population as volunteers</p> <p>Impact:</p> <p>- Increased financial cost; potential litigation; decrease in morale; poor work performance; inability to deliver services; negative impact on council brand and reputation; lacking or ineffective policy/procedures; inability to meet the demand for volunteering opportunities, inability to offer attractive positions (older and younger workers), potentially lose volunteers who don't want to participate in induction and training, council could fail to meet the legislative requirements if training avoided; not having available staff/volunteers to undertake work at required times; heightened number of complaints around EEO; ineffective management of human resources, lose ability to innovate through poor leadership, fear of doing the wrong things and receiving punishment; more injured workers, potential death; litigation threatening the viability of the organisation; unable to attract employees and volunteers; lack of handover and transfer of valuable knowledge; challenges about fair and equitable process; higher turnover costs and negative affect on work culture; potentially losing good candidates.</p>	Exec Manager Org Dev	Staff Welfare & Engagement	Major	Likely	Extreme (4B)	<p>development/coaching,</p> <p>- OD Team -trained and experienced;</p> <p>- Policy and procedures that include screening, police and health checks;</p> <p>- Position descriptions for every position, - WHS & OD policies and procedures;</p> <p>- Trained leaders and employees; executive team trained and engaged in management of WH&S;</p> <p>- Active H&S Committee; WHS Advisor-expertise in organisation;</p> <p>- Well maintained plant and equipment;</p> <p>- Regular reporting in teams and across the organisation;</p> <p>- Annual audits by external party;</p> <p>- Access to LGAWCS/risk services for advice;</p> <p>- Proven track record of high achievement;</p> <p>- WHS improvement plan; WHS KPI action plan (annual); annual WHS KPI Audit (external party)</p> <p>- Fair Treatment, Workplace Bullying Procedures implemented and training provided</p> <p>- Grievance Procedures implemented</p>	Marginal	Moderate	Possible	Medium (3C)	5/08/19	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	1/02/20	2	Update Fair Treatment and Bullying Procedures, and Grievance Resolution Procedure;	Exec Manager Organisational Development		COMPLETE	Fair Treatment, Workplace Bullying Procedures and Grievance Procedures implemented and published on Workspace	Done	20/12/19	Medium
																3	Undertake Fair Treatment and Bullying training	Exec Manager Organisational Development	30/04/16	COMPLETE	HR delivered training to all employees and People Leaders in March 2016. A network of Equity and Diversity Contact Officers established and trained in March 2016. Training will be undertaken annually for new employees.	Done	20/12/19	
9b	Failure to manage, improve and develop the information resources available to the Council. (F)	<p>Cause:</p> <p>- Business systems do not effectively support organisational needs</p> <p>- Ineffective media and brand management strategies.</p> <p>- Poor information management practices (capture, use, storage, retrieval).</p> <p>Impact:</p> <p>- Inefficiency; increased risk of errors (from manual systems); negative impact on council brand & reputation; decreased staff morale; potential for increased turnover of staff; lack of consistency; increased cost in undertaking work; systems cannot be upgraded due to inadequate hardware layer; inability to test updates before being implemented; lack of information sharing, working in information silos, failure to capture corporate knowledge effectively, misinformation that leads to negative or undesired outcomes, residents being misinformed or mislead, potential legal or financial implications, poor uptake of services; customer confusion regarding branding of council programs and services</p>	Director Corporate Services	Community, Social & reputational	Major	Likely	Extreme (4B)	<p>Communications and branding team, corporate policies/procedures around media contact, brand style guide for consistency;</p> <p>records department;</p> <p>EDRMS - Records Policy Updated and endorsed by Council;</p> <p>range of internal communication system-emails, meetings, internet, Lync, CRM; business systems are reviewed and upgraded;</p> <p>employees are trained in basic system use; security access relevant to job requirements are provided;</p> <p>restricting permissions control;</p> <p>nightly backups;</p> <p>Workspace (intranet) - Website Champions in place;</p> <p>emails; corporate systems;</p> <p>security groups and access</p> <p>ICT Business Continuity Plan established</p> <p>Tender for new Asset Management System completed - System acquired</p> <p>New information management system acquired - rollout currently underway</p> <p>New data centre built in City and BCP in place for rollover</p>	Marginal	Minor	Possible	Medium (2C)	29/07/19	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	12/01/16	1	Implement Asset Management System	Manager Assets	30/06/18	IN PROGRESS		N	NA	Medium
																2	Implement new records management system in conjunction with SharePoint upgrade	Manager IS	30/06/17	IN PROGRESS	New Sharepoint environment implemented, Record Point software acquired to replace TRIM and installed, project plan established for EDRMS and architecture completed. Build of Test Environment completed and software integration with line of business systems being undertaken. Live environment built and configured with a rollout plan commencing July 2019	N	30/12/19	
9c	Failure to manage, improve and develop the financial resources available to the Council. (F)	<p>Cause:</p> <p>- Poor internal control environment</p> <p>- Poor procurement planning and processes.</p> <p>- Ineffective insurance arrangements.</p> <p>- Poor financial management processes (treasury, AP, AR)</p> <p>- Poor contract management</p> <p>Impact:</p> <p>Potential for qualified accounts as an audit outcome; inappropriate segregation of duties; increased potential for fraud; negative impact on Council brand & reputation; lack of consistency in process use; inability to measure process effectiveness and outcomes; increased risk of litigation; inappropriate assets with short medium and long term financial impacts; potential inability to pay; negative impact on ability to service the community; poor customer relations; poor supplier relationships; potential impact on income from rates, fees and charges; increased risk of litigation leading to financial instability</p>	Director Corporate Services	Legal & Regulatory	Catastrophic	Likely	Extreme (4B)	<p>Internal audit and annual review of internal controls;</p> <p>system security and configuration;</p> <p>induction procedures;</p> <p>recruitment and selection processes;</p> <p>financial delegations;</p> <p>an informed level of insurance cover through LGAMLS, rating policy, process and timeframes;</p> <p>asset management register and program;</p> <p>Manager Governance and Risk in organisation;</p> <p>qualified employees; trained in policies;</p> <p>conflict of interest declaration (Directors/CEO);</p> <p>WHS procedures on plant purchasing, consultation and risk assessment;</p> <p>Fraud and Corruption Policy;</p> <p>Whistleblowers Policy;</p> <p>insurance reviewed annually and all areas of insurance are reviewed and recalculated for following year;</p> <p>wage declaration which affects the insurance calculation annually;</p> <p>insurance claims process;</p> <p>quality accredited insurance company-LG Risk Services;</p> <p>insurer processes claims; professional internal advice;</p> <p>financial management system;</p> <p>Updated Procurement Policy Adopted by Council in 2016 (delegation and authority included);</p> <p>Code of Conduct for Employees and Council Members;</p> <p>discipline processes;</p> <p>ongoing training and development;</p>	Marginal	Moderate	Unlikely	Medium (3D)	29/07/19	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	12/01/16	1	Review positions across council that require criminal history checks, including financial roles	EMOD	30/06/16	COMPLETE	Updated Policy and Procedure covering the relevant criminal history check requirements have been adopted and training completed. Identified positions requiring checks are being updated or undertaken currently.	Y	30/09/17	Medium
																2	Recruit Procurement Coordinator Role	MFSA	30/09/17	COMPLETE	Recruitment completed in June 2018	Y	NA	
																3	Review of Procurement Policy and procedures (Stage 1)	Procurement Coordinator	30/06/16	IN PROGRESS	Final update being undertaken after improvements identified through consultation with key stakeholders	N	28/02/19	
																4	Review the process map of the insurance claims procedure to enable consistency of application.	EMOD	30/06/16	COMPLETE		Done	NA	

Section 1: Risk Identification				Section 2: Inherent Risk				Section 3: Controls				Section 4: Residual Risk				Section 5: Risk Evaluation				Section 6: Risk Mitigation					
No	Risk Statement (use the situation-consequence technique)	Causes & Impact	Risk Owner	Category	Consequence	Likelihood	Risk Rating	Details	Effectiveness	Consequence	Likelihood	Risk Rating	Date of assessment	Mitigation actions required (According to Risk Management Framework)	Next assessment no later than	Mitigation Number	Mitigation Action	Responsible Officer	Original Due Date	Progress	Status Comment	Move to controls (Y/N)	Revised Due Date	Target Rating	
								Internal controls framework, debt recovery; Debt Recovery Policy and Accounts Reconciliation Policies updated and adopted External Fund Funding Policy adopted by Council (2017)								5	Explore Grant funding opportunities	All budget owners	1/07/16	IN PROGRESS	A Grant Funding Policy endorsed by Council. Savings Strategy endorsed by ELT.	Y	NA		
10	Failure to act as a representative, informed and responsible decision-maker in the interests of the community. (PR)	<p>Cause:</p> <ul style="list-style-type: none"> - Poor governance practices (CR22) - Poor risk management practices (CR21) - Poor representation arrangements (CR92) - Poor representation of the community by Council Members (CR62) - Lack of effective strategic planning and resource allocation processes. (CR63) - Lack of effective financial sustainability processes. (SR9c) - Ineffective performance management and reporting processes. (CR64) - Poor working relationship between Council and Administration. (CR65) <p>Impact:</p> <ul style="list-style-type: none"> - Decisions are not representative of community sentiment or made in the community's interest - Decisions are poorly or incorrectly informed leading to a high risk profile, errors, loss, waste, omissions, breaches of legislation. - Breaches of legislation, unenforceable decisions/resolutions, creation of liabilities/ additional risk to Council, stakeholder and/or regulator dissatisfaction and/or sanction. 	Exec Manager Governance & Performance	Community, Social & reputational	Catastrophic	Possible	Extreme (5C)	<p>Legal considerations considered in agenda report templates, Governance Manager advises council, functioning Audit Committee, flyers and updates from LGA, legal providers and professional associations. Professional and experienced management team. Polices (code of conduct, meeting procedures, allowances & benefits, caretaker, informal gatherings, COPAMD), delegations, agendas, minutes, training & development. Review of s41 Committee, Advisory Groups, s43 subsidiary and external group fiduciary arrangements</p> <p>CRM Policy adopted, CRMF adopted, training provided to senior staff, RM considerations included in agenda report and project planning templates. General awareness of risk management principles and considerations. Provisions of Chpt 3 of the LG Act regarding composition of councils and wards, mandated representation reviews. Scheduled review completed in 2017.</p> <p>Strategic Plan, strategic, business and project planning and budgeting processes, trained and experienced staff.</p> <p>Budget review processes, provisions of LG Act regarding budget reviews and annual reporting, trained and experienced staff.</p> <p>Council Member and Administration training in the respective roles, team building and relationship development, performance reporting, One Team -Communication Protocols</p> <p>Governance & Performance Department expanded to include dedicated Governance & Risk Coordinator and Corporate Planning & Performance Coordinator.</p>	Marginal	Moderate	Rare	Low (3E)	30/07/19	Minimum annual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	29/07/20	1	Governance Framework Review	EMG&P	30/09/16	COMPLETE		Done	NA	Low	
																2	Review of s41 Committee and Advisory Group Terms of Reference	EMG&P	30/09/16	COMPLETE		Done	30/09/18		
																3	Rollout of ControlTrack (Internal control module)	MFS	30/12/15	COMPLETE		Done	NA		
																4	Review of Risk Management Framework	G&RC	30/09/16	IN PROGRESS	will form part of RM review	N	30/09/19		
																5	Mandated representation review project	EMG&P	30/04/17	COMPLETE		Done	NA		
																6	Participation in boundary reform initiatives	EMG&P	As Required	COMPLETE		N	NA		
																7	Review of s43 and external group fiduciary duties where Council members or staff are on Boards	EMG&P	31/12/16	COMPLETE		Done	NA		
																8	Election induction training	EMG&P	15/11/18	COMPLETE		N	30/06/19		
																9	Implementation of Corporate Planning & Performance Reporting Framework	EMG&P	30/06/19	IN PROGRESS		N	NA		
																10	Strategic Boundary Review project	EMG&P	30/10/19	IN PROGRESS		N	NA		
11	Failure to exercise, perform and discharge the powers, functions and duties under legislation, contracts, leases and policies (PR)	<p>Cause:</p> <ul style="list-style-type: none"> - Lack of awareness of legislative/contractual/lease/policy requirements - Ineffective delegation and authorisation mechanisms. - Poor contract management practices - Ineffective compliance management systems - Staff do not possess the appropriate KSE - Legislative changes, not being fully understood <p>Impact:</p> <ul style="list-style-type: none"> - Legislative/lease/policy of contractual obligations are not discharged leading to breaches of legislation and/ or contractual arrangements - Failure to effectively undertake the functions of a council - Contractual penalties and liabilities. - Inefficient systems that lead to loss of resources - Scrutiny and sanctions by integrity agencies 	Exec Manager Governance & Performance	Legal & Regulatory	Major	Likely	Extreme (4B)	<p>Legal considerations considered in agenda report templates, flyers and updates from LGA, legal providers and professional associations. Professional and experienced management team. Legislative delegations register regularly reviewed, role specific training & development.</p> <p>Policy registers, policies on web, MLS and WCS audits, contract registers, lease registers, internal audit program, external audit program</p> <p>Governance Legal Compliance Audit</p> <p>Full review of subdelegations and authorisations completed 2017.</p> <p>Employment of Procurement Coordinator</p> <p>Experienced property team.</p>	Marginal	Moderate	Unlikely	Medium (3D)	30/07/19	Minimum biannual assessment of residual risk required or when causes or controls change or mitigations are implemented. Risk mitigation (treatment) plan optional.	26/01/20	1	Legislative compliance audit	EMG&P	30/06/16	COMPLETE		Done	NA	Low	
																2	Development of contract management system, subject to funding	MFS	31/12/16	COMPLETE		Done	NA		
																3	Development of a legal opinions database	EMG&P	30/06/17	NOT COMMENCED		N	31/12/19		
																4	Implementation of new delegations and authorisations management system and associated training.	G&RC	30/06/19	NOT COMMENCED		N	30/10/19		

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 24 September 2019
AGENDA BUSINESS ITEM**

Item: 14.1

Originating Officer: David Collins, Manager Sustainable Assets

Responsible Director: Peter Bice, Director Infrastructure & Operations

Subject: Black Spot Program Funding Deed Paracombe Road,
Paracombe & Morgan Road, Ironbank

For: Decision

SUMMARY

The Department of Planning Transport and Infrastructure (DPTI) has advised that Council has been successful in two applications to the State Blackspot Program (a road safety program). One grant is for Paracombe Road, Paracombe (\$424,600 GST Inclusive) – the scope of works includes reconstruction of curves, shoulder sealing, delineation and roadside hazard protection for the first 1km of the road from Lower North East Road. The second grant is for Morgan Road, Ironbank (\$137,500 GST Inclusive) – the scope of these works includes shoulder sealing, delineation and roadside hazard protection.

This report recommends that the funding be accepted and that the Mayor and Chief Executive Officer are authorised to sign and affix the seal to the Funding Deed (**Appendix 1**).

RECOMMENDATION

Council resolves:

1. The report be received and noted.
 2. To execute the Funding Deeds as follows:
 - a. 2019-2020 South Australia State Black Spot Program - Paracombe Road Paracombe
 - b. 2019-2020 South Australia State Black Spot Program – Morgan Road, Ironbank
 3. The Chief Executive Officer and Mayor are authorised to sign and affix the seal of the Adelaide Hills Council to the respective Funding Deeds under the State Blackspot Program.
-

1. GOVERNANCE

➤ Strategic Management Plan/Council Policy

Goal 3 Places for People and Nature

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

The external funding that is being offered is considered to be in line with Council’s considerations for the acceptance of external funding under Council’s *Acceptance of External Funding Policy*.

➤ **Legal Implications**

Accepting the funding will require Council to adhere to the terms and conditions of the funding agreement.

Section 38 of *the Local Government Act 1999* provides that the common seal of the council must not be affixed to a document except to give effect to a resolution of the council. Further the affixation of the seal must be attested by the Principal Officer of the council and the Chief Executive Officer.

➤ **Risk Management Implications**

Affixing the Common Seal to the Funding Deed will assist in mitigating the risk of:

Council expending unbudgeted fund on projects leading to unfavourable financial operating impact

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

➤ **Financial and Resource Implications**

Council identified its contribution as part of the 2019/20 budget considerations and has approved the Council’s 1/3 contribution in its 2019/20 adopted budget. This 1/3 obligation is a required condition of receiving the external funding.

- **Paracombe Road, Paracombe**
 Reconstruct curves, widening, seal shoulders and improve delineation

Paracombe Road	State Contribution	Council Contribution	Total Project Cost
Cost (Excl. GST)	\$386,000	\$194,000	\$580,000
Cost (Incl. GST)	\$424,600	\$213,400	\$638,000

- **Morgan Road, Ironbank**
 Install curve advisory signs, improve delineation and seal width

Morgan Road	State Contribution	Council Contribution	Total Project Cost
Cost (Excl. GST)	\$125,000	\$63,000	\$188,000
Cost (Incl. GST)	\$137,500	\$69,300	\$206,800

Customer Service and Community/Cultural Implications

The community will benefit from improved safety on Paracombe Road and Morgan Road.

➤ **Environmental Implications**

Not applicable

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

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not Applicable
<i>Council Workshops:</i>	Not Applicable
<i>Advisory Groups:</i>	Not Applicable
<i>Administration:</i>	Not Applicable
<i>Community:</i>	Not Applicable

2. BACKGROUND

Each year Council reviews the crash data from across its region. As part of that process it identifies locations that meet the criteria for consideration as part of the BlackSpot Funding program.

Three applications were submitted to the 2019/20 blackspot program. Paracombe Road, Paracombe and Morgan Road, Ironbank were successful. Ironbank Road, Ironbank was unsuccessful.

3. ANALYSIS

To accept the funding and the obligations, Council needs to sign two copies of both Deeds. Each Deed is to be signed by the Chief Executive Officer and Principal Officer of Council.

Once Council has signed two copies of both Deeds and returned them to the State Government they are signed by the Minister. The total \$562,100 (GST Inclusive) grant funding will be provided progressively as milestones are achieved by Council via the Department of Planning, Transport and Infrastructure.

4. OPTIONS

Council has the following options:

- I. Council can accept the funding and sign and seal the Funding Deed (**Recommended**)
- II. Decline the funding offer (**Not Recommended**)

5. APPENDIX

- (1) Funding Deeds under State Blackspot Program

Appendix 1

Funding Deeds under State Blackspot Program

FUNDING DEED

under

2019-2020 SOUTH AUSTRALIA STATE BLACK SPOT PROGRAM

Location	Paracombe Road, Paracombe
Project Description	Reconstruct curves, widening, seal shoulders and improve delineation
Project Funding	\$424,600 (GST Inclusive)

between

MINISTER FOR TRANSPORT, INFRASTRUCTURE AND LOCAL GOVERNMENT
("Grantor")

and

THE COUNCIL NAMED IN SCHEDULE 1
("Council")

FUNDING DEED

Between:

MINISTER FOR TRANSPORT, INFRASTRUCTURE AND LOCAL GOVERNMENT, a body corporate pursuant to the *Administrative Arrangements Act 1994*, (administered by the Department of Planning, Transport and Infrastructure) (ABN: 92 366 288 135).....(**Grantor**)

And

THE COUNCIL NAMED IN SCHEDULE 1, a body corporate under the *Local Government Act 1999*.....(**Council**)

IT IS AGREED:**1. BACKGROUND**

- 1.1 The Council has proposed to undertake the project ("**Project**") described in item 3 of Schedule 1.
- 1.2 This deed sets out the terms and conditions under which the Grantor intends to provide funding to the Council solely for the purpose ("**Purpose**") described in item 3 of Schedule 1 which includes the conduct of the Project.
- 1.3 The maximum amount that may be paid to the Council under this deed is set out in item 4 of Schedule 1 ("**Funding**").
- 1.4 Item 3 of Schedule 1 indicates whether or not the Project is to be conducted on a road(s) under the care, control and management of the Commissioner of Highways ("**Commissioner**").
- 1.5 If conducted on a road(s) under the care, control and management of the Commissioner, the additional terms and conditions set out in Schedule 2 will also apply.

2. FUNDING

- 2.1 Subject to this deed, the Grantor will pay the Council up to the amount of the Funding.
- 2.2 The Council must only use the Funding for the Purpose.
- 2.3 For the purposes of this deed, the "**Funding Period**" is the period commencing on the Start Date and, subject to funding being available, will continue until the End Date. The "**Start Date**" and "**End Date**" are set out in item 4 of Schedule 1.
- 2.4 The Funding is payable by way of progress payments in arrears for work undertaken for the Purpose and may also be part payable (if indicated in item 5 of Schedule 1) by way of an Initial Instalment in Advance.
- 2.5 During the Funding Period, the Council is entitled in accordance with the conditions set out in item 5 of Schedule 1:
 - (a) to invoice the Grantor for the payment of the amount of any Initial Instalment in Advance set out in item 5 of Schedule 1 (if any); and
 - (b) once the amount of the Initial Instalment in Advance (if any) has been expended on work undertaken for the Purpose, to invoice the Grantor for progress payment(s) for work undertaken for the Purpose.

The total of any Initial Instalment in Advance (if any) and all progress payments must not exceed the amount of the Funding.

-
- 2.6 At the end of the Funding Period the Council must provide a report on the level of any unexpended Funding.
 - 2.7 The Council must repay any part of the Funding which is unexpended at the end of the Funding Period to the Grantor, unless the Grantor gives written approval for the Council to retain the money.

3. **GST**

- 3.1 The Funding (including any Initial Instalment in Advance or any progress payment) is all-inclusive and not subject to any adjustment for GST or any other tax or cost.
- 3.2 In this Deed "*Taxable Supply*", "*GST*" and "*Tax Invoice*" have the meaning attributed under the *A New Tax System (Goods and Services Tax) Act 1999* ("**GST Law**").

4. **ADMINISTRATION OF DEED**

- 4.1 Any power or discretion exercisable by the Grantor under this deed may be exercised by the person ("**Grantor's Representative**") for the time being in the position within the Department of Planning, Transport and Infrastructure ("**Department**") set out in item 2 of Schedule 1.
- 4.2 Any power or discretion exercisable by the Council under this deed may be exercised by the person ("**Council's Representative**") for the time being in the position within the Council set out in item 2 of Schedule 1.

5. **PROVISION OF FINANCIAL INFORMATION**

- 5.1 The Council must provide the Grantor with appropriate and regular information, records and reports as the Grantor may request from time to time about:
 - (a) the administration and financial affairs of the Council;
 - (b) the progress of (and any change to) the authorised scope of the Purpose or the Project;
 - (c) any significant changes to the nature and scope of the activities conducted by the Council;
 - (d) any other matter relevant to the granting of assistance;
 - (e) any other funding or financial assistance promised or received from any source other than the Grantor;
 - (f) the Council's management of the Funding, including, but not limited to, the economic and efficient use of resources to achieve the outcomes of the Purpose; and
 - (g) the performance of the Council's undertakings and obligations under this deed.
- 5.2 The information provided by the Council must be sufficient for the Grantor to make an informed judgement about:
 - (a) the Council's ongoing financial position and its resources and expertise in relation to the Purpose;
 - (b) the Council's performance in managing public moneys, acquiring and using resources economically and efficiently and in achieving specified objectives in relation to the Purpose;
 - (c) the overall effectiveness of the Funding throughout the Funding Period;

- (d) compliance with legislation and generally accepted accounting principles; and
 - (e) compliance with the Council's constitution and the conditions of this deed.
- 5.3 The Council must permit any officer authorised by the Grantor:
- (a) to enter the Council's premises and to have access to all accounting records, equipment, documents and information in possession of the Council; and
 - (b) to interview employees of the Council on matters pertaining to the operations of the Council.

6. GENERAL OBLIGATIONS OF THE COUNCIL

The Council must:

- 6.1 use the Funding only for the Purpose for which the Funding was made;
- 6.2 maintain accounting records of the Funding in accordance with generally accepted accounting principles;
- 6.3 ensure that any activity carried out by the Council in connection with the Council's use of the Funding complies with the laws from time to time in force in South Australia;
- 6.4 comply with its constitution;
- 6.5 comply with the additional reporting requirements set out in item 6 of Schedule 1;
- 6.6 prepare financial statements in accordance with Australian Accounting Standards at the end of the Funding Period and submit the financial statements, signed by a senior office holder of the Council, to the Grantor no later than one calendar month after the expiry of the Funding Period;
(Note: for the purposes of compliance with Australian Accounting Standards ("AAS") this includes Tier 1 ASS and Tier 2 ASS – Reduced Disclosure Requirements)
- 6.7 where the Funding to Council is in excess of One Million Dollars (GST exclusive), prepare financial statements in the nature of General Purpose Financial Statements; and
- 6.8 where requested by the Grantor, provide to the Department management accounts, annual reports, financial statements and any other information or documents relevant to the Council's operations.

7. CONDUCT OF THE PROJECT

- 7.1 The Council must ensure that any works undertaken towards the Purpose and/or the Project are undertaken in accordance with (and to the standard required by) any applicable Standards published by Austroads and Standards Australia Limited.
- 7.2 If (as indicated in item 3 of Schedule 1) the Project is to be conducted on a Road(s) under the care, control and management of the Commissioner, the Council must comply with the additional terms and conditions set out in Schedule 2.
- 7.3 The Council must erect signs on each road approach to the Project that conform to the layout shown in *State Black Spot Program Guidelines* (as published from time to time by the Department) and each sign must remain in place for one year after the completion of works.

8. TERMINATION

- 8.1 If the Council fails to comply with this deed and/or fails within 6 months from the Commencement of this deed to commence the works on the Project (or make sufficient progress to the satisfaction of the Grantor), the Grantor may:
- (a) require the Council to repay either the whole or a portion of the Funding (whether expended or not);
 - (b) withhold all future funding from the Council;
 - (c) pursue any legal rights or remedies which may be available to the Grantor; and
 - (d) terminate or curtail any program or project conducted by the Grantor of which the Purpose conducted by the Council is part.
- 8.2 The Grantor may review any decision made pursuant to this clause if the Council is able to satisfy the Grantor within a period of 30 days from the decision that the Council has complied with the conditions of this deed.
- 8.3 Nothing in this deed is to be taken to limit the Grantor's discretion to determine whether and how any program or project of the Grantor is to be conducted, except if and to the extent that the Grantor gives an express undertaking in that regard.

9. GENERAL TERMS AND CONDITIONS

9.1 Insurance

The Council warrants that it is a member of the Local Government Association Mutual Liability Scheme ("**Scheme**") and is bound by the Scheme pursuant to section 142 and Schedule 1, Part 2 of the *Local Government Act 1999* (SA) ("**Act**") and in the event that the Council ceases to be a member of the Scheme it will forthwith, pursuant to Section 142(1) of the Act and the regulations under that Act, take out and maintain insurance to cover its civil liabilities at a minimum level of cover of AUD \$50 million.

9.2 Audit

The Grantor may direct the Council to arrange for the financial accounts relating to the Funding to be audited at the Council's expense. The Grantor may specify the minimum qualifications to be held by a person appointed to conduct the audit.

9.3 Acknowledgements

The Council acknowledges that the Funding represents a one-off contribution by the Grantor towards the Purpose, and the Council agrees that any request for subsequent funding will require a new application to the Grantor. The Grantor is under no obligation to agree to pay any subsequent funding to the Council.

The Council further acknowledges and agrees that the Grantor will not be liable to reimburse the Council for any losses or cost over runs that may result from the operation of this deed or the carrying out of the Purpose or the Project.

9.4 Indemnity

The Council acknowledges and agrees that it remains at all times solely responsible for the conduct of the Project and it releases and indemnifies the Grantor, the Commissioner and the Crown in right of the State of South Australia together with their employees, contractors and agents

("those indemnified") from and against any loss or liability incurred or suffered by any of those indemnified as a result of any claim, suit, demand, action or proceeding brought by any person against any of those indemnified in respect to the works to complete the Project or otherwise caused by any breach or default of the Council under this Deed.

9.5 Assignment

The Council must not assign, novate or encumber any of its rights or obligations under this deed.

9.6 Publicity

The Council must not make (or permit a public announcement or media release to be made) about any aspect of this deed without first obtaining the Grantor's written consent.

9.7 Consent

If the Council requires the Grantor's consent under this deed, the Grantor may, in its absolute discretion, give or withhold its consent and if giving consent, the Grantor may impose any condition on that consent that it considers appropriate. The Grantor's consent will not be effective unless it is in writing and signed.

9.8 Entire Deed

This deed incorporates any attached schedules and annexures. This deed contains the entire agreement between the parties with respect to its subject matter and supersedes any prior agreement, understanding or representation of the parties on the subject matter.

9.9 Proper Law

The laws in force in South Australia apply to this deed.

9.10 Jurisdiction of Courts

The courts of South Australia have non-exclusive jurisdiction to determine any proceeding in relation to this deed. Any proceeding brought in a Federal Court must be instituted in (and remain with) the Adelaide Registry of that Federal Court.

9.11 Compliance with Laws

The Council must comply with the laws in force in South Australia in the course of performing its obligations under this deed.

9.12 Notices

A notice is properly given or served if the party delivers it by hand, posts it or transmits it by electronic mail or facsimile, to the address of the Representative of the other party. A notice is taken to be received:

- (a) if sent by post, at the time it would have been delivered in the ordinary course of the post to the address to which it was sent;
- (b) if sent by facsimile, at the time which the sender's facsimile machine records that the communication has been transmitted satisfactorily (or, if such time is outside normal business hours (9am to 5pm on a business day), at the time of resumption of normal business hours);
- (c) if sent by electronic mail or other electronic means, only in the event that the other party acknowledges receipt by any means; or
- (d) if delivered by hand, the party who sent the notice holds a receipt for the notice signed by a person employed at the physical address for service.

9.13 **Performance and future proposals**

The satisfactory completion of the works for the Purpose, the making of regular progress payments (see note under item 5 of Schedule 1) and on-going compliance with reporting obligations, may be taken into account as a factor in assessing any applications by the Council for future funding.

9.14 **Waiver**

Any waiver of any provision of this deed is ineffective unless it is in writing and signed by the party waiving its rights. A waiver by either party in respect of a breach of a provision of this deed by the other party is not a waiver in respect of any other breach of that or any other provision.

The failure of either party to enforce any of the provisions of this deed at any time must not be interpreted as a waiver of that provision.

9.15 **Variation**

Any variation of this deed must be in writing and signed by each party (or its Representative). Any request by the Council for agreement to vary the Funding, the Purpose, the scheduled timing for the conduct of the works for the Project and/or the Funding Period must be accompanied by sufficient details explaining the reasons for the requested variation to enable the Grantor to have regard to its merits.

9.16 **Reading down and Severance**

In the event that any provision (or portion of any provision) of this deed is held to be unenforceable or invalid by a Court of competent jurisdiction, the validity and enforceability of the remaining provisions (or portions of such provisions) of this deed shall not be adversely affected. The offending provision (or part of a provision) shall be read down to the extent necessary to give it legal effect, or shall be severed if it cannot be read down, and the remaining part and provisions of this deed shall remain in full force and effect.

9.17 **Auditor General**

Nothing in this deed derogates from the powers of the Auditor-General under the *Public Finance and Audit Act 1987* (South Australia). Without limiting this clause, the Council acknowledges the Auditor General's obligations and powers under sections 32 and 34 of the *Public Finance and Audit Act 1987* (South Australia).

9.18 **Public Disclosure**

The Grantor may disclose this deed (and/or information relating to this deed) in both printed or electronic form and either generally to the public or to a particular person as a result of a specific request. Nothing in this clause derogates from the Council's obligations under any provision of this deed or the provisions of the *Freedom of Information Act, 1991*.

9.19 **Special Conditions**

The special conditions set out under item 7 of Schedule 1 (if any) form part of this deed.

EXECUTED as a DEED

By the Grantor

THE COMMON SEAL of the)
MINISTER FOR TRANSPORT,)
INFRASTRUCTURE AND)
LOCAL GOVERNMENT)

was affixed on:)
(Date above)

(Affix Seal Above)

in the presence of:

Witness Signature:.....

Print Name:

By the Council

THE COMMON SEAL of the)
COUNCIL NAMED IN SCHEDULE 1)

was affixed on:)
(Date above)

(Affix Seal Above)

as attested by the Principal Member and
Chief Executive Officer.

Signature:.....

Signature:

Print Name:

Print Name:

Principal Member

Chief Executive Officer

SCHEDULE 1 - PARTICULARS

1. THE COUNCIL

Name: Adelaide Hills Council

Site Address: 26 Onkaparinga Valley Road, Woodside SA 5244

Postal Address: PO Box 44, WOODSIDE SA 5244

ABN: 23 955 071 393

2. REPRESENTATIVES**Grantor's Representative**

Name: **Ms Amanda Watson-Tran**

Position: **A/Manager, Safety Strategy
Department of Planning,
Transport and Infrastructure**

Address: **77 Grenfell Street
ADELAIDE SA 5000**

Telephone: **(08) 7109 7719**

E-mail: **amanda.watson-
tran@sa.gov.au**

Council's Representative

Name: David Collins

Position: Manager Sustainable
Assets

Address: 63 Mt Barker Road
Stirling 5244

Telephone: 08 8408 0501

E-mail: dacollins@dahc.sa.gov.au

3. THE PURPOSE, DESCRIPTION OF PROJECT & DETAILS OF THE ROAD(S)

The Purpose: The Funding is provided for the Purpose of the Council undertaking on the Road(s) identified below (within the Funding Period) the Project described below (and in any plans and/or proposal attached to this deed) in accordance with (and to the standard required by) any applicable Standards published by Austroads and Standards Australia Limited.

Description of Project: Project Description Reconstruct curves, widening, seal shoulders and improve delineation

Note: Please ensure that a full description setting out all aspects of the Project is included (this is of particular importance for Projects undertaken on DPTI maintained roads).

Details of the Road(s): Paracombe Road, Paracombe

Is the Road(s) under the care control and management of the Commissioner of Highways:

No

Note: If under the care, control and management of the Commissioner then Schedule 2 will apply.

4. THE FUNDING

The Funding: **\$424,600** (GST Inclusive)

The Funding Period: Start Date: **1 July 2019**

End Date: **30 June 2020**

5. MANNER & CONDITIONS OF PAYMENT

Limit on payments

The Funding of **\$424,600** (GST Inclusive) is the maximum total amount the Grantor may be liable to pay the Council under this deed.

Initial Instalment in Advance & Progress Payments

The following table sets out the details of payments comprising the Funding the Council may invoice the Grantor for in accordance with clause 2.5 of the deed.

Payment	Amount AUD (GST Inclusive)
Initial Instalment in Advance <small>(Note: If no amount is indicated then no Initial Instalment in Advance will be made and the Funding will be made entirely through Progress Payments in arrears)</small>	\$nil
Allocation for Progress Payments	\$424,600
Total Funding	\$424,600

Periodic Progress Payments

Except in relation to the last Quarter prior to an End Date of 30 June, the Council is entitled (provided any instalment in advance has been expended) to invoice the Grantor after the end of each Quarter (or after another interval agreed between the parties) for progress payments for work undertaken for the Purpose.

A "Quarter" is the 3 calendar month period ending on 31 March, 30 June, 30 September and 31 December of each year during the Funding Period.

Last Quarter: If the End Date is 30 June (to coincide with the end of the Financial Year) then the Council must by **1 June** issue the Grantor with the final invoice for all works undertaken for the Purpose. Late invoices will only be accepted with the written agreement of the Grantor.

Note on Regular Invoices: The Grantor expects that works for the Purpose will be undertaken promptly during the Funding Period and expects to receive the invoice for any instalment in advance (if any) soon after the commencement of this deed and then regular subsequent receipt of invoices for progress payments.

Invoices

The Grantor is **not** obligated to pay an invoice unless properly rendered. An invoice is properly rendered if it:

- (a) is issued in respect of a payment for which the Council is entitled to invoice for under this deed;
- (b) quotes the relevant purchase order number allocated by the Grantor;
- (c) is accompanied by a Claim Form and invoices (if any) from the Council's contractor(s) undertaking work for the Purpose;
- (d) reflects the correct amount for payment under this deed; and

(e) is a valid Tax Invoice in accordance with GST Law.

The “**Claim Form**” must set out:

- (a) The progress of the work towards the Purpose.
- (b) Project expenditure report from Council’s financial management system and a summary schedule of expenditure.
- (c) Statement of the amount of any under or over expenditure of the Funding.

A pro-forma Claims Form is available from web-link:

http://www.dpti.sa.gov.au/roadsafety/safer_roads/black_spot_program_2

Payment Term

Provided that the total amount of the Funding has not been (or will be) exceeded, the Grantor must pay the amount of a properly rendered invoice for an Initial Instalment in Advance (if indicated above) and a progress payment for work undertaken towards the Purpose issued by the Council, within 30 days of receiving the Council’s invoice.

Recipient Contribution

The Minister is funding approximately two thirds of the estimated cost of the work for the Purpose. In total, the work is estimated to cost **\$638,000** (GST Inclusive).

If the actual cost of the work for the Purpose is less than **\$638,000** (GST Inclusive) then the Recipient must (unless otherwise agreed in writing with the Minister) at the end of the Funding Period repay to the Minister the difference between the total of the funding received by the Recipient from the Minister under this deed (GST Inclusive) and two thirds of the actual cost (GST Inclusive) of the work for the Purpose.

6. ADDITIONAL REPORTING REQUIREMENTS

Report (Title)	Frequency (By when)	Requirements (Information and applicable standard)
Project Report	1 st Report- 1 st September 2 nd Report-1 st December 3 rd Report-1 st March 4 th Report- 1 st June or 7 days from request	<ul style="list-style-type: none"> • The progress of the Project and scheduling of works. • Updated Expenditure forecasts during the term of the funding period. • The management of the Funding (i.e. break down of expenditure of the Funding). • Any changes to the authorised scope of the Project. • Any significant changes to the nature, scope and cost of the activities conducted by the Council. • Any operational matters requested from time to time by the Grantor for inclusion in the Project Report. • Use Template as per attachment (DPTI PM reporting template (PM203-1))
Completion Report	Within 30 days from the completing the works for the Project.	<ul style="list-style-type: none"> • Use Template as per http://www.dpti.sa.gov.au/roadsafety/safer_roads/black_spot_program_2

<p>Financial Statements (As referred to in clauses 6.6 and 6.7 of the Deed)</p>	<p>Within 30 days from the expiry of the Funding Period.</p>	<p>Financial Statements prepared in accordance with Australian Accounting Standards setting out in detail the Council's expenditure of the Funding (with invoices attached from any contractors engaged for the Purpose) and signed by a senior office holder of the Council.</p> <p>Standard: <u>If</u> the Funding is in excess of \$1 M (GST exclusive) <u>then</u> the recipient must prepare its Financial Statements in the nature of General Purpose Financial Statements.</p> <p>(Note: for the purposes of compliance with Australian Accounting Standards ("AAS") this includes Tier 1 ASS and Tier 2 ASS – Reduced Disclosure Requirements)</p>
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7. SPECIAL CONDITIONS

- 7.1 The Roads and Marine Services Division will contact Council for a commencement meeting or other meetings as required.

SCHEDULE 2 – WORKS ON COMMISSIONER MAINTAINED ROAD(S)

1. APPLICATION OF THIS SCHEDULE 2

The Council must comply with the terms and conditions set out in this Schedule 2 if (as indicated in item 3 of Schedule 1) the Council's proposed Project funded under this deed involves work on (or alterations to) a road ("**Road**") that is under the care, control and management of the Commissioner of Highways ("**Commissioner**").

2. LEGAL REQUIREMENT TO GAIN COMMISSIONER'S APPROVAL

Subsection 26(7) of the *Highways Act 1926* (SA) provides that a council must not exercise its powers under Part 2 of Chapter 11 of the *Local Government Act 1999* (SA) (e.g. the powers to conduct roadwork) in relation to a road under the care, control and management of the Commissioner except to the extent (if any) as the Commissioner may approve by written notice to the council.

The Council therefore acknowledges that prior to undertaking any works on the Road it will first need to gain the written approval of the Commissioner pursuant to section 26(7) of the *Highways Act 1926*.

3. TERMS AND CONDITIONS FOR WORKS ON COMMISSIONER'S ROAD

3.1 The Grantor and the Commissioner make no warranties or representations concerning the suitability of the Road for the Purpose or the presence of third party installations on, in, along, over, under or near the Road. The Council must arrange for any required relocation or alteration of third party installations at its own cost.

In this Deed "third party installations" means any rail, gas, electrical, telecommunications, stormwater, water or other underground or overground installation on, in, along, over, under or near the Road.

3.2 The Council must:

- (a) not less than one calendar month prior to the commencement of works for the Purpose, submit the detailed design(s), any applicable drawings and plans and its Traffic Management Plan(s) to the Commissioner (acting through the Department) for its comment;
- (b) modify the documents submitted in accordance with the preceding item 3.2(a) in accordance with any comments received from the Commissioner (or the Department);
- (c) give prior notification to the Commissioner before commencing any works on the Road and abide by (and ensure that its contractor also abides by) any requirements imposed as to the times for access to the Road;
- (d) undertake (and ensure that its contractor undertakes) the works on the Road in accordance with:
 - (i) the Department's requirements as outlined in "*Works by other Organisations on Roads Maintained by the Commissioner of Highways*" available at http://www.dpti.sa.gov.au/contractor_documents ; and
 - (ii) the detailed design(s), drawings and plans and Traffic Management Plan agreed to by the Commissioner,

unless a variation is first agreed in writing by the Commissioner;

- (e) ensure that any works undertaken do not disrupt (or impede) any activity undertaken by the Commissioner (or the Department) on the Road;
- (f) ensure that a defect liability period of not less than 24 calendar months applies to the works and the Council must invite (and make provision for) a representative of

the Commissioner to attend inspections to assess both practical completion and final completion of the works;

- (g) ensure that any additional works required to reach practical completion or any remediation (or repair of) defects that are required to allow for final completion, identified by either the Council or the Commissioner, are promptly carried out by the Council (or its contractor);
- (h) at its cost, comply with any written direction by the Commissioner in relation to the conduct of the works, any alteration or removal of any infrastructure installed, the removal or minimisation of any risks to safety identified, the reinstatement of pavements, traffic management, the public's access to the Road or partial road closures;
- (i) undertake such reasonable safety measures necessary to protect its employees, contractors, the public and commuters [including without limitation compliance with (and ensuring its contractor complies with) the *Work Health and Safety Act, 2012* (SA) and the *Work Health and Safety Regulations, 2012* (SA)];
- (j) notify the Commissioner of any safety risk posed by the works or any infrastructure installed or any activity undertaken by the Council (or its employees, contractors and agents), on the Road; and
- (k) following practical completion of the works [and following any further modifications undertaken by the Council (or its contractor)] provide at the Council's cost, the Commissioner with as constructed drawings and plans accurately depicting the type and location of the works (and any infrastructure installed) in accordance with Departmental standards available at:

http://www.dpti.sa.gov.au/contractor_documents (intellectual property in the plans and drawings vests in the Commissioner).

- 3.3 If the Council fails to comply with the requirements of item 3.2(g) or fails to carry out a direction of the Commissioner issued in accordance with item 3.2(h) then the Commissioner may (without being obliged to) carry out (or engage a contractor to carry out) the necessary work and the Council promises to pay to the Commissioner the cost it incurs in doing so.

Attachment

- **DPTI Project Management Quarterly Report Template**

BLACK SPOT PROJECT DELIVERY REPORT FOR THE PERIOD ENDING:	[Replace with Month/Year]
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Quarterly Status Rating: (Current rating to be determined at Project Review meeting).					
Previous Month			Current Month		
Red	Amber	Green	Red	Amber	Green

- Red: There are significant issues that require the project to be stopped or delayed until resolution is achieved.
- Amber: The project has issues which if not addressed now will have the potential to escalate to the Red rating.
- Green: The project is progressing as planned with no current issues that will delay delivery within budget.

Project Sponsor:	
Sponsor's Agent:	
Project Manager:	
Contact Number:	
Project No:	
Project Title:	
Project Description:	

Strategic Outcome(s) and Project Objective(s):	
Commitments: <ul style="list-style-type: none"> • From Government • From the Minister • From a Director • From a Council • From Other 	

Proposed Procurement Strategy:	
---------------------------------------	--

Publicity Opportunities:	
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Risks/Issues:	
<p>The following table is a summary of key project risks or issues for discussion with the Project Sponsor at Project Review meetings. Risk assessments and plans must be regularly reviewed and updated throughout the project life cycle.</p>	
Risk	Action
[Example: Project delay due to compulsory land acquisition.]	[Example: Early involvement of Property Services to manage acquisition process. Regular review of status. Identify contingency options.]
Issues	Action
Issues	Action

Status of Project – Current Quarter

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Activities Expected - Next Quarter

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TOTAL PROJECT – FINANCIAL			
Approved Total Project Cost Limit	\$	DPTI Funding Program	
Estimated Project completion date			
Expenditure History (if applicable):			
		Total Project Costs	
Actual spend. (If applicable)	2017/18	\$	
Proposed project Expenditure	2018/19	\$	
	2019/20 (if applicable)	\$	
Total Proposed Expenditure		\$	

EXPENDITURE - CURRENT FINANCIAL YEAR 2019/20						
Approved DPTI Program						
Approved Expenditure Funding for Current year.	<i>Approved Expenditure</i>	\$	<i>Revised Approved Expenditure:</i>	\$	<i>Change to:</i>	\$
Reason for Variation:						
Expenditure Cash flow (Accumulative):						
	July	August	September	October	November	December
Estimated	\$	\$	\$	\$	\$	\$
Actual	\$	\$	\$	\$	\$	\$
	January	February	March	April	May	June
Estimated	\$	\$	\$	\$	\$	\$
Actual	\$	\$	\$	\$	\$	\$

EXPENDITURE –FINANCIAL YEAR 2020/21 (if applicable, in case stage project)

Approved DPTI Program						
Approved Expenditure Funding for Current year.	<i>Approved Expenditure</i>	\$	<i>Revised Approved Expenditure:</i>	\$	<i>Change to:</i>	\$
Reason for Variation:						
Expenditure Cash flow (Accumulative):						
	July	August	September	October	November	December
Estimated	\$	\$	\$	\$	\$	\$
Actual	\$	\$	\$	\$	\$	\$
	January	February	March	April	May	June
Estimated	\$	\$	\$	\$	\$	\$
Actual	\$	\$	\$	\$	\$	\$

Project Estimate Record			
Following are the minimum <u>formal</u> estimates required on major infrastructure projects. Please record formal estimates, as they become known.			
		<u>Estimate</u>	<u>Estimate Number</u>
1. Concept Estimate			
1.1 Review 1			
1.2 Review 2			
2. Planning Estimate			
2.1 Review 1			
2.2 Review 2			
3. Detailed Estimate			
4.1 Review 1			
4.2 Review 2			
4. Pre-Tender Estimate			
5. Final Cost			

Log of Approved Variations			
No.	Variation to: Time/Cost/Scope	Date of Sponsor Approval	Reason for Variation

FUNDING DEED
under
2019-2020 SOUTH AUSTRALIA STATE BLACK SPOT PROGRAM

Location	Morgan Road, Ironbank
Project Description	Install curve advisory signs, improve delineation and seal width
Project Funding	\$137,500 (GST Inclusive)

between

MINISTER FOR TRANSPORT, INFRASTRUCTURE AND LOCAL GOVERNMENT
("Grantor")

and

THE COUNCIL NAMED IN SCHEDULE 1
("Council")

FUNDING DEED

Between:

MINISTER FOR TRANSPORT, INFRASTRUCTURE AND LOCAL GOVERNMENT, a body corporate pursuant to the *Administrative Arrangements Act 1994*, (administered by the Department of Planning, Transport and Infrastructure) (ABN: 92 366 288 135).....(**"Grantor"**)

And

THE COUNCIL NAMED IN SCHEDULE 1, a body corporate under the *Local Government Act 1999*.....(**"Council"**)

IT IS AGREED:

1. BACKGROUND

- 1.1 The Council has proposed to undertake the project ("**Project**") described in item 3 of Schedule 1.
- 1.2 This deed sets out the terms and conditions under which the Grantor intends to provide funding to the Council solely for the purpose ("**Purpose**") described in item 3 of Schedule 1 which includes the conduct of the Project.
- 1.3 The maximum amount that may be paid to the Council under this deed is set out in item 4 of Schedule 1 ("**Funding**").
- 1.4 Item 3 of Schedule 1 indicates whether or not the Project is to be conducted on a road(s) under the care, control and management of the Commissioner of Highways ("**Commissioner**").
- 1.5 If conducted on a road(s) under the care, control and management of the Commissioner, the additional terms and conditions set out in Schedule 2 will also apply.

2. FUNDING

- 2.1 Subject to this deed, the Grantor will pay the Council up to the amount of the Funding.
- 2.2 The Council must only use the Funding for the Purpose.
- 2.3 For the purposes of this deed, the "**Funding Period**" is the period commencing on the Start Date and, subject to funding being available, will continue until the End Date. The "**Start Date**" and "**End Date**" are set out in item 4 of Schedule 1.
- 2.4 The Funding is payable by way of progress payments in arrears for work undertaken for the Purpose and may also be part payable (if indicated in item 5 of Schedule 1) by way of an Initial Instalment in Advance.
- 2.5 During the Funding Period, the Council is entitled in accordance with the conditions set out in item 5 of Schedule 1:
 - (a) to invoice the Grantor for the payment of the amount of any Initial Instalment in Advance set out in item 5 of Schedule 1 (if any); and
 - (b) once the amount of the Initial Instalment in Advance (if any) has been expended on work undertaken for the Purpose, to invoice the Grantor for progress payment(s) for work undertaken for the Purpose.

The total of any Initial Instalment in Advance (if any) and all progress payments must not exceed the amount of the Funding.

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- 2.6 At the end of the Funding Period the Council must provide a report on the level of any unexpended Funding.
- 2.7 The Council must repay any part of the Funding which is unexpended at the end of the Funding Period to the Grantor, unless the Grantor gives written approval for the Council to retain the money.
3. **GST**
- 3.1 The Funding (including any Initial Instalment in Advance or any progress payment) is all-inclusive and not subject to any adjustment for GST or any other tax or cost.
- 3.2 In this Deed "*Taxable Supply*", "*GST*" and "*Tax Invoice*" have the meaning attributed under the *A New Tax System (Goods and Services Tax) Act 1999* ("**GST Law**").
4. **ADMINISTRATION OF DEED**
- 4.1 Any power or discretion exercisable by the Grantor under this deed may be exercised by the person ("**Grantor's Representative**") for the time being in the position within the Department of Planning, Transport and Infrastructure ("**Department**") set out in item 2 of Schedule 1.
- 4.2 Any power or discretion exercisable by the Council under this deed may be exercised by the person ("**Council's Representative**") for the time being in the position within the Council set out in item 2 of Schedule 1.
5. **PROVISION OF FINANCIAL INFORMATION**
- 5.1 The Council must provide the Grantor with appropriate and regular information, records and reports as the Grantor may request from time to time about:
- (a) the administration and financial affairs of the Council;
 - (b) the progress of (and any change to) the authorised scope of the Purpose or the Project;
 - (c) any significant changes to the nature and scope of the activities conducted by the Council;
 - (d) any other matter relevant to the granting of assistance;
 - (e) any other funding or financial assistance promised or received from any source other than the Grantor;
 - (f) the Council's management of the Funding, including, but not limited to, the economic and efficient use of resources to achieve the outcomes of the Purpose; and
 - (g) the performance of the Council's undertakings and obligations under this deed.
- 5.2 The information provided by the Council must be sufficient for the Grantor to make an informed judgement about:
- (a) the Council's ongoing financial position and its resources and expertise in relation to the Purpose;
 - (b) the Council's performance in managing public moneys, acquiring and using resources economically and efficiently and in achieving specified objectives in relation to the Purpose;
 - (c) the overall effectiveness of the Funding throughout the Funding Period;

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- (d) compliance with legislation and generally accepted accounting principles; and
 - (e) compliance with the Council's constitution and the conditions of this deed.
- 5.3 The Council must permit any officer authorised by the Grantor:
- (a) to enter the Council's premises and to have access to all accounting records, equipment, documents and information in possession of the Council; and
 - (b) to interview employees of the Council on matters pertaining to the operations of the Council.

6. GENERAL OBLIGATIONS OF THE COUNCIL

The Council must:

- 6.1 use the Funding only for the Purpose for which the Funding was made;
- 6.2 maintain accounting records of the Funding in accordance with generally accepted accounting principles;
- 6.3 ensure that any activity carried out by the Council in connection with the Council's use of the Funding complies with the laws from time to time in force in South Australia;
- 6.4 comply with its constitution;
- 6.5 comply with the additional reporting requirements set out in item 6 of Schedule 1;
- 6.6 prepare financial statements in accordance with Australian Accounting Standards at the end of the Funding Period and submit the financial statements, signed by a senior office holder of the Council, to the Grantor no later than one calendar month after the expiry of the Funding Period;
(Note: for the purposes of compliance with Australian Accounting Standards ("AAS") this includes Tier 1 ASS and Tier 2 ASS – Reduced Disclosure Requirements)
- 6.7 where the Funding to Council is in excess of One Million Dollars (GST exclusive), prepare financial statements in the nature of General Purpose Financial Statements; and
- 6.8 where requested by the Grantor, provide to the Department management accounts, annual reports, financial statements and any other information or documents relevant to the Council's operations.

7. CONDUCT OF THE PROJECT

- 7.1 The Council must ensure that any works undertaken towards the Purpose and/or the Project are undertaken in accordance with (and to the standard required by) any applicable Standards published by Austroads and Standards Australia Limited.
- 7.2 If (as indicated in item 3 of Schedule 1) the Project is to be conducted on a Road(s) under the care, control and management of the Commissioner, the Council must comply with the additional terms and conditions set out in Schedule 2.
- 7.3 The Council must erect signs on each road approach to the Project that conform to the layout shown in *State Black Spot Program Guidelines* (as published from time to time by the Department) and each sign must remain in place for one year after the completion of works.

8. TERMINATION

- 8.1 If the Council fails to comply with this deed and/or fails within 6 months from the Commencement of this deed to commence the works on the Project (or make sufficient progress to the satisfaction of the Grantor), the Grantor may:
- (a) require the Council to repay either the whole or a portion of the Funding (whether expended or not);
 - (b) withhold all future funding from the Council;
 - (c) pursue any legal rights or remedies which may be available to the Grantor; and
 - (d) terminate or curtail any program or project conducted by the Grantor of which the Purpose conducted by the Council is part.
- 8.2 The Grantor may review any decision made pursuant to this clause if the Council is able to satisfy the Grantor within a period of 30 days from the decision that the Council has complied with the conditions of this deed.
- 8.3 Nothing in this deed is to be taken to limit the Grantor's discretion to determine whether and how any program or project of the Grantor is to be conducted, except if and to the extent that the Grantor gives an express undertaking in that regard.

9. GENERAL TERMS AND CONDITIONS

9.1 Insurance

The Council warrants that it is a member of the Local Government Association Mutual Liability Scheme ("**Scheme**") and is bound by the Scheme pursuant to section 142 and Schedule 1, Part 2 of the *Local Government Act 1999* (SA) ("**Act**") and in the event that the Council ceases to be a member of the Scheme it will forthwith, pursuant to Section 142(1) of the Act and the regulations under that Act, take out and maintain insurance to cover its civil liabilities at a minimum level of cover of AUD \$50 million.

9.2 Audit

The Grantor may direct the Council to arrange for the financial accounts relating to the Funding to be audited at the Council's expense. The Grantor may specify the minimum qualifications to be held by a person appointed to conduct the audit.

9.3 Acknowledgements

The Council acknowledges that the Funding represents a one-off contribution by the Grantor towards the Purpose, and the Council agrees that any request for subsequent funding will require a new application to the Grantor. The Grantor is under no obligation to agree to pay any subsequent funding to the Council.

The Council further acknowledges and agrees that the Grantor will not be liable to reimburse the Council for any losses or cost over runs that may result from the operation of this deed or the carrying out of the Purpose or the Project.

9.4 Indemnity

The Council acknowledges and agrees that it remains at all times solely responsible for the conduct of the Project and it releases and indemnifies the Grantor, the Commissioner and the Crown in right of the State of South Australia together with their employees, contractors and agents

("those indemnified") from and against any loss or liability incurred or suffered by any of those indemnified as a result of any claim, suit, demand, action or proceeding brought by any person against any of those indemnified in respect to the works to complete the Project or otherwise caused by any breach or default of the Council under this Deed.

9.5 Assignment

The Council must not assign, novate or encumber any of its rights or obligations under this deed.

9.6 Publicity

The Council must not make (or permit a public announcement or media release to be made) about any aspect of this deed without first obtaining the Grantor's written consent.

9.7 Consent

If the Council requires the Grantor's consent under this deed, the Grantor may, in its absolute discretion, give or withhold its consent and if giving consent, the Grantor may impose any condition on that consent that it considers appropriate. The Grantor's consent will not be effective unless it is in writing and signed.

9.8 Entire Deed

This deed incorporates any attached schedules and annexures. This deed contains the entire agreement between the parties with respect to its subject matter and supersedes any prior agreement, understanding or representation of the parties on the subject matter.

9.9 Proper Law

The laws in force in South Australia apply to this deed.

9.10 Jurisdiction of Courts

The courts of South Australia have non-exclusive jurisdiction to determine any proceeding in relation to this deed. Any proceeding brought in a Federal Court must be instituted in (and remain with) the Adelaide Registry of that Federal Court.

9.11 Compliance with Laws

The Council must comply with the laws in force in South Australia in the course of performing its obligations under this deed.

9.12 Notices

A notice is properly given or served if the party delivers it by hand, posts it or transmits it by electronic mail or facsimile, to the address of the Representative of the other party. A notice is taken to be received:

- (a) if sent by post, at the time it would have been delivered in the ordinary course of the post to the address to which it was sent;
- (b) if sent by facsimile, at the time which the sender's facsimile machine records that the communication has been transmitted satisfactorily (or, if such time is outside normal business hours (9am to 5pm on a business day), at the time of resumption of normal business hours);
- (c) if sent by electronic mail or other electronic means, only in the event that the other party acknowledges receipt by any means; or
- (d) if delivered by hand, the party who sent the notice holds a receipt for the notice signed by a person employed at the physical address for service.

9.13 **Performance and future proposals**

The satisfactory completion of the works for the Purpose, the making of regular progress payments (see note under item 5 of Schedule 1) and on-going compliance with reporting obligations, may be taken into account as a factor in assessing any applications by the Council for future funding.

9.14 **Waiver**

Any waiver of any provision of this deed is ineffective unless it is in writing and signed by the party waiving its rights. A waiver by either party in respect of a breach of a provision of this deed by the other party is not a waiver in respect of any other breach of that or any other provision.

The failure of either party to enforce any of the provisions of this deed at any time must not be interpreted as a waiver of that provision.

9.15 **Variation**

Any variation of this deed must be in writing and signed by each party (or its Representative). Any request by the Council for agreement to vary the Funding, the Purpose, the scheduled timing for the conduct of the works for the Project and/or the Funding Period must be accompanied by sufficient details explaining the reasons for the requested variation to enable the Grantor to have regard to its merits.

9.16 **Reading down and Severance**

In the event that any provision (or portion of any provision) of this deed is held to be unenforceable or invalid by a Court of competent jurisdiction, the validity and enforceability of the remaining provisions (or portions of such provisions) of this deed shall not be adversely affected. The offending provision (or part of a provision) shall be read down to the extent necessary to give it legal effect, or shall be severed if it cannot be read down, and the remaining part and provisions of this deed shall remain in full force and effect.

9.17 **Auditor General**

Nothing in this deed derogates from the powers of the Auditor-General under the *Public Finance and Audit Act 1987* (South Australia). Without limiting this clause, the Council acknowledges the Auditor General's obligations and powers under sections 32 and 34 of the *Public Finance and Audit Act 1987* (South Australia).

9.18 **Public Disclosure**

The Grantor may disclose this deed (and/or information relating to this deed) in both printed or electronic form and either generally to the public or to a particular person as a result of a specific request. Nothing in this clause derogates from the Council's obligations under any provision of this deed or the provisions of the *Freedom of Information Act, 1991*.

9.19 **Special Conditions**

The special conditions set out under item 7 of Schedule 1 (if any) form part of this deed.

EXECUTED as a DEED

By the Grantor

THE COMMON SEAL of the)
MINISTER FOR TRANSPORT,)
INFRASTRUCTURE AND)
LOCAL GOVERNMENT)
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was affixed on:
(Date above)

(Affix Seal Above)

in the presence of:

Witness Signature:.....

Print Name:

By the Council

THE COMMON SEAL of the)
COUNCIL NAMED IN SCHEDULE 1)
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was affixed on:
(Date above)

(Affix Seal Above)

as attested by the Principal Member and
Chief Executive Officer.

Signature:.....

Signature:

Print Name:

Print Name:

Principal Member

Chief Executive Officer

SCHEDULE 1 - PARTICULARS

1. THE COUNCIL

Name: Adelaide Hills Council

Site Address: 26 Onkaparinga Valley Road, Woodside SA 5244

Postal Address: PO Box 44, WOODSIDE SA 5244

ABN: 23 955 071 393

2. REPRESENTATIVES**Grantor's Representative**

Name: **Ms Amanda Watson-Tran**

Position: **A/Manager, Safety Strategy**
Department of Planning,
Transport and Infrastructure

Address: **77 Grenfell Street**
ADELAIDE SA 5000

Telephone: **(08) 7109 7719**

E-mail: **amanda.watson-tran@sa.gov.au**

Council's Representative

Name: David Collins

Position: Manager
Sustainable Assets

Address: 63 Mt Barker Road
Stirling 5244

Telephone: 08 8408 0501

E-mail: dacollins@ahc.sa.gov.au

3. THE PURPOSE, DESCRIPTION OF PROJECT & DETAILS OF THE ROAD(S)

The Purpose: The Funding is provided for the Purpose of the Council undertaking on the Road(s) identified below (within the Funding Period) the Project described below (and in any plans and/or proposal attached to this deed) in accordance with (and to the standard required by) any applicable Standards published by Austroads and Standards Australia Limited.

Description of Project: Project Description Install curve advisory signs, improve delineation and seal width

Note: Please ensure that a full description setting out all aspects of the Project is included (this is of particular importance for Projects undertaken on DPTI maintained roads).

Details of the Road(s): Morgan Road, Ironbank

Is the Road(s) under the care control and management of the Commissioner of Highways:

No

Note: If under the care, control and management of the Commissioner then Schedule 2 will apply.

4. THE FUNDING

The Funding: **\$137,500** (GST Inclusive)

The Funding Period: Start Date: **1 July 2019**

End Date: **30 June 2020**

5. MANNER & CONDITIONS OF PAYMENT

Limit on payments

The Funding of **\$137,500** (GST Inclusive) is the maximum total amount the Grantor may be liable to pay the Council under this deed.

Initial Instalment in Advance & Progress Payments

The following table sets out the details of payments comprising the Funding the Council may invoice the Grantor for in accordance with clause 2.5 of the deed.

Payment	Amount AUD (GST Inclusive)
Initial Instalment in Advance <small>(Note: If no amount is indicated then no Initial Instalment in Advance will be made and the Funding will be made entirely through Progress Payments in arrears)</small>	\$nil
Allocation for Progress Payments	\$137,500
Total Funding	\$137,500

Periodic Progress Payments

Except in relation to the last Quarter prior to an End Date of 30 June, the Council is entitled (provided any instalment in advance has been expended) to invoice the Grantor after the end of each Quarter (or after another interval agreed between the parties) for progress payments for work undertaken for the Purpose.

A "Quarter" is the 3 calendar month period ending on 31 March, 30 June, 30 September and 31 December of each year during the Funding Period.

Last Quarter: If the End Date is 30 June (to coincide with the end of the Financial Year) then the Council must by **1 June** issue the Grantor with the final invoice for all works undertaken for the Purpose. Late invoices will only be accepted with the written agreement of the Grantor.

Note on Regular Invoices: The Grantor expects that works for the Purpose will be undertaken promptly during the Funding Period and expects to receive the invoice for any instalment in advance (if any) soon after the commencement of this deed and then regular subsequent receipt of invoices for progress payments.

Invoices

The Grantor is **not** obligated to pay an invoice unless properly rendered. An invoice is properly rendered if it:

- (a) is issued in respect of a payment for which the Council is entitled to invoice for under this deed;
- (b) quotes the relevant purchase order number allocated by the Grantor;
- (c) is accompanied by a Claim Form and invoices (if any) from the Council's contractor(s) undertaking work for the Purpose;
- (d) reflects the correct amount for payment under this deed; and

(e) is a valid Tax Invoice in accordance with GST Law.

The “**Claim Form**” must set out:

- (a) The progress of the work towards the Purpose.
- (b) Project expenditure report from Council’s financial management system and a summary schedule of expenditure.
- (c) Statement of the amount of any under or over expenditure of the Funding.

A pro-forma Claims Form is available from web-link:

http://www.dpti.sa.gov.au/roadsafety/safer_roads/black_spot_program_2

Payment Term

Provided that the total amount of the Funding has not been (or will be) exceeded, the Grantor must pay the amount of a properly rendered invoice for an Initial Instalment in Advance (if indicated above) and a progress payment for work undertaken towards the Purpose issued by the Council, within 30 days of receiving the Council’s invoice.

Recipient Contribution

The Minister is funding approximately two thirds of the estimated cost of the work for the Purpose. In total, the work is estimated to cost **\$206,800** (GST Inclusive).

If the actual cost of the work for the Purpose is less than **\$206,800** (GST Inclusive) then the Recipient must (unless otherwise agreed in writing with the Minister) at the end of the Funding Period repay to the Minister the difference between the total of the funding received by the Recipient from the Minister under this deed (GST Inclusive) and two thirds of the actual cost (GST Inclusive) of the work for the Purpose.

6. ADDITIONAL REPORTING REQUIREMENTS

Report (Title)	Frequency (By when)	Requirements (Information and applicable standard)
Project Report	1 st Report- 1 st September 2 nd Report-1 st December 3 rd Report-1 st March 4 th Report- 1 st June or 7 days from request	<ul style="list-style-type: none"> • The progress of the Project and scheduling of works. • Updated Expenditure forecasts during the term of the funding period. • The management of the Funding (i.e. break down of expenditure of the Funding). • Any changes to the authorised scope of the Project. • Any significant changes to the nature, scope and cost of the activities conducted by the Council. • Any operational matters requested from time to time by the Grantor for inclusion in the Project Report. • Use Template as per attachment (DPTI PM reporting template (PM203-1))
Completion Report	Within 30 days from the completing the works for the Project.	<ul style="list-style-type: none"> • Use Template as per http://www.dpti.sa.gov.au/roadsafety/safer_roads/black_spot_program_2

<p>Financial Statements (As referred to in clauses 6.6 and 6.7 of the Deed)</p>	<p>Within 30 days from the expiry of the Funding Period.</p>	<p>Financial Statements prepared in accordance with Australian Accounting Standards setting out in detail the Council's expenditure of the Funding (with invoices attached from any contractors engaged for the Purpose) and signed by a senior office holder of the Council.</p> <p>Standard: <u>If</u> the Funding is in excess of \$1 M (GST exclusive) <u>then</u> the recipient must prepare its Financial Statements in the nature of General Purpose Financial Statements.</p> <p>(Note: for the purposes of compliance with Australian Accounting Standards ("AAS") this includes Tier 1 ASS and Tier 2 ASS – Reduced Disclosure Requirements)</p>
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7. SPECIAL CONDITIONS

- 7.1 The Roads and Marine Services Division will contact Council for a commencement meeting or other meetings as required.

SCHEDULE 2 – WORKS ON COMMISSIONER MAINTAINED ROAD(S)

1. APPLICATION OF THIS SCHEDULE 2

The Council must comply with the terms and conditions set out in this Schedule 2 if (as indicated in item 3 of Schedule 1) the Council's proposed Project funded under this deed involves work on (or alterations to) a road ("**Road**") that is under the care, control and management of the Commissioner of Highways ("**Commissioner**").

2. LEGAL REQUIREMENT TO GAIN COMMISSIONER'S APPROVAL

Subsection 26(7) of the *Highways Act 1926* (SA) provides that a council must not exercise its powers under Part 2 of Chapter 11 of the *Local Government Act 1999* (SA) (e.g. the powers to conduct roadwork) in relation to a road under the care, control and management of the Commissioner except to the extent (if any) as the Commissioner may approve by written notice to the council.

The Council therefore acknowledges that prior to undertaking any works on the Road it will first need to gain the written approval of the Commissioner pursuant to section 26(7) of the *Highways Act 1926*.

3. TERMS AND CONDITIONS FOR WORKS ON COMMISSIONER'S ROAD

3.1 The Grantor and the Commissioner make no warranties or representations concerning the suitability of the Road for the Purpose or the presence of third party installations on, in, along, over, under or near the Road. The Council must arrange for any required relocation or alteration of third party installations at its own cost.

In this Deed "third party installations" means any rail, gas, electrical, telecommunications, stormwater, water or other underground or overground installation on, in, along, over, under or near the Road.

3.2 The Council must:

- (a) not less than one calendar month prior to the commencement of works for the Purpose, submit the detailed design(s), any applicable drawings and plans and its Traffic Management Plan(s) to the Commissioner (acting through the Department) for its comment;
- (b) modify the documents submitted in accordance with the preceding item 3.2(a) in accordance with any comments received from the Commissioner (or the Department);
- (c) give prior notification to the Commissioner before commencing any works on the Road and abide by (and ensure that its contractor also abides by) any requirements imposed as to the times for access to the Road;
- (d) undertake (and ensure that its contractor undertakes) the works on the Road in accordance with:
 - (i) the Department's requirements as outlined in "*Works by other Organisations on Roads Maintained by the Commissioner of Highways*" available at http://www.dpti.sa.gov.au/contractor_documents ; and
 - (ii) the detailed design(s), drawings and plans and Traffic Management Plan agreed to by the Commissioner,
 unless a variation is first agreed in writing by the Commissioner;
- (e) ensure that any works undertaken do not disrupt (or impede) any activity undertaken by the Commissioner (or the Department) on the Road;
- (f) ensure that a defect liability period of not less than 24 calendar months applies to the works and the Council must invite (and make provision for) a representative of

the Commissioner to attend inspections to assess both practical completion and final completion of the works;

- (g) ensure that any additional works required to reach practical completion or any remediation (or repair of) defects that are required to allow for final completion, identified by either the Council or the Commissioner, are promptly carried out by the Council (or its contractor);
- (h) at its cost, comply with any written direction by the Commissioner in relation to the conduct of the works, any alteration or removal of any infrastructure installed, the removal or minimisation of any risks to safety identified, the reinstatement of pavements, traffic management, the public's access to the Road or partial road closures;
- (i) undertake such reasonable safety measures necessary to protect its employees, contractors, the public and commuters [including without limitation compliance with (and ensuring its contractor complies with) the *Work Health and Safety Act, 2012* (SA) and the *Work Health and Safety Regulations, 2012* (SA)];
- (j) notify the Commissioner of any safety risk posed by the works or any infrastructure installed or any activity undertaken by the Council (or its employees, contractors and agents), on the Road; and
- (k) following practical completion of the works [and following any further modifications undertaken by the Council (or its contractor)] provide at the Council's cost, the Commissioner with as constructed drawings and plans accurately depicting the type and location of the works (and any infrastructure installed) in accordance with Departmental standards available at:

http://www.dpti.sa.gov.au/contractor_documents (intellectual property in the plans and drawings vests in the Commissioner).

3.3 If the Council fails to comply with the requirements of item 3.2(g) or fails to carry out a direction of the Commissioner issued in accordance with item 3.2(h) then the Commissioner may (without being obliged to) carry out (or engage a contractor to carry out) the necessary work and the Council promises to pay to the Commissioner the cost it incurs in doing so.

Attachment

- **DPTI Project Management Quarterly Report Template**

BLACK SPOT PROJECT DELIVERY REPORT FOR THE PERIOD ENDING:	[Replace with Month/Year]
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Quarterly Status Rating: (Current rating to be determined at Project Review meeting).					
Previous Month			Current Month		
Red	Amber	Green	Red	Amber	Green

Red: There are significant issues that require the project to be stopped or delayed until resolution is achieved.

Amber: The project has issues which if not addressed now will have the potential to escalate to the Red rating.

Green: The project is progressing as planned with no current issues that will delay delivery within budget.

Project Sponsor:	
Sponsor's Agent:	
Project Manager:	
Contact Number:	
Project No:	
Project Title:	
Project Description:	

Strategic Outcome(s) and Project Objective(s):	
Commitments: <ul style="list-style-type: none"> • From Government • From the Minister • From a Director • From a Council • From Other 	

Proposed Procurement Strategy:	
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Publicity Opportunities:	
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Risks/Issues:	
The following table is a summary of key project risks or issues for discussion with the Project Sponsor at Project Review meetings. Risk assessments and plans must be regularly reviewed and updated throughout the project life cycle.	
Risk	Action
[Example: Project delay due to compulsory land acquisition.]	[Example: Early involvement of Property Services to manage acquisition process. Regular review of status. Identify contingency options.]
Issues	Action
Issues	Action

Status of Project – Current Quarter
Activities Expected - Next Quarter

TOTAL PROJECT – FINANCIAL			
Approved Total Project Cost Limit	\$	DPTI Funding Program	
Estimated Project completion date			
Expenditure History (if applicable):			
	Total Project Costs		
Actual spend. (If applicable)	2017/18	\$	
Proposed project Expenditure	2018/19	\$	
	2019/20 (if applicable)	\$	
Total Proposed Expenditure		\$	

EXPENDITURE - CURRENT FINANCIAL YEAR 2019/20						
Approved DPTI Program						
Approved Expenditure Funding for Current year.	<i>Approved Expenditure</i>	\$	<i>Revised Approved Expenditure:</i>	\$	<i>Change to:</i>	\$
Reason for Variation:						
Expenditure Cash flow (Accumulative):						
	July	August	September	October	November	December
Estimated	\$	\$	\$	\$	\$	\$
Actual	\$	\$	\$	\$	\$	\$
	January	February	March	April	May	June
Estimated	\$	\$	\$	\$	\$	\$
Actual	\$	\$	\$	\$	\$	\$

EXPENDITURE –FINANCIAL YEAR 2020/21 (if applicable, in case stage project)

Approved DPTI Program						
Approved Expenditure Funding for Current year.	<i>Approved Expenditure</i>	\$	<i>Revised Approved Expenditure:</i>	\$	<i>Change to:</i>	\$
Reason for Variation:						
Expenditure Cash flow (Accumulative):						
	July	August	September	October	November	December
Estimated	\$	\$	\$	\$	\$	\$
Actual	\$	\$	\$	\$	\$	\$
	January	February	March	April	May	June
Estimated	\$	\$	\$	\$	\$	\$
Actual	\$	\$	\$	\$	\$	\$

Project Estimate Record			
Following are the minimum <u>formal</u> estimates required on major infrastructure projects. Please record formal estimates, as they become known.			
		<u>Estimate</u>	<u>Estimate Number</u>
1. Concept Estimate			
1.1 Review 1			
1.2 Review 2			
2. Planning Estimate			
2.1 Review 1			
2.2 Review 2			
3. Detailed Estimate			
4.1 Review 1			
4.2 Review 2			
4. Pre-Tender Estimate			
5. Final Cost			

Log of Approved Variations			
No.	Variation to: Time/Cost/Scope	Date of Sponsor Approval	Reason for Variation

