



ORDINARY COUNCIL MEETING

NOTICE OF MEETING

To: Mayor Jan-Claire Wisdom

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

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

Tuesday 28 April 2020

6.30pm

To be held in the Zoom virtual meeting room

Notice of this meeting is supplied to Council Members under Section 83 of the Act.

Public notice of this meeting is supplied under Section 84 of the Act.

Following amendments to s90 of the Act, this meeting of the Council is taken to be conducted in a place open to the public given that the Council Members will be participating via electronic means and the public can access a live stream of the meeting via the link contained on Council's website.

Andrew Aitken
Chief Executive Officer



ORDINARY COUNCIL MEETING

AGENDA FOR MEETING

Tuesday 28 April 2020

6.30pm

To be held in the Zoom virtual meeting room

ORDER OF BUSINESS

1. COMMENCEMENT

2. OPENING STATEMENT

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

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

3. APOLOGIES/LEAVE OF ABSENCE

- 3.1. Apology
Apologies were received from
- 3.2. Leave of Absence
- 3.3. Absent

4. MINUTES OF PREVIOUS MEETINGS

Council Meeting – 24 March 2020

That the minutes of the ordinary meeting held on 24 March 2020 as supplied, be confirmed as an accurate record of the proceedings of that meeting.

Special Council Meeting – 21 April 2020

That the minutes of the special meeting held on 21 April 2020 as supplied, be confirmed as an accurate record of the proceedings of that meeting.

5. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF COUNCIL

6. MAYOR'S OPENING REMARKS

7. QUESTIONS ADJOURNED/LYING ON THE TABLE

7.1. Questions Adjourned

Nil

7.2. Questions Lying on the Table

Nil

8. PETITIONS / DEPUTATIONS / PUBLIC FORUM

8.1. Petitions

Nil

8.2. Deputations

Nil

9. PRESENTATIONS (by exception)

Nil

10. QUESTIONS ON NOTICE

Nil

11. MOTIONS ON NOTICE

Nil

12. ADMINISTRATION REPORTS – DECISION ITEMS

12.1. East Waste 2020-21 Annual Business Plan and Budget

1. *That the report be received and noted*
2. *To provide consent to the Eastern Waste Management Authority Draft Annual Plan 2020-21.*

12.2. AHRWMA 2020-21 Annual Business Plan and Budget

1. *That the report be received and noted*
2. *To approve the Adelaide Hills Region Waste Management Authority Draft Annual Business Plan and Budget 2020-21.*

12.3. 2020 – 2024 Strategic Plan Adoption

1. *That the report be received and noted*
2. *To adopt the 2020-24 Strategic Plan, as contained in Appendix 1, in accordance with Section 122 of the Local Government Act 1999.*
3. *That the CEO, or delegate, be authorised to:*
 - a. *Make any necessary formatting, nomenclature or other minor changes to the Plan prior to being published and*
 - b. *Determine the publishing timings, format, and media processes while ensuring consistency and compliance with the provisions of applicable legislation.*

12.4. 2020 – 21 Long Term Financial Plan Adoption

1. *That the report be received and noted.*
2. *To adopt the 2020-21 Long Term Financial Plan, as contained in Appendix 1 to this report, in accordance with Section 122 of the Local Government Act 1999.*
3. *To note that additional documentation will be provided as part of the 2020-21 Annual Business Plan and Budget to illustrate the impact of the 2020-21 budget settings on the long term financial performance of the Council, and hence whether financial sustainability is being achieved.*

12.5. Road Land Acquisition from DPTI – Houghton & Aldgate

1. *That the report be received and noted*
2. *To accept a transfer of land from the Commissioner of Highways for Allotment 13 in Deposited Plan No. 26030 contained in Certificate of Title Volume 5741 Folio 518 being Lot 13 Horn Street, Houghton from the Commissioner of Highways*
3. *To accept a transfer of land from the Commissioner of Highways for Allotment 51 in Deposited Plan No. 82071 contained in Certificate of Title Volume 6058 Folio 751 being Lot 51 Strathalbyn Road, Aldgate from the Commissioner of Highways*
4. *To delegate to the Chief Executive Officer to execute the necessary documentation to give effect to this resolution.*
5. *To authorise the publication of the resolution in the Government Gazette as required by Section 208 of the Local Government Act 1999 to declare the roads to be public road.*

12.6. Range Road South Houghton Pedestrian Movements

1. *That the report be received and noted.*
2. *That Council write to the City of Tea Tree Gully indicating that Council will not be providing additional pedestrian infrastructure on Range Road South.*

12.7. CEO Performance Review Process & Panel Schedule

1. *That the report be received and noted*
2. *That the 2020 CEO Performance Review and TEC package review be undertaken using an external consultant.*
3. *That the 2020 CEO Performance Review Panel Meeting and Process Schedule (as amended), as contained in Appendix 1, be adopted.*

12.8. CEO Performance Target Update

1. *That the report be received and noted*
2. *That the Community Perception Survey performance target be deferred until the impact of the COVID-19 restrictions have sufficiently abated.*
3. *That the Boundary Reform performance target be modified for the final stage of consultation to be deferred until the social distancing restrictions associated with COVID-19 are sufficiently reduced/removed, and once the consultation is complete, the final report will be brought to Council for consideration.*
4. *That the Community and Recreation Facilities Framework performance target be modified to reflect the overall complexity of this target; and for delivery of a community consultation implementation plan to be presented by 30 June 2020 instead.*

12.9. CEO PRP Independent Member Deferral

1. *That the report be received and noted*
2. *To defer the recruitment of an Independent Ordinary Member until the social distancing restrictions associated with COVID-19 are sufficiently reduced/removed.*

12.10. Draft Fraud Corruption Misconduct & Maladministration Policy

1. *That the report be received and noted.*
2. *With an effective date of 12 May 2020, to revoke the 13 June 2017 Fraud & Corruption Prevention Policy and to adopt the 28 April 2020 Draft Fraud, Corruption, Misconduct and Maladministration Policy as per Appendix 1.*
3. *That the Chief Executive Officer be authorised to make any formatting, nomenclature or other minor changes to the 28 April 2020 Draft Fraud, Corruption, Misconduct and Maladministration Policy as per Appendix 1 prior to the effective date.*

12.11. Confidential Items Review

See Agenda Report

12.12. Status Report – Council Resolutions Update

See Agenda Report

13. ADMINISTRATION REPORTS – INFORMATION ITEMS

- 13.1. AHC Covid-19 Response

14. QUESTIONS WITHOUT NOTICE

15. MOTIONS WITHOUT NOTICE

16. REPORTS

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

17. REPORTS OF COMMITTEES

- 17.1. Council Assessment Panel
Nil
- 17.2. Strategic Planning & Development Policy Committee
Nil
- 17.3. Audit Committee – 20 April 2020
That the minutes of the Audit Committee meeting held on 20 April 2020 as supplied, be received and noted
- 17.4. CEO Performance Review Panel - 9 April 2020
That the minutes of the CEOPRP meeting held on 9 April 2020 as supplied, be received and noted.

18. CONFIDENTIAL ITEMS

Nil

19. NEXT MEETING

Tuesday 26 May 2020, 6.30pm, ZOOM virtual meeting room

20. CLOSE MEETING

Council Meeting/Workshop Venues 2020

DATE	TYPE	LOCATION	MINUTE TAKER
MAY 2020			
12 May	Workshop (TBC)	Zoom Virtual Meeting Room	N/A
13 May	Council Assessment Panel	Zoom Virtual Meeting Room	Karen Savage
18 May	Audit Committee	Zoom Virtual Meeting Room	Kylie Hopkins
19 May	Professional Development (TBC)	Zoom Virtual Meeting Room	N/A
26 May	Council	Zoom Virtual Meeting Room	Kylie Hopkins
JUNE 2020			
4 June	CEO PRP	Zoom Virtual Meeting Room	TBA
9 June	Workshop (TBC)	Zoom Virtual Meeting Room	N/A
10 June	Council Assessment Panel	Zoom Virtual Meeting Room	Karen Savage
16 June	Professional Development (TBC)	Zoom Virtual Meeting Room	N/A
23 June	Council	Zoom Virtual Meeting Room	am Williams
JULY 2020			
8 July	Council Assessment Panel	Zoom Virtual Meeting Room	Karen Savage
9 July	CEO PRP	Zoom Virtual Meeting Room	TBA
14 July	Workshop (TBC)	Zoom Virtual Meeting Room	N/A
21 July	Professional Development (TBC)	Zoom Virtual Meeting Room	N/A
28 July	Council	Zoom Virtual Meeting Room	Pam Williams

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

Community Forums 2020

6.00 for 6.30pm

(dates and venues to be confirmed)

DATE	LOCATION
Tues 31 March	Mylor (Postponed)
Tues 30 June	Basket Range (to be confirmed)
Tues 29 September	Birdwood

Conflict of Interest Disclosure Form

CONFLICTS MUST BE DECLARED VERBALLY DURING MEETINGS

Councillor:

Date:

Meeting name:

Agenda item no:

1. I have identified a conflict of interest as:

MATERIAL ACTUAL PERCEIVED

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

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

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

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

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

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

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

OR

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

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

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

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

CONFLICTS MUST ALSO BE DECLARED VERBALLY DURING MEETINGS

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



Ordinary Business Matters

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

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

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

Engagement and membership with groups and organisations exemption

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

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

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

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

Item 4 Minutes of Council

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 24 MARCH 2020
63 MT BARKER ROAD STIRLING**

In Attendance

Presiding Member: Mayor Jan-Claire Wisdom

Members:

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

In Attendance:

Andrew Aitken	Chief Executive Officer
Terry Crackett	Director Corporate Services
Peter Bice	Director Infrastructure & Operations
Marc Salver	Director Development & Regulatory Services
Natalie Westover	Director Community Capacity
David Waters	Director Bushfire Recovery
Lachlan Miller	Executive Manager Governance & Performance

1. COMMENCEMENT

The meeting commenced at 6.34pm.

2. OPENING STATEMENT

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

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

**ADELAIDE HILLS COUNCIL
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3. APOLOGIES/LEAVE OF ABSENCE**3.1 Apology**

Cr John Kemp

3.2 Leave of Absence

Nil

3.3 Absent

Nil

4. MINUTES OF PREVIOUS MEETINGS**4.1 Council Meeting – 25 February 2020**

Moved Cr Malcolm Herrmann

S/- Cr Pauline Gill

51/20

That the minutes of the Ordinary Council meeting held on 25 February 2020 as supplied, be confirmed as an accurate record of the proceedings of that meeting, noting that Item 4.1 should read 28 January 2020.

Carried Unanimously

5. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF COUNCIL

Under Section 74 of the *Local Government Act 1999* Cr Mark Osterstock declared a Material Conflict of Interest in relation to Item 12.5, Nomination to Adelaide Cemeteries Authorities Board, due to the potential for a personal pecuniary interest if the matter is decided in a certain manner.

6. PRESIDING MEMBER'S OPENING REMARKS

Mayor Wisdom advised Council Members that there is a short agenda for this meeting in light of the social distancing guidelines. The Mayor also mentioned the National Cabinet meeting which may determine additional social distancing restrictions which could further impact on Council services and meeting arrangements. It was noted that the SA Parliament passed a Bill on 24 March 2020 which gives powers to the Minister for Local Government to vary or suspend sections of the Act.

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7. QUESTIONS ADJOURNED/LYING ON THE TABLE**7.1 Questions Adjourned**

Nil

7.2 Questions Lying on the Table

Nil

8. PETITIONS/DEPUTATIONS/PUBLIC FORUM**8.1 Petitions****8.1.1 Assessment of Trees in Mabel Street, Stirling**

Moved Cr Malcolm Herrmann

S/- Cr Kirsty Parkin

52/20

Council resolves that the petition signed by 82 signatories, requesting the assessment of trees along Mabel Street Stirling, be received and noted and the Head Petitioner advised of a summary of the arborist's report.

Carried Unanimously

8.2 Deputations

8.2.2 Marg Schroder & Jodie Turpin, Lobethal Recreation Ground Sports Club, re SA Nip the Drought Initiative (deferred)

8.2.3 Mandy Hughes & Adam Weinert, Lobethal & Districts Community Banking Project (deferred)

8.3 Public Forum

Nil

9. PRESENTATIONS

Nil

10. QUESTIONS ON NOTICE

Nil

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11. MOTIONS ON NOTICE

11.1 Credit Card Usage

Moved Cr Malcolm Herrmann

S/- Cr Leith Mudge

53/20

Council resolves that the Chief Executive prepare a report, for the Audit Committee's consideration and advice to Council, providing an assessment of the status and coverage of the Adelaide Hills Council's Procurement Framework against the recommendations arising from the South Australian Auditor-General's March 2020 reports regarding credit card use and management in three South Australian councils.

Carried Unanimously

11.2 Mylor Primary School Fireworks

Moved Cr Pauline Gill

S/- Cr

I move that the CEO write to the Mylor Primary School asking them to consider to use a laser show as an alternative to the fireworks as a trial to gauge attendees reaction and if there is wide support for an alternative form of entertainment.

Lapsed for want of a seconder

11.3 Road Safety Warren Road & Martin Hill/Lucky Hit Road Forreston

Moved Cr Malcolm Herrmann

S/- Cr Mark Osterstock

54/20

That the CEO requests the Minister for Transport, the Hon Stephan Knoll MP, take immediate action to improve safety for vehicular movements at the DPTI controlled intersection of Warren Road and Martin Hill/Lucky Hit Roads (Council roads).

Carried Unanimously

**ADELAIDE HILLS COUNCIL
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12. OFFICER REPORTS – DECISION ITEMS

12.1 Arts & Heritage Collection

Moved Cr Mark Osterstock
S/- Cr Kirrilee Boyd

55/20

Council resolves:

1. That the report be received and noted.
2. That Council approve the development of the draft Arts and Heritage Collection Policy for consideration at a future Council meeting.

Carried Unanimously

12.2 Cudlee Creek Bushfire Service & Project Continuity Impacts

Moved Cr Linda Green
S/- Cr Pauline Gill

56/20

Council resolves:

1. That the report be received and noted.
2. That the actions contained in the Recovery Action Plan contained in Appendix 1 be endorsed, in principle, subject to funding being made available where applicable. That the Chief Executive Officer be authorised to amend and develop the Recovery Action Plan to respond to emerging needs and to spend up to \$2m net of committed income on initiatives supporting the recovery effort.
3. That the list of initiatives and service impacts contained in Appendix 2 be noted and endorsed.
4. That in relation to the \$1.225m Federal Government funding, for the purposes of a program submission to the National Bushfire Recovery Agency, the Chief Executive Officer be authorised to nominally allocate the funding to elements of the Council's Bushfire Recovery Action Plan where costs are unlikely to be able to be sought or recovered from other sources.
5. That the Council makes a submission to the Royal Commission into National Natural Disaster Arrangements in the terms contained in Appendix 3, with the Chief Executive Officer being authorised to make minor amendments prior to submission to reflect any decisions made in relation to this matter and undertakings made within the meeting, and subsequently make the submission on the Council's behalf.

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6. That the Council makes a submission to the independent review into South Australia's 2019-20 bushfire season in the terms contained in Appendix 4, with the Chief Executive Officer being authorised to make minor amendments prior to submission to reflect any decisions made in relation to this matter and undertakings made within the meeting, and subsequently make the submission on the Council's behalf.
7. That the Chief Executive Officer continues to pursue additional funding support from both levels of government and other sources, to ensure the Council's ratepayers do not have to bear a significant portion of the Council's necessary bushfire recovery costs.

Carried Unanimously

12.3 GRFMA Annual Budget & Business Plan 2020 – 2021

Moved Cr Malcolm Herrmann
S/- Cr Ian Bailey

57/20

Council resolves:

1. That the report be received and noted.
2. To advise the Board of the Gawler River Floodplain Management Authority that it has reviewed its 2020/21 Annual Business Plan and approves the Adelaide Hills Council's contribution of \$25,193 as set out in the draft 2020/21 Budget.

Carried Unanimously

12.4 Election for GAROC 2020

Moved Cr Nathan Daniell
S/- Cr Mark Osterstock

58/20

Council resolves:

1. That the report be received and noted
2. To delegate to the Mayor to determine the preferred candidate and to mark the ballot paper accordingly and to lodge the completed ballot paper in accordance with the process set out in *Appendix 1*.

Carried Unanimously

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
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12.5 Nomination to Adelaide Cemeteries Authority Board

Cr Mark Osterstock declared a Material Conflict of Interest at Agenda Item 5 'Declaration of Interest by Members of the Council' in relation to Item 12.5 and left the Chamber at 7.23pm.

Moved Cr Nathan Daniell

S/- Cr Linda Green

59/20

Council resolves:

- 1. That the report be received and noted**
- 2. To endorse the nomination of Cr Mark Osterstock for the Adelaide Cemeteries Authority Board and authorise the Chief Executive Officer to lodge the completed nomination form(s) to the Local Government Association by COB 6 April 2020.**

Carried Unanimously

Cr Mark Osterstock returned to the Chamber at 7.26pm.

12.6 Status Report – Council Resolutions Update

Moved Cr Linda Green

S/- Cr Leith Mudge

60/20

That Council resolves:

- 1. The Council Action List be received and noted.**
- 2. The following completed item(s) be removed from the Action List:**

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI
24/03/2015	Ordinary Council	57/15	Confidential Item - Morella Grove	None declared
24/10/2017	Ordinary Council	250/17	DEW Fuel Reduction on Private Lands Program	None declared
26/11/2019	Ordinary Council	288/19	Strategic Plan Proposed Priorities for Consultation	None declared
17/12/2019	Ordinary Council	308/19	Road Closure UPR adj Charleston Conservation Park	None declared

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17/12/2019	Ordinary Council	312/19	Community Energy Program	Material - Cr Green Perceived - Cr Bailey, Cr Daniell, Cr Grant, Cr Mudge, Cr Parkin and Mayor Wisdom
17/12/2019	Ordinary Council	313/19	Road Closure Cnr Kain Ave & Mt Barker Road Bridgewater	None declared
28/01/2020	Ordinary Council	8/20	Cudlee Creek Bushfire	None declared
25/02/2020	Ordinary Council	25/20	Council Reserve, Woodside	None declared
25/02/2020	Ordinary Council	26/20	NBN Access for greater Mylor district	None declared
25/02/2020	Ordinary Council	29/20	Gumeracha Main Street Project	None declared
25/02/2020	Ordinary Council	31/20	Budget Review 2	None declared
25/02/2020	Ordinary Council	32/20	Long Term Financial Plan for Consultation	None declared
25/02/2020	Ordinary Council	38/20	Confidential Items Review	None declared
25/02/2020	Ordinary Council	39/20	Permission to use Council Minutes	None declared
25/02/2020	Ordinary Council	40/20	2019/20 External Audit Plan	None declared
25/02/2020	Ordinary Council	41/20	Strategic Internal Audit Plan 2018 - 2023 Revision	None declared
25/02/2020	Ordinary Council	46/20	MWN Woodside Hall Toilets	None declared
27/02/2020	Ordinary Council	47/20	Petition Reports	None declared

Carried Unanimously

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13. OFFICER REPORTS - INFORMATION ITEMS**13.1 Mylor Community Survey Report**

Moved Cr Mark Osterstock

S/- Cr Kirsty Parkin

61/20

1. That the report be received.
2. That Council notes the results of the recent Mylor Community Survey, in particular, the local community's overwhelming support for the annual Mylor Community Bonfire Night, and in particular the Firework Display.
3. That, subject to there being no material or substantial changes to the event, the Council provides ongoing and in-principle support for the Mylor Community Bonfire Night [and Firework Display].
4. Support by Council is subject to the annual receipt of an event application from the organisers and the subsequent approval, under delegated authority, by Council administrative staff.

Carried Unanimously

14. QUESTIONS WITHOUT NOTICE

Nil

15. MOTIONS WITHOUT NOTICE

Nil

16. REPORTS**16.1 Council Member Function or Activity on the Business of Council****Cr Pauline Gill**

- 4 March, Local Recovery Committee
- 4 March, Bushfire Advisory Group
- 5 March, Kersbrook Residents Association AGM
- 11 March, Cudlee Creek Community Information Forum
- 11 March, Lenswood Forest Range Community Association
- 15 March, 100th Commemoration of the laying of the Foundation Stone at the Birdwood Soldiers Memorial Arch
- 17 March, Community & Recreation Funding Framework Internal Working Group

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Cr Malcolm Herrmann

- 15 March, War Memorial Arch, Centenary of Laying Foundation Stone, Birdwood
- 16 March, RSL Gumeracha Sub Branch, Gumeracha
- 19 March, Meeting with Blaze Aid, Lobethal

16.2 Reports of Members as Council/Committee Representatives on External Organisations

Cr Malcolm Herrmann

- 27 February, GRFMA Meeting

16.3 CEO Report

Andrew Aitken, CEO, provided Council with a verbal Corporate Update:

- Lobethal Bushland Park remediation
- Recycled content infrastructure installation
- Uptake and utilisation of waste vouchers
- Kerb renewal
- Heathfield court resurfacing
- 61 DAs for bushfire affected properties received
- COVID-19 service provision arrangements

17. REPORTS OF COMMITTEES

17.1 Council Assessment Panel – 11 September 2019

Moved Cr Linda Green

S/- Cr Ian Bailey

62/20

That the minutes of the Council Assessment Panel meeting of 11 September 2019 as distributed, be received and noted.

Carried Unanimously

17.2 Strategic Planning & Development Policy Committee

Nil

17.3 Audit Committee

Nil

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17.4 CEO Performance Review Panel

Nil

18. CONFIDENTIAL ITEMS

Nil

19. NEXT ORDINARY MEETING

The next ordinary meeting of the Adelaide Hills Council will be held on Tuesday 28 April 2020 from 6.30pm at 63 Mt Barker Road, Stirling.

20. CLOSE MEETING

The meeting closed at 8.08pm.

**ADELAIDE HILLS COUNCIL
MINUTES OF SPECIAL COUNCIL MEETING
TUESDAY 21 APRIL 2020
63 MT BARKER ROAD STIRLING**

In Attendance

Presiding Member: Mayor Jan-Claire Wisdom (via audio-visual link)

Members:

Councillor Ian Bailey (via audio-visual link)
Councillor Kirrilee Boyd (via audio-visual link)
Councillor Nathan Daniell (via audio-visual link)
Councillor Pauline Gill (via audio-visual link)
Councillor Chris Grant (via audio-visual link)
Councillor Linda Green (via audio-visual link)
Councillor Malcolm Herrmann (via audio-visual link)
Councillor John Kemp (via audio-visual link)
Councillor Leith Mudge (via audio-visual link)
Councillor Mark Osterstock (via audio-visual link)
Councillor Kirsty Parkin (via audio-visual link)
Councillor Andrew Stratford (via audio-visual link)

In Attendance:

Andrew Aitken	Chief Executive Officer
Lachlan Miller	Executive Manager Governance & Performance
Steven Watson	Governance & Risk Coordinator
Pam Williams	Minute Secretary

1. COMMENCEMENT

The special meeting commenced at 6.34pm.

Mayor Jan-Claire Wisdom asked Lachlan Miller, Executive Manager Governance & Performance to explain the audio/visual meeting procedures for the benefit of the Council Members and gallery.

2. OPENING STATEMENT

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

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

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3. APOLOGIES/LEAVE OF ABSENCE

3.1 Apology

Nil

3.2 Leave of Absence

Nil

3.3 Absent

Nil

4. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF COUNCIL

Nil

5. PRESIDING MEMBER'S OPENING REMARKS

Mayor Jan-Claire Wisdom welcomed Council Members and the public to our very first electronic Council meeting. The Mayor stated that the use of audio/visual technology is a new paradigm for Council and asked for patience as Council Members and Officers learn to use this technology.

6. BUSINESS OF THE MEETING

6.1 Electronic participation in Council Meetings (Notice 1/2020) – proposed compliance arrangements

Moved Cr Mark Osterstock
S/- Cr John Kemp

63/20

Council resolves:

- 1. That the report be received and noted**
- 2. In accordance with the Minister for Transport, Infrastructure and Local Government's *Electronic Participation in Council Meetings Notice (No 1) 2020* (Notice No 1), pursuant to Section 302B of the *Local Government Act 1999*, Council amends the following documentation to facilitate participation by Council Members via electronic means:
 - a. Effective immediately to suspend the 28 January 2020 *Code of Procedure for Council Meeting Procedures* and to adopt the revised April 2020 *Code of Procedure for Council Meeting Procedures*, as contained in Appendix 3.****

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- b. Effective immediately to suspend the 23 April 2019 *Code of Practice for Access to Council, Council Committee and Designated Informal Gathering Meetings & Documents* and to adopt the revised April 2020 *Code of Practice for Access to Council, Council Committee and Designated Informal Gathering Meetings & Documents*, as contained in Appendix 4.
 - c. Effective immediately to suspend the 22 November 2016 *Informal Council and Council Committee Gatherings and Discussions* and to adopt the revised April 2020 *Informal Council and Council Committee Gatherings and Discussions*, as contained in Appendix 5.
3. That, upon the expiry of the provisions of Notice No 1, the revised documents in 2. above cease and the suspended documents in 2. above be reinstated.
 4. That, as from 21 April 2020 and until the expiry of the provisions of Notice No 1, meetings of the Council will take place by electronic means using the audio and visual functionality of the Zoom virtual meeting room as the electronic location.

Carried Unanimously

6.2 Public Access and Public Consultation (Notice 2/2020) – proposed compliance arrangements

Moved Cr Linda Green
S/- Cr Pauline Gill

64/20

Decision 1

Council resolves the report be received and noted.

Decision 2

1. Pursuant to Section 45(2) of the *Local Government Act 1999*, as substituted under the *Public Access and Public Consultation Notice (No 2) 2020*, being satisfied that it is reasonably necessary as a result of the public health emergency declared by the Chief Executive of the Department for Health and Wellbeing on 15 March 2020 (and the related major emergency declared under the *Emergency Management Act 2004* on 22 March 2020 and extended on 2 April 2020), the Council, for the period the *Public Access and Public Consultation Notice (No 2) 2020* has effect to close the Principal Office and all other Satellite Offices of the Council to public access effective from 21 April 2020.
2. The Council makes the following alternative arrangements to enable the local community to access the services of the Council which are ordinarily available at the principal office of the Council:

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- a. Council's website – www.ahc.sa.gov.au
 - b. Payments may continue to be made electronically.
 - c. Library services website - https://onecard.network/client/en_AU/adelaidehills/
 - d. Any other matters please email Council via mail@ahc.sa.gov.au , call Customer Service on 08 8408 0400, or contact us - <https://www.ahc.sa.gov.au/contact-us>
3. In relation to any obligation under the Local Government Act 1999 to make a document available for inspection at the principal office of the Council, the document will be made available for inspection:
- e. Via Councils' website – www.ahc.sa.gov.au
OR
 - f. Email request addressed to the Chief Executive Officer via mail@ahc.sa.gov.au.
4. Pursuant to Section 50(5a) of the Local Government Act 1999, as inserted under the Public Access and Public Consultation Notice (No 2) 2020, the Council alters its Public Consultation Policy by including in the Policy, the Public Consultation Policy Addendum as detailed in Appendix 2.

Decision 3

1. That the Council in exercise of the power contained in Section 44 of the *Local Government Act 1999* (the LG Act) hereby delegates this 21st day of April 2020 to the person occupying the office of Chief Executive Officer of the Council the powers and functions under the LG Act, the operation of which has been varied under the *Public Access and Public Consultation Notice (No 2) 2020*, and set out below subject to the conditions and/or limitations, if any, specified herein:
- 1.1. the power pursuant to Section 45(2) of the LG Act to, if the delegate is satisfied it is reasonably necessary as a result of the public health emergency, to:
 - 1.1.1. close the principal office of the Council; or
 - 1.2. vary the transaction of business hours at the principal office of the Council;
 - 1.3. the power pursuant to Section 45(3) of the LG Act if the Council closes its principal office or varies the transaction of business hours in accordance with Section 45(2) of the LG Act, to, as soon as reasonably practicable, take reasonable steps to:
 - 1.3.1. make alternative arrangements to enable the local community to access the services of the Council which are ordinarily available at the principal office of the Council;

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- 1.3.2. inform the Council's local community (including by publishing the information on a website determined by the Chief Executive Officer) about the changes to the arrangements to access those services;**
- 1.4. the power pursuant to Section 45(4)(b) of the LG Act to satisfy any obligation under the LG Act to make a document available for inspection at the principal office of the Council by making the document available for inspection at an alternative place or by an alternative means as determined by the delegate;**
- 1.5. the power pursuant to Section 45(5) of the LG Act, if the Council or chief executive officer makes a document available for inspection in accordance with Section 45(4) of the LG Act, to, as soon as reasonably practicable, take reasonable steps to inform the Council's local community (including by publishing the information on a website determined by the chief executive officer) about the changes to the arrangements for inspection of the document;**
- 1.6. the power pursuant to Section 45(10) of the LG Act if the Council makes copies of a document available in accordance with Sections 45(8) or (9) of the LG Act, to, as soon as reasonably practicable, take reasonable steps to inform the Council's local community (including by publishing the information on a website determined by the chief executive officer) about the changes to the arrangements for provision of copies of the document.**
- 1.7. the power pursuant to Section 50(5a) of the LG Act to alter the Council's Public Consultation Policy or substitute a new policy without undertaking public consultation, even if the Council's existing Public Consultation Policy requires the Council to conduct public consultation;**
- 1.8. the power pursuant to Section 123(5) of the LG Act to ensure that copies of the draft annual business plan are available for inspection (without charge) and purchase (on payment of a fee fixed by the Council) at the principal office of the Council (including as provided for in Sections 45(4) and 45(9) of the LG Act) and on the website at least 21 days before the end of the period for providing written submissions;**
- 1.9. the power pursuant to Section 151(8) of the LG Act to ensure that copies of the report required under Section 151(5)(d) are available for inspection (without charge) and purchase (on payment of a fee fixed by the Council) at the principal office of the Council (including as provided for in Sections 45(4) and 45(9) of the LG Act) at least 21 days before the end of the period for public consultation;**
- 1.10. the power pursuant to Section 156(14e) of the LG Act to ensure that copies of the report required under section 156(14a)(a) of the LG Act are available for inspection (without charge) and purchase (on payment of a fee fixed by the Council) at the principal office of the Council (including as provided for in Sections 45(4) and 45(9) of the LG Act) at least 21 days before the end of the period for public consultation.**
-

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2. Such powers and functions may be further delegated by the Chief Executive Officer in accordance with Sections 44 and 101 of the LG Act as the Chief Executive Officer sees fit.
3. These delegations:
 - 3.1. operate and have effect for the period the *Public Access and Public Consultation Notice (No 2) 2020* has effect;
 - 3.2. do not have the effect of revoking or altering any previous delegations made by the Council to the person occupying the office of Chief Executive Officer of the Council;
 - 3.3. for the period the *Public Access and Public Consultation Notice (No 2) 2020* has effect, take precedence in the event of any inconsistency between these delegations and any previous delegations made by the Council to the person occupying the office of Chief Executive Officer of the Council prior to the date of the making of these delegations.

Carried Unanimously

7. CONFIDENTIAL ITEM

Nil

8. CLOSE MEETING

The meeting closed at 6.51pm.

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 April 2020
AGENDA BUSINESS ITEM**

Item:	12.1
Responsible Officer:	Lachlan Miller Executive Manager Governance & Performance Office of the Chief Executive
Subject:	Draft Eastern Waste Management Authority 2020-21 Annual Plan
For:	Decision

SUMMARY

At its 20 February 2020 Board meeting, the Eastern Waste Management Authority (East Waste) endorsed its draft *2020-21 Annual Plan* (refer to **Appendix 1**) for review and comment to each of its Constituent Councils.

Under its Charter, East Waste has a 10-year Business Plan and for each financial year, have an Annual Plan which supports and informs its budget. East Waste must prepare its draft Annual Plan and consult with its Constituent Councils to obtain consent on or before 31 May of each year. Upon obtaining consent East Waste is able to adopt its Annual Plan.

The adopted Annual Plan binds East Waste and is the basis upon which the budget is developed.

The purpose of this report is to seek Council's consideration of, and consent to the draft East Waste *2020-21 Annual Plan*.

RECOMMENDATION

Council resolves:

- 1. That the report be received and noted**
 - 2. To provide consent to the Eastern Waste Management Authority Draft Annual Plan 2020-21.**
-

1. GOVERNANCE

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Goal 4 Explore ideas and work with others

Strategy 4.6 Pursue opportunities to share resources and partner with others for better community outcomes.

Adoption of the report recommendation will ensure Council continues to be a responsive and diligent partner in fulfilling its obligations as a Constituent Member council of the East Waste Regional Subsidiary.

Consideration and consent of the East Waste draft Annual Plan 2020-21 contributes to fulfilling a number of strategies in Council's Waste and Resource Management Strategy 2016-2021. The most relevant example is Strategy 5.6.2.1 as follows:

“Contribute to the review of East Waste strategic and business plans to ensure that the business is professionally managed with regular review of achievement against performance expectations”

➤ Legal Implications

The Eastern Waste Management Authority (East Waste) is a Regional Subsidiary established under Section 43 and Schedule 2 of the *Local Government Act 1999*.

Schedule 2 requires that a regional subsidiary must prepare and adopt a business plan. The plan must set out the performance targets, a statement of the financial and other resources, and the performance measures to be used to monitor and assess performance against the performance targets. The plan can be a multi-year plan but the regional subsidiary must review its business plan on an annual basis in consultation with its Constituent Councils. In accordance with Clause 52.3 of the Charter the Annual Plan must be provided Constituent Councils for the purpose of obtaining consent.

The Authority must, for each financial year, have an Annual Plan which supports and informs its Budget. The Annual Plan must:

- 51.1 include an outline of the Authority's objectives for the financial year, the activities that the Authority intends to undertake to achieve those objectives and the measures that the Authority intends to use to assess its performance against its objectives over the financial year;
- 51.2 assess the financial requirements of the Authority for the financial year and, taking those requirements into account, set out a summary of the Authority's proposed operating expenditure, capital expenditure and sources of revenue;
- 51.3 take into account the objectives set out in the Business Plan and, in particular, the Long Term Financial Plan and issues relevant to the management of assets and resources by the Authority;
- 51.4 set out proposals for the recovery of overheads over the financial year from the Constituent Councils; and

51.5 address or include any other matter prescribed by the Constituent Councils or determined to be relevant by the Board.

➤ **Risk Management Implications**

Review and consent of the East Waste Annual Plan will assist in mitigating the risk of:

Failure to approve the East Waste Annual Plan 2020-21 leading to the reduced ability of the East Waste to discharge its role as set out in its Charter.

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

The report recommendation does not result in a new mitigating action. The CEO will however need to formally advise the East Waste General Manager of the outcome of Council's consideration of this matter.

➤ **Financial and Resource Implications**

In regard to kerbside and street litter collection undertaken by East Waste fees for Adelaide Hills Council have increased by \$111k from \$2.598m in 2019/20 to \$2,710m proposed for 2020-21. This change is largely due to increases in wages and salaries, depreciation, fleet maintenance and fuel, gas and oil.

The proposed collection fee of \$2.710m for 2020-21 outlined above is for collection only and does not include landfill disposal or processing fees. Landfill disposal is contained within a separate budget line and is undertaken by the Adelaide Hills Region Waste Management Authority.

In regard to processing fees for green organics, hard waste and recycling there has been an increase of \$240k from \$368k to \$609k between 2019-20 and 2020-21. Of this change, fees for the processing of recyclables have been the most significant contributor to the increase. The recycling market has seen considerable destabilisation over the last 24 months with depressed markets for kerbside recycling material (particularly paper and cardboard). Other pressures on recycling costs include the Solid Waste Levy, contamination and contract rise and fall adjustments.

Fees for the hard waste service have also increased with mattress collection and processing applying significant pressure to the budget. When the hard waste collection service was awarded to East Waste following a competitive market procurement process in 2016 the annual expenditure was capped at \$100k. Accordingly, Council's draft 2020/21 budget has been based on the \$100k cap rather than the budget provided by East Waste of approximately \$150k. The East Waste budget is based on forecast demand of 1,500 collections. As a guide, the capped budget would allow for approximately 1000 collections as opposed to 1,500 possible with the East Waste budget of \$150k.

Staff will continue to work with East Waste to identify options to reduce hard waste collection costs and monitor utilisation of the service. For example, as outlined above the processing of mattresses has placed upward pressure on the hard waste collection budget and therefore a review of this aspect of the service needs to be undertaken. If required, a variation to the hard waste budget will be sought through one of the budget review processes during 2020-21. Any proposed changes to hard waste service entitlements, for

example reducing the volume of material to be collected or excluding items that are currently collected, will be reported to Council for consideration.

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

There are no direct customer service or community/cultural implications relating to this report. Indirectly, adoption of the report recommendation will ensure ongoing efficient and effective waste collection services.

➤ **Sustainability Implications**

The services provided by East Waste have a strong connection to improved environmental outcomes. Therefore, a sound and well considered annual business plan is necessary to maximise environmental benefits through the services provided by East Waste.

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

Consultation on the development of this report was as follows:

Council Committees: Not Applicable

Council Workshops: A workshop on the draft East Waste was conducted on 21 April 2020 including a presentation from the General Manager.

Advisory Groups: Not Applicable

Administration: Manager Sustainability, Waste and Emergency Management
Manager Financial Services

External Agencies: Eastern Waste Management Authority

Community: Not Applicable

2. **BACKGROUND**

The Authority is a regional subsidiary established pursuant to Section 43 of the *Local Government Act 1999* to undertake the collection and disposal of waste and recycling in an environmentally responsible, effective, efficient, economic and competitive manner.

The Constituent Councils which comprise East Waste are Adelaide Hills Council, City of Burnside, City of Campbelltown, City of Norwood Payneham and St Peters, City of Mitcham, Corporation of the Town of Walkerville and the City of Prospect.

East Waste's Board approved the draft Annual Plan 2020-21 at its ordinary meeting held on 20 February 2020 for referral to Constituent Councils

3. ANALYSIS

The East Waste draft 2020-21 Annual Plan contains objectives, activities and measurement tools designed to assess the Authority's performance in delivery of the Plan. Objectives and activities included in the draft Annual Plan align with the following key focus areas found within the East Waste Business Plan 2015-2024 (currently under review):

- Governance
- Operational Management
- Communications
- Workplace Health and Safety
- Financial Management Performance

Under each of the five key focus areas outlined above a total of 12 specific activities are included in the draft Annual Plan for delivery in 2020-21. These activities are described in detail within the draft Annual Plan 2020-21 commencing on page 6 (refer **Appendix 1**). A summary of these activities and the measures to assess East Waste's performance in delivering these activities is provided on page 11 of the draft 2020/21 Annual Plan.

Much of the activity provided in the draft 2020-21 Annual Plan relates to maintaining and or improving core services and functions of East Waste including the following notable activities:

- Investigate opportunities for increased reuse of Hard Waste material – East Waste will investigate options to retain and or process material collected through the hard waste collection service to its highest value in accordance with principles of the Waste Management Hierarchy
- Review of East Waste's Education Program – Undertake an assessment of the effectiveness of community education undertaken by East Waste towards reducing contamination and increasing green waste diversion
- Implementation of the 2019 Risk Management Evaluation Plan – East Waste will implement high priority actions identified in the 2019 Risk Management Evaluation Plan based on an audit of East Waste's Work, Health and Safety, Injury Management and Risk Management frameworks

4. OPTIONS

Council has the following options:

- I. Consent to the draft Annual Plan for the 2020-21 financial year (recommended).

This option is recommended as it will allow East Waste to continue to provide efficient and cost effective waste collection services to the Constituent Councils.

- II. Not consent to the draft Annual Plan for the 2020-21 financial year.

This option is not recommended as it may lead to delays East Waste adopting their budget and in turn potentially effecting service delivery either short or long term.

- III. Note the draft ABP&B for the 2020-21 with suggested amendments.

This option is not recommended as any suggested amendments to the Annual Plan will need the endorsement of the other Constituent Councils and the Board before they can be accepted. This outcome would delay the adoption of the Annual Plan by the Board and potentially may not result in any changes being agreed to by the other Constituent Councils or the Board. The Staff are therefore recommending that Council endorse Option 1 above in order for East Waste to continue to provide waste collection services for Constituent Councils.

5. APPENDIX

- (1) Draft Eastern Waste Management Authority 2020-21 Annual Plan

Appendix 1

***Draft Eastern Waste Management Authority
2020-21 Annual Plan***

EastWaste



2020/21 Annual Plan

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Introduction

East Waste is the trading name of Eastern Waste Management Authority, which was established in 1928. The Authority is a regional subsidiary of the Adelaide Hills Council, City of Burnside, Campbelltown City Council, City of Norwood, Payneham & St Peters, City of Mitcham, City of Prospect and Town of Walkerville.

Through the servicing of kerbside waste, recycling and organics bins and street and reserve litter bins, East Waste undertakes over 10 million bin lifts and 30,000 hard waste collections each year for the Member Councils. East Waste however is far more than a waste logistics Company and has been a driving force in the waste education space in recent years.

East Waste is governed by a Charter (the Charter) pursuant to *Section 43 of the Local Government Act 1999* and administered by a Board, which includes a director appointed by each Council and an Independent Chair. Clause 51 of the Charter requires the Authority each year to have an Annual Plan which supports and informs the budget. Specifically, it is to include an outline of East Waste's objectives, the activities intended to be pursued, and the measurement tools defined to assess performance. It must also assess and summarise the financial requirements of East Waste and set out the proposals to recover overheads and costs from the Member Councils.

The *2020/21 Draft Annual Plan* is to be read in conjunction with East Waste's broader strategic planning framework including the *10 Year Business Plan 2015 - 2024*, Asset Management Plan and Long-Term Financial Plan, and Risk Management Planning Framework. In doing so it is important to note that East Waste's 10 Year Business Plan is currently under review and likely to be superseded prior to the final adoption of this Annual Plan. In anticipation of this, this Plan has adopted a 'hybrid' approach with respect to referencing strategic objectives. Notwithstanding the *2020/21 Draft Annual Plan* maintains our core intent of being *the most efficient and respected waste logistics company in Australia through the delivery of world-class resource management and educational services to our Member Councils and their Communities*.

Consistent with recent plans, this continues to build on the success of East Waste and strong integration with our Member Councils which is central to our success and strength as a collective unit.

Delivery

Appendix 2 of the *10 Year Business Plan 2015-2024* sets out a 10 Year Action Summary, with key tasks listed to ensure delivery of the Plan. For historical context and reference, Table 1 presents the Action Summary with an update on the activities - those completed are shaded Green and those outstanding are shaded Red.

Actions with an asterisk have not been completed at time of writing but are scheduled to be completed by the commencement of this plan (1 July 2020). This Plan will deliver on Year 7(2021) actions.

As part of a broader plan to maximise the efficiency of assets and resources, East Waste has taken on several new services in recent times and also expanded its service offerings.

East Waste will continue to pursue suitable expansion options where there is financial, logistical benefit and values alignment. The range of services currently provided to Member Councils is detailed in Table 3. East Waste currently does not provide any non-core activities to non-Member Councils or Organisations, however this does not preclude East Waste from investigating and/or pursuing these opportunities as they arise.

Other key activities for delivery in 2020/21 are detailed on the following pages against the *10 Year Business Plan 2015-2024* Key Focus Areas.

Table 1: East Waste Business Plan 2015 -2024 Action Summary

East Waste 10 Year Business Plan 2015-2024	4 Year Delivery Plan				10 Year Business Plan					
	Year 1 - 2015	Year 2 - 2016	Year 3 - 2017	Year 4 - 2018	Year 5 - 2019	Year 6 - 2020	Year 7 - 2021	Year 8 - 2022	Year 9 - 2023	Year 10 - 2024
Actions										
Action 1: East Waste to continue to provide core services to Member Councils and advise Member Councils of the capacity to deliver the full range of core services which could further drive efficiencies and alignment between Member Councils and East Waste.	X									
Action 2: East Waste to determine current performance of Member Councils against the two key ZWSA Waste Strategy targets and report annually. *	X	X	X	X	X	X	X	X	X	X
Action 3: East Waste to undertake an internal, and where required, independent, Market Evaluation of the East Waste model versus alternative waste and recycling service delivery models.	X						X			
Action 4: East Waste to prepare SLA's for Member Councils within 12 months. *	X									
Action 5: East Waste to establish operations KPIs as per Table 3 within 12 months. KPIs to be reported monthly to Member Councils once established. *	X	X	X	X	X	X	X	X	X	X
Action 6: East Waste to prepare a suitable recyclables processing specification and tender by February 2015 on behalf of Member Councils. Issue to market by March 2015 and proceed to board approval with recommended contractor for approval ready for 1 July 2015 commencement.	X					X				
Action 7: East Waste to prepare a suitable organics processing specification and tender by February 2015 on behalf of Member Councils. Issue to market by March 2015 and proceed to board approval with recommended contractor for approval ready for 1 July 2015 commencement.	X									
Action 8: East Waste to assess the disposal contract opportunity and provide a business case for Member Councils to consider by year 4 of the Business Plan and provide a waste disposal specification and tender to the market for Councils that choose to take up this option.				X						
Action 9: East Waste to demonstrate the potential of the Customer Service software to Member Councils and seek interest in moving to this solution by year 3 of the Business Plan.			X							
Action 10: East Waste to develop an employee satisfaction survey to be conducted at a frequency to be determined by the end of the first year of the Business Plan.	X	X	X	X	X	X	X	X	X	X
Action 11: East Waste to develop a fleet management plan to achieve an average fleet age of 7 years by end of year three of the Business Plan, and continually commit to implementing best practice technologies.			X							
Action 12: East Waste to prepare an example or trial presentation of one vehicle for Member Councils to consider and business case for broader fleet implementation over time by year 2 of the Business Plan.		X								
Action 13: East Waste to prepare example or trial demonstrate capabilities and benefits of RFID bins to Member Councils by year 3 of the Business Plan.			X							
Action 14: East Waste to develop customer satisfaction KPIs, and a process regarding resident customer service surveys, to identify and track customer satisfaction at a frequency to be determined.		X		X		X		X		X
Action 15: East Waste to investigate a service offer for community waste and recycling education and propose a model(s) to Member Councils that indicate and interest by Year 1-2 of the Business Plan.	X	X								
Action 16: East Waste initiate an independent mechanical and operational audit of the entire collection fleet at least annually, commencing in year 1 of the Business Plan.	X	X	X	X	X	X	X	X	X	X

Table 2: East Waste Service Offering to Member Councils

	East Waste Service Offerings (as at 1 January 2020)																	
	Field Services					Procurement & Contract Management					Customer Service		Innovation		Education and Marketing			
Council	Weekly collection of Waste	Fortnightly collection of Recyclables	Fortnightly collection of Organics	Hard Waste Collection	Street & Reserve Litter Collection	MUD/Bulk Bin Collections	Bin Repairs/Maintenance/Replacements	MGB Procurement	Kitchen Caddy and BioBag Procurement	Dog Poo Bag Procurement	Recyclables Contract	Organics Contract	Customer Service	Second Bin Permits	GPS tracking	RFID tracking	Education and Promotion	Personalised Truck Advertising
Adelaide Hills Council	x	x	x	x	x	x	x	x			x	x	x	x	x		x	x
City of Burnside	x	x	x	x		x	x	x	x		x	x	x	x	x	x	x	x
Campbelltown City Council	x	x	x	x	x		x	x			x	x	x		x		x	
City of Mitcham		x	x	x			x	x			x	x	x		x		x	
City of NPSP	x	x	x	x	x	x	x	x	x		x	x	x	x	x		x	
Town of Walkerville	x	x	x	x	x		x	x			x	x	x	x	x		x	
City of Prospect	x	x	x	x	x		x	x	x		x	x	x	x	x	x	x	

Governance

East Waste has undertaken a significant amount of work in recent years to strengthen the governance related activities of the business. The largely operational improvements required into the future will be adopted as a 'business as usual' approach.

G1. Implementation of a compliant Records Management System

Over the past 18 months East Waste have undertaken an investigation into a fit for purpose Records Management System (RMS), developed a GAP analysis and implementation schedule. Physical implementation has been delayed due to competing priorities but will now form a key priority for the FY21.

Operational Management

Principally as a waste logistics business providing a service to Member Councils, East Waste's core intent is to be *the most efficient and respected waste logistics company in Australia through the delivery of world-class resource management and educational services to our Member Councils and their Communities*. As a result of this operational management activities will remain the key focus of the Organisation.

OM1. Continue & Expand Existing Core Services

East Waste will continue to pursue a complete suite of service offerings to all Member Councils. Where gaps exist with the current service offerings (refer Table 2), East Waste will work with the respective Council(s) to provide business case(s) for a superior and financially more efficient service. Ultimately this will be undertaken with a goal of ensuring all assets and resources are fully utilised, however where required additional resources and/or vehicles will be procured to meet service demand.

Furthermore, should opportunities arise to expand the existing membership model and/or fee for service offerings, these will be investigated.

OM2. Upgrade to WasteTrack2

East Waste utilises a high-quality software system known as Waste Track to manage all elements of collections. An upgraded package is available which will streamline several workflows and improve data reporting, among several other operational benefits. To utilise the system the collection vehicles, require an upgrade of 'in cab' hardware. Approximately a third of the fleet are currently fitted, and new and soon to be purchased trucks will have it fitted as standard (within the purchase price) however this leaves 15 truck requiring the upgrade. The upgraded system cannot be utilised until all trucks are fitted.

OM3. Purchase of replacement RACVs

In line with East Waste's recently revised *Fleet Asset Management Plan 2020-2030* six (6), collection vehicles are due to be replaced in the 2020/21 Financial Year. Replacement of these six vehicles ensure the Key Principles of the Principles of the *Fleet Asset Management Plan 2020-2030* are maintained. Additionally, these purchases will upgrade the technological capabilities of the existing fleet, as they will be fitted standard with RFID readers and additional cameras, which the trucks to be replaced, do not have. The inclusion of Electric Vehicle(s) as part of this purchase will be considered.

OM4. Investigate opportunities for increased reuse of Hard Waste material

East Waste currently diverts over 95% of all material (approximately 3,100 tonnes per annum) collected through our hard waste service away from landfill by sending the material to ResourceCo (Wingfield) who transform it into Process Engineered Fuel (PEF).

A strategic principle of East Waste is to ensure where possible that collected material is retained/processed at its highest value. Referring to the waste hierarchy, *Reuse* sits higher than *Waste to Energy* and as such East Waste will investigate solutions and implement trials where possible for increasing the life (reuse) of the many items currently presented for hard waste collection.

Communication

Since 2015 East Waste has invested heavily in waste education in a bid to maximise the reuse of valuable resources and minimise contamination. Through delivering a range of materials and information across diverse mediums, East Waste is recognised as a leader in waste education. While education will continue and remain, the focus will shift to investment in meaningful and sustained behaviour change programs.

C2. Implementation of Kerbside Services Plan

Shifting to a stronger behaviour change focus in order to generate the step change required in increasing food waste recycling and reducing contamination, East Waste will commence implementation of the Kerbside Services Plan. Delays to the development of the Strategic Plan and the Kerbside Services Plan postponed the anticipated commencement in the 2019/20 financial year.

C2. Continued implementation of 'Why Waste It?' Program

East Waste has developed a strong social media presence in order to disseminate vital service information and reinforce educational messaging and this, along with targeted advertising will occur throughout the 20/21 year as need and opportunity requires.

Schools education will continue and building on the success of last year, community workshops themed around recognised environmental events (eg. National Recycling Week, World Environment Day, Plastic Free July will be rolled out across (and in conjunction with) all Member Councils. Support with and attendance at selected community events will further support direct community engagement. Partnering with external Organisations and national programs will be sought where synergies and benefits exist.

C3. Review of East Waste's Education Program

East Waste have invested heavily in waste education over the past five (5) years, initially as a need to fill a void in the community education space. The various iterations are well recognised as leading waste education in South Australia, evidenced by the State Government seeking a statewide rollout of *WhichBin?* in 2019.

With the maturity of the program, State-government reinvesting in waste education and a focus on behaviour change, it is now appropriate to undertake an assessment as to the effectiveness of the education investment in reducing contamination and increasing green waste diversion, in order to ensure future tailored messaging.

C4. Advocacy/Leadership

East Waste recognises that the collective of Member Councils is one of its key strengths. As a collector of over 20% of Adelaide's kerbside waste collections and influencer on the processing and disposal of this material, East Waste is well-placed to provide informed comment on waste-related matters. East Waste will continue to partner and advocate on behalf of Member Councils on matters that impact on the strategic direction, financial and logistical framework of waste collection, processing and disposal.

Workplace Health & Safety

The heavy logistical work undertaken in the course of collections exposes staff and members of the public to heightened risks. As such a high safety culture that exceeds required standards is fostered across the Organisation and our activities.

WS1. Independent Truck Fleet Audit (A16)

An annual requirement of *East Waste's 10 Year Business Plan 2015-2024 (refer Action 16)*, the independent truck audit provides invaluable mechanical information and peace of mind around the integrity and operational conformance of all collection vehicles. This program coupled with ongoing maintenance ensures East Waste exceeds the requirements of the State Government Heavy Vehicle Inspection program.

WS2. Implementation of the 2019 Risk Management Evaluation Plan

An audit of East Waste's Work, Health & Safety (WHS), Injury Management (IM) and Risk Management frameworks were undertaken in late 2019. While achieving a high conformance, several areas have been identified for improvement. The high priority actions of the subsequently developed WHS & Risk Action Plans will be implemented in line with East Waste's continuous improvement framework.

Financial Management & Performance

East Waste have invested significant time and resources in recent years to improve the transparency and performance of the Organisation, particularly in relation to financial management. While only one action is listed for completion in the FY21, a continued underlying focus remains on driving improvement, efficiency and transparency, wherever possible.

FM1. Cost benefit analysis of services

Action 3 of the 10 Year Strategic Plan recommends “An internal, and where required, independent, Market Evaluation of the East Waste model versus alternative waste and recycling service delivery models.” in years three and seven. The previous work will be built upon to deliver the required market evaluation and provide an opportune springboard at the commencement of the revised Strategic Plan.

Performance Metrics

Table 4: Summary of Activities and Performance Metrics

Activity Code	Activity	10YR Business Plan Link	Metric
G1	Implementation of a compliant Records Management System	2.3.3	<i>State Records Act 1997</i> Compliant Records Management System integrated into business activities.
OM1	Continue & Expand Existing Core Services	1.3 2.4.1	Expansion of existing Service Provisions are investigated and undertaken in a financially sustainable & beneficial manner to existing Member Councils.
OM2	Upgrade to WasteTrack2	2.4.6	Systems installed to deliver optimal Customer Service and reporting capabilities.
OM3	Purchase of replacement RACVs	2.4.7	Replacement of collection vehicles in accord with AMP to ensure operational needs are met.
OM4	Investigate opportunities for increased reuse of Hard Waste material	2.4.6	Feasibility of opportunities investigated and a minimum of one trial undertaken.
C1	Implementation of Kerbside Services Plan	2.5.2	Implementation of Year 1 Actions of endorsed a of a long-term integrated behavior change Program, designed to reduce waste to landfill and contamination levels.
C2	Continued implementation of 'Why Waste It?' Program	2.5.2	Rollout of <i>Why Waste It?</i> campaign to complement statewide education and service the needs of Member Councils.
C3	Review of East Waste's Education Program	2.5.2	Review undertaken and report presented to Council for consideration ahead of 2021/22 budget setting.
C4	Advocacy/Leadership	2.4.6	Tangible advocacy and leadership examples across the year on waste matters of significance to Member Councils.
WS1	Independent Truck Fleet Audit	2.6.2	All trucks audited and identified issues corrected to ensure safe and compliant fleet.
WS2	Implementation of the 2019 Risk Management Evaluation Plan	2.3.3	All actions implemented in timely manner.
FM1	Cost benefit analysis of services	2.3.4	Review undertaken and report presented to Council for consideration ahead of 2021/22 budget setting.

Budget Management

East Waste operates almost entirely on a Common Fleet Costing methodology, whereby Member Councils are charged directly against the time it takes to undertake their services. This is achieved through the utilisation of a specialised, highly accurate and powerful cloud-based, real-time GPS based system, supported by detailed reporting capabilities. As a result of this minor variations in the common fleet percentages (and therefore apportioning of Common Fleet costs) occur from year to year in response to efficiencies and increased collection costs (e.g. increase in developments, Fire Ban days and events). Specific costs (and rebates where applicable) such as waste disposal and resource processing are directly on-charged, to Member Councils.

The budget to deliver this Annual Plan, along with all East Waste's Services and legislative requirements is detailed in the following proposed 2020/21 Financial Papers (refer Attachment 1 – 5).

EAST WASTE**PROJECTED STATEMENT OF COMPREHENSIVE INCOME (BUDGET)**
for the Financial Year Ending 30 June 2021

FY2019		FY2020	FY2021
Audited Actuals		Proposed Budget (BR2)	Proposed Budget
\$'000		\$'000	\$'000
	INCOME		
15,440	User Charges	16,489	17,670
32	Investment income	20	15
38	Grants, subsidies and contributions	-	30
684	Other	681	794
16,194	TOTAL INCOME	17,190	18,509
	EXPENSES		
5,580	Employee Costs	5,545	5,890
8,229	Materials, contracts & other expenses	8,905	9,827
1,959	Depreciation, amortisation & impairment	2,103	2,476
290	Finance costs	334	346
16,058	TOTAL EXPENSES	16,887	18,538
136	OPERATING SURPLUS / (DEFICIT)	303	(29)
32	Asset disposals & fair value adjustments	20	30
168	NET SURPLUS / (DEFICIT)	323	1
-	Other Comprehensive Income	-	-
168	TOTAL COMPREHENSIVE INCOME	323	1

EAST WASTE**PROJECTED BALANCE SHEET (BUDGET)**
for the Financial Year Ending 30 June 2021

FY2019		FY2020	FY2021
Audited Actuals		Proposed Budget (BR2)	Proposed Budget
\$'000		\$'000	\$'000
	ASSETS		
	CURRENT ASSETS		
1,967	Cash & Cash Equivalents	2,100	2,381
717	Trade & Other Receivables	717	717
-	Other Financial Assets	-	-
2,684	TOTAL CURRENT ASSETS	2,817	3,098
	NON-CURRENT ASSETS		
6,100	Infrastructure, Property, Plant & Equipment	7,776	7,831
6,100	TOTAL NON-CURRENT ASSETS	7,776	7,831
8,784	TOTAL ASSETS	10,593	10,929
	LIABILITIES		
	CURRENT LIABILITIES		
771	Trade & Other Payables	771	771
1,987	Borrowings	2,287	2,300
540	Provisions	580	580
3,298	TOTAL CURRENT LIABILITIES	3,638	3,651
	NON-CURRENT LIABILITIES		
4,702	Borrowings	5,880	6,201
78	Provisions	118	119
4,780	TOTAL NON-CURRENT LIABILITIES	5,998	6,320
8,078	TOTAL LIABILITIES	9,636	9,971
706	NET ASSETS	957	958
	EQUITY		
706	Accumulated Surplus	957	958
706	TOTAL EQUITY	957	958

EAST WASTE**PROJECTED STATEMENT OF CASH FLOWS (BUDGET)**

for the Financial Year Ending 30 June 2021

FY2019		FY2020	FY2021
Audited Actuals		Proposed Budget (BR2)	Proposed Budget
\$'000		\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
RECEIPTS			
16,572	Operating Receipts	17,185	18,464
32	Investment Receipts	20	15
PAYMENTS			
(5,555)	Employee costs	(5,545)	(5,890)
(8,260)	Materials, contracts & other expenses	(9,088)	(10,109)
(309)	Interest Payments	(280)	(300)
2,480	NET CASH PROVIDED BY (OR USED IN) OPERATING ACTIVITIES	2,292	2,180
CASH FLOWS FROM INVESTING ACTIVITIES			
RECEIPTS			
35	Sale of Replaced Assets	83	50
PAYMENTS			
(1,897)	Expenditure on Renewal/Replaced Assets	(2,580)	(2,520)
-	Expenditure of New/Upgraded Assets	-	-
(1,862)	NET CASH PROVIDED BY (OR USED IN) INVESTING ACTIVITIES	(2,497)	(2,470)
CASH FLOWS FROM FINANCING ACTIVITIES			
RECEIPTS			
65	Capital Contributed by Member Councils	65	-
1,814	Proceeds from Borrowings	2,260	2,400
PAYMENTS			
(1,906)	Repayment of Borrowings	(1,840)	(1,830)
-	Distribution - Member Councils	(137)	-
(27)	NET CASH PROVIDED BY (OR USED IN) FINANCING ACTIVITIES	348	570
591	NET INCREASE (DECREASE) IN CASH HELD	143	280
1,367	CASH & CASH EQUIVALENTS AT BEGINNING OF PERIOD	1,958	2,101
1,958	CASH & CASH EQUIVALENTS AT END OF PERIOD	2,101	2,381

Attachment 4

EAST WASTE

PROJECTED STATEMENT OF CHANGES IN EQUITY (BUDGET)
for the Financial Year Ending 30 June 2021

FY2019		FY2020	FY2021
Audited Actuals		Proposed Budget (BR2) \$'000	Proposed Budget \$'000
\$			
473	BALANCE AT END OF PREVIOUS REPORTING PERIOD	706	957
168	Net Surplus / (Deficit) for Year	323	1
65	Contributed Equity	65	-
-	Distribution to Councils	(137)	-
<u>706</u>	BALANCE AT END OF REPORTING PERIOD	<u>957</u>	<u>958</u>

EAST WASTE**PROJECTED UNIFORM PRESENTATION OF FINANCES STATEMENT (BUDGET)**
for the Financial Year Ending 30 June 2021

FY2019		FY2020	FY2021
Audited Actuals		Proposed Budget (BR2)	Proposed Budget
\$'000		\$'000	\$'000
16,194	Income	17,190	18,509
(16,058)	Expenses	(16,887)	(18,538)
136	Operating Surplus / (Deficit)	303	(29)
Net Outlays on Existing Assets			
(1,897)	Capital Expenditure on Renewal and Replacement of Existing Assets	(2,580)	(2,520)
1,959	Depreciation, Amortisation and Impairment	2,103	2,476
35	Proceeds from Sale of Replaced Assets	83	50
97		(395)	6
Net Outlays on New and Upgraded Assets			
-	Capital Expenditure on New and Upgraded Assets	-	-
-	Amounts Specifically for New and Upgraded Assets	-	-
-	Proceeds from Sale of Surplus Assets	-	-
-		-	-
233	Net Lending / (Borrowing) for Financial Year	(91)	(24)

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 April 2020
AGENDA BUSINESS ITEM**

Item:	12.2
Responsible Officer:	Lachlan Miller Executive Manager Governance & Performance Office of the Chief Executive
Subject:	Draft Adelaide Hills Region Waste Management Authority Annual Business Plan and Budget 2020-21
For:	Decision

SUMMARY

At its 26 March 2020 Special Board meeting, the Adelaide Hills Region Waste Management Authority (the Authority) adopted its draft *Annual Business Plan and Budget 2020-21* (refer to **Appendix 1**) for referral to Constituent Councils.

The Authority prepares an annual business plan and budget in consultation with its Constituent Councils. The draft *Annual Business Plan and Budget 2020-21* (ABP&B) has been prepared in order to be consistent with the activities and recommended actions as identified in the document.

Endorsement of the draft ABP enables the Authority to continue providing an efficient and effectively managed and operated shared landfill site at Brinkley, located within and owned by the Rural City of Murray Bridge. The draft ABP&B is proposed to be formally adopted at the Authority's Annual General Meeting to be held in June 2020 following the receipt of feedback from Constituent Councils.

The purpose of this report is to seek Council's consideration of, and to approve the Authority's draft *Annual Business Plan and Budget 2020-21*

RECOMMENDATION

Council resolves:

- 1. That the report be received and noted**
 - 2. To approve the Adelaide Hills Region Waste Management Authority Draft Annual Business Plan and Budget 2020-21.**
-

1. GOVERNANCE

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Goal 4 Explore ideas and work with others

Strategy 4.6 Pursue opportunities to share resources and partner with others for better community outcomes.

Adoption of the report recommendation will ensure Council continues to be a responsive and diligent partner in fulfilling its obligations as a Constituent Council of the AHRWMA Regional Subsidiary.

Consideration and approval of the AHRWMA ABP&B contributes to fulfilling a number of strategies in Council's Waste and Resource Management Strategy 2016-2021. The most relevant example is Strategy 5.1.2.1 as follows:

“Contribute to the review of the AHRWMA Strategic Plan and Business Plan to ensure that the business will be professionally managed with regular review of achievement against performance expectations”

➤ Legal Implications

The Adelaide Hills Region Waste Management Authority (AHRWMA) is a Regional Subsidiary established under Section 43 and Schedule 2 of the *Local Government Act 1999*.

Schedule 2 requires that a regional subsidiary must prepare and adopt a business plan. The plan must set out the performance targets, a statement of the financial and other resources, and the performance measures to be used to monitor and assess performance against the performance targets. The plan can be a multi-year plan but the regional subsidiary must review its business plan on an annual basis in consultation with its Constituent Councils. In accordance with Clause 5.2.3 of the Charter the Business Plan must be approved by Constituent Councils.

The Authority's Charter states that the Authority shall, prepare and after 31 May of each year adopt an annual budget for the ensuing financial year in accordance with the Act. Further, this annual budget must be submitted to the CEO of each Constituent Council within 5 business days after adoption. Clause 4 of the Charter requires approval of the Budget from the Constituent Councils.

➤ Risk Management Implications

Review and consent of the AHRWMA ABP&B will assist in mitigating the risk of:

Failure to approve the AHRWMA Annual Business Plan and Budget leading to the reduced ability of the Authority to discharge its role as set out in its Charter.

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

The report recommendation does not result in a new mitigating action. The CEO will however need to formally advise the AHRWMA Executive Officer of the outcome of Council's consideration of this matter.

➤ **Financial and Resource Implications**

The total waste disposal fee budgeted by the Authority for all Constituent Councils in 2020-21 inclusive of the State Government's Solid Waste Levy (SWL) is \$3.301m. Of this amount, the SWL (assuming a 3% increase) accounts for 69% or \$2.296m.

Specific to Adelaide Hills Council, AHRWMA waste disposal fees forecast for 2020-21 total \$1.142m of which 75% or \$855k is attributable to the SWL. Please note these figures exclude costs to manage the Heathfield Resource Recovery Centre as waste disposal, SWL and management expenses for this facility are predominantly funded through gate fees.

In regard to the Resource Recovery Centres operated by the Authority on Behalf of Adelaide Hills Council (Heathfield) and the Rural City of Murray Bridge (Brinkley) the forecast net budget for these facilities respectively is \$30k and \$34k. The SWL for these facilities is recovered through gate fees. For reference, the budgeted SWL for the Heathfield Resource Recovery Centre in 2020-21 is \$230k.

The Authorities budget also includes an amount of \$152k for the existing Strategic Resource Recovery Coordinator role that works across Adelaide Hills Council, The Mount Barker District Council and the Rural City of Murray Bridge. The AHRWMA budget also includes an education budget of \$30k to support activities undertaken by the Strategic Resource Recovery Coordinator role.

For the first time the AHRWMA budget includes a strategic management contribution of \$125k shared across the Constituent Councils. Adelaide Hills Council's contribution to this fee is \$47k. Normally, this cost would have been included in the gate rate for waste disposal. However, the new strategic management contribution has been included to part fund key officers of the Authority where their roles go beyond land filling operations. Accordingly, the strategic management contribution has been created reflecting that not all services provided by the Authority relate to the landfill.

Budgets for the Resource Recovery Centres, Strategic Resource Recovery Coordinator role (including education component) and the Strategic Management Contribution outlined above are exclusive to waste disposal fees.

The Authorities budget also includes a new Project and WHS Officer position that is necessary to ensure the Authority can appropriately manage its risks and ensure adequate Constituent Council service provision. This role is jointly funded by gate fees and the strategic management contribution.

In total, the budgeted AHRWMA fees for waste disposal and ancillary activities outlined above for Adelaide Hills Council equate to \$1.280m noting \$855k of this amount is attributable to the SWL (excluding SWL for the Heathfield resource recovery Centre). Due to slight waste disposal forecasting differences between Council and the AHRWMA Council's actual landfill disposal budget (including SWL) is \$64k less than the Authorities waste disposal budget reducing the overall budget from \$1.280m to \$1.216m.

The costs outlined above have been factored into Council's 2020-21 budget deliberations thus far.

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

There are no direct customer service or community/cultural implications relating to this report. Indirectly, adoption of the report recommendation will ensure ongoing efficient and effective waste management services are maintained for the disposal of community residual waste.

➤ **Sustainability Implications**

The services provided by the AHRWMA have a strong influence on improving environmental outcomes. Accordingly, a sound and well considered annual business plan and sufficient financial resources to deliver intended outcomes is necessary to maximise environmental benefits through the services provided by the Authority.

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

Consultation on the development of this report was as follows:

Council Committees: Not Applicable

Council Workshops: A workshop on the draft AHRWMA ABP was conducted on 21 April 2020 including a presentation from the Authority's Executive Officer.

Advisory Groups: Not Applicable

Administration: Manager Sustainability, Waste and Emergency Management
Manager Financial Services

External Agencies: Adelaide Hills Region Waste Management Authority

Community: Not Applicable

2. BACKGROUND

The Authority is a regional subsidiary established pursuant to Section 43 of the *Local Government Act 1999* to undertake sustainable waste management through shared services for the communities of the Adelaide Hills, Alexandrina, Mt Barker and Murray Bridge Council areas. The Constituent Councils which comprise the Authority are the Adelaide Hills Council, the Alexandrina Council, the District Council of Mount Barker and the Rural City of Murray Bridge.

The Authority's Board approved the draft Annual Business Plan and Budget for 2020-21 at its ordinary meeting held on 26 March 2020 for referral to Constituent Councils

3. ANALYSIS

The AHRWMA 10 Year Strategic Plan (under review) contains the following objectives:

- To take a leadership role in resource recovery & community education
- To responsibly develop & manage the Landfill
- To provide financial sustainability in waste services for Constituent Councils by pursuing a shared services model
- To advocate research & promote best practice waste management & actively represent Constituent Councils in all forums
- To be a fully compliant Regional Subsidiary that meets the highest standards in governance, financial & human resource management.

The draft ABP&B supports the objectives of the 10 Year Strategic Plan outlined above. Specifically, the draft ABP&B contains a total of twenty one performance targets and measures (refer **Appendix 1**) including:

- Completion of the of the Charter review - The AHRWMA Board has approved a revised charter which will be provided Constituent Councils for consideration and adoption
- Development of a regional waste and resources management plan – This plan will identify future waste and recycling opportunities for the AHRWMA to explore and implement to the benefit of Constituent Councils
- Finalisation of the 10-year Strategic Plan – The Authorities 10-year Strategic Plan is currently under review which is to be finalised and presented to Constituent Councils for approval
- Continue to manage the Authorities landfill located at Brinkley – Activity at the landfill will include staged capping and closure of cells as capacity is reached, maintenance of air space for waste disposal needs and ongoing maintenance of the landfill as a compliant EPA licenced facility.
- Ongoing operation of the Resource Recovery Centres (RRC) – The Authority will continue to manage and operate the RRC located at Heathfield and Brinkley including working towards a break even position

Details of the remaining twenty one targets and measurable outcomes are provided in **Appendix 1**.

4. OPTIONS

Council has the following options:

- I. Approve the draft ABP&B for the 2020-21 financial year (recommended).

This option is recommended as it will allow the AHRWMA to continue to provide efficient and cost effective waste and recycling services to the Constituent Councils.

- II. Not approve the draft ABP&B for the 2020-21 Financial Year.

This option is not recommended as it may lead to delays in the AHRWMA adopting their budget and in turn potentially effecting service delivery either short or long term.

- III. Note the draft ABP&B for the 2020-21 with suggested amendments.

This option is not recommended as any suggested amendments to the ABP&B will need the endorsement of the other Constituent Councils and the Board before they can be accepted. This outcome would delay the adoption of the AHRWMA Annual Business Plan by the Board and potentially may not result in any changes being agreed to by the other Constituent Councils or the Board. The Staff are therefore recommending that Council endorse Option 1 above in order for the Authority to continue to provide landfill and other waste and recycling services for Constituent Councils.

5. APPENDIX

- (1) Adelaide Hills Region Waste Management Authority Draft Annual Business Plan and Budget 2020-21

Appendix 1

***Adelaide Hills Region Waste Management Authority
Draft Annual Business Plan and Budget
2020-21***

ADELAIDE HILLS REGION WASTE MANAGEMENT AUTHORITY

DRAFT ANNUAL BUSINESS PLAN & BUDGET 2020/21



The Rural City of
MURRAY
BRIDGE



AHRWMA

"Sustainable Waste Management Through Shared Services"

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About AHRWMA

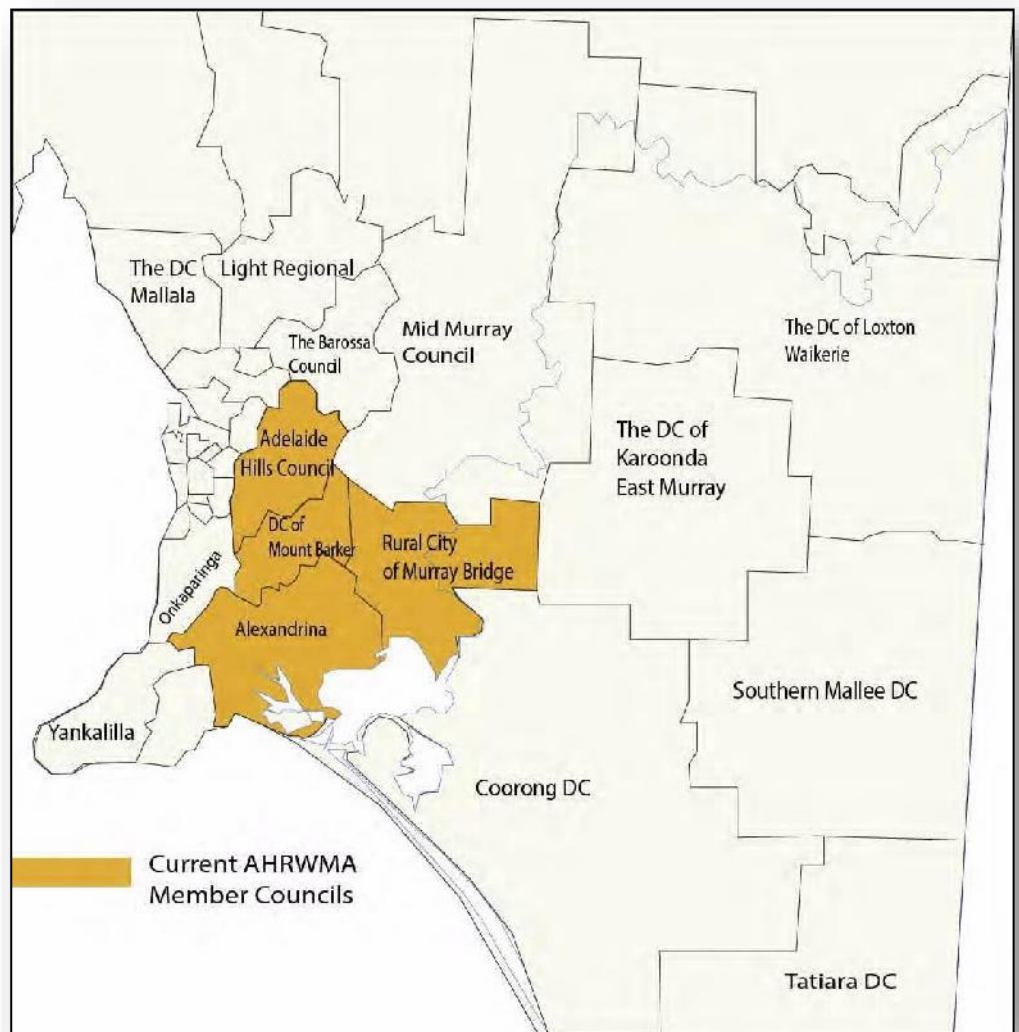
The Adelaide Hills Region Waste Management Authority (AHRWMA) is a Local Government Regional Subsidiary established by its Constituent Councils – the Adelaide Hills Council, The Alexandrina Council, The Mount Barker District Council and The Rural City of Murray Bridge (Member Councils).

Waste management and recycling services for local ratepayers, residents and visitors is a key Local Government function. The Member Councils resolved to work together through the AHRWMA (the Authority) to coordinate waste management and recycling within the region.

The Authority undertakes landfill operations, transfer station management, hooklift truck transport services, mobile crushing and recyclables baling for the benefit of its Member Councils. The AHRWMA provides an avenue for Member Councils to be represented in relevant forums and provides technical waste and resource management advice to Member Councils when required, along with coordinated education services to Member Council communities.

The Authority also facilitates a shared Strategic Resource Recovery Coordinator for three of the Member Councils.

The Authority continues to focus on evaluating waste and recycling services throughout the region to determine where it can add value to Member Councils by applying a resource sharing model.



Introduction

Welcome to the AHRWMA Annual Business Plan and Budget for the 2020/21 financial year. In accordance with the requirements set out in the Local Government Act, this business plan outlines the performance targets that the Authority aims to pursue, performance measures and an associated budget. The plan builds on the Authority's 10-year Strategic Plan, which is currently under review, however still highly relevant in terms of our vision, mission and objectives.

The process of preparing and adopting the Annual Business Plan and Budget meets the requirements included within the Authority's Charter and the Local Government Act. The AHRWMA Charter includes the following sections regarding the budget;

- Section 4: the AHRWMA is required to adopt the annual budget after 31 May and provide a copy to the CEO of Constituent Councils within 5 days after adoption.
- Section 4.2.1 The Board will determine annually and will include within the budget submitted to the Constituent Councils for approval the funds required to enable the Authority to operate and to fulfil its objects and purposes.
- Section 5.2.2 the AHRWMA is to consult with Councils to review its business plan annually.

Section 24 (5) (6) of the Local Government Act specifies that the Business Plan is to be developed following consultation with Member Councils and is to include;

- Performance targets
- Statement of financial and resources
- Performance measures

The Authority aims to achieve economies of scale and provide cost effective waste and resource recovery services for Member Councils. Fees for landfilling services for 2020/21 are proposed to increase by CPI in accordance with Access Economics December 2019 forecast 20/21 SA CPI. In addition to the CPI increase the Authority's budget also includes the recovery of the Solid Waste Disposal Levy on behalf of State Government, which is paid on every tonne of waste disposed to landfill. At the time of preparing the budget we have predicted a levy increase of 3%.

The principles of the waste hierarchy and circular economy are key drivers for the Authority. We will embrace these principles within our operations wherever we can.

Our Vision, Mission and Objectives

THE VISION

“Sustainable Waste Management through Shared Services for the communities of Adelaide Hills, Alexandrina, Mt Barker and Murray Bridge”

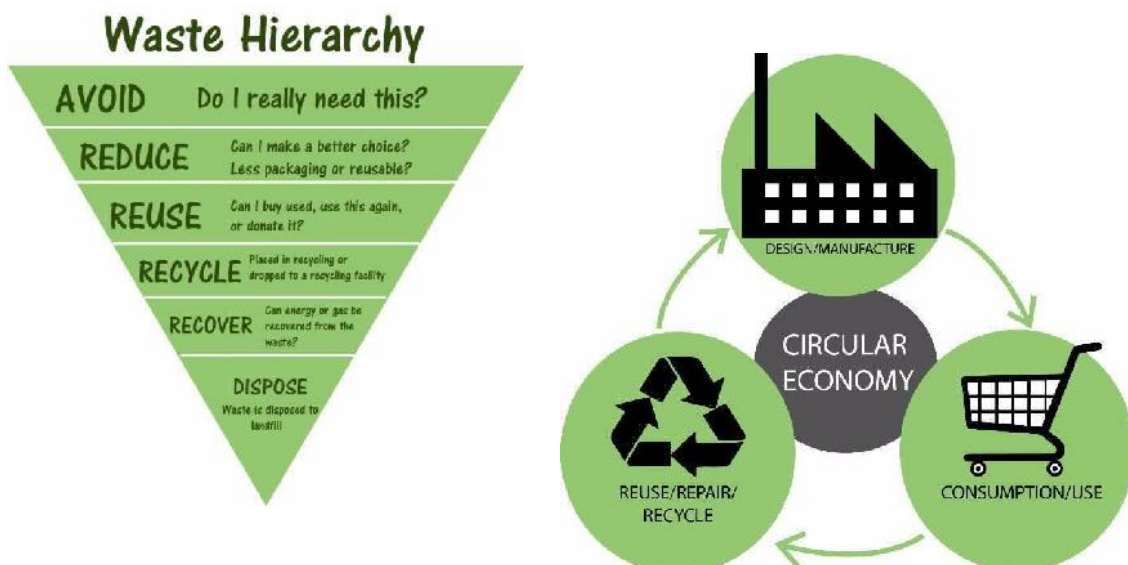
THE MISSION

- To meet the Zero Waste SA Resource Recovery Targets across the region where economically and environmentally justified.
- To continue to develop and manage The Authority’s landfill as an EPA compliant model regional landfill that provides the most cost-effective disposal option for Member Councils and commercial customers.
- To educate the regional community on responsible waste choices that enhance and maintain their environment.

THE OBJECTIVES

The Authority’s vision and mission will be achieved through five key objectives:

1. To take a leadership role in resource recovery and community education.
2. Responsibly develop and manage The Authority’s landfill to be a model regional landfill meeting all legislative requirements and operating benchmarks.
3. Financial sustainability in waste services for Member Councils by pursuing a shared services model.
4. Advocate, research and promote best practice waste management and actively represent Member Councils in all forums.
5. A fully compliant Regional Subsidiary that meets the highest standards in governance, financial and human resource management.





Performance Targets & Measures

In 2020/21 the AHRWMA will

1. Embrace the waste hierarchy and circular economy principles - the AHRWMA will aim to assist and positively influence the recycling markets as much as possible via its operations and services.
2. Represent Member Councils in the Waste and Resource Recovery sector.
3. Finalise the Charter review.
4. Develop a regional waste and resources management plan.
5. Finalise the 10-year Strategic Plan.
6. Implement staged capping and closure of Brinkley landfill cells in accordance with capping and closure plan.
7. Continue to manage the Brinkley Landfill site and cell construction to maintain adequate airspace for waste disposal needs.
8. Manage the Brinkley Landfill as a compliant facility.
9. Establish the landfill to be a model and leading-edge regional facility. Utilise the landfill and transfer stations as educational tools where possible.
10. Continue to establish itself as an expert in the field of waste and resource management and act as an information source for Member Councils and their communities.
11. Continue to implement media and advertising programs aiming to increase education across the region.
12. In conjunction with Member Councils continue services across Member Councils via the Strategic Resource Recovery Coordinator role and implement an additional shared resource across the Members that require this service.
13. Continue to explore options to coordinate Member Council waste services where cost savings can be identified and progressively implement approved shared services across Member Councils.
14. Maintain quarterly meetings with key senior staff from each of the Member Councils to consider Member Council priorities.
15. Maintain CEO catch up meetings, with at least two meetings of Member Council and AHRWMA CEOs/EO annually.
16. Continue to provide quarterly key outcomes summary to Member Councils, following Board Meetings.
17. Continue to operate the Resource Recovery Centres efficiently, with a focus on resource recovery, waste hierarchy and cost effectiveness.
18. Review and update WHS policies and systems.
19. Work with the LGA Mutual Liability Scheme to ensure the AHRWMA is meeting requirements.
20. Undertake a customer and charging review.

21. Work with Member Councils to consider upcoming opportunities for kerbside collection and recycling contracts – particularly across Mount Barker and Murray Bridge Councils.

Key Financial Indicators

Key Financial Indicators enable an assessment of the Authority's long-term financial performance and position and will place the Authority on a path to deliver long term sustainability of operations.

The Key Financial Indicators support a positive forward outlook and adherence over the longer term to the Authority's financial sustainability. The Authority has set targets for its Key Financial Indicators to guide revenue and expenditure decisions, overall budget strategies and future decision making.

Where changes result in a variance from these targets they will be considered and reported to the Board.

Indicator	Short Term Target	Long Term Target (Average over 10 year LTFP)
Operating Surplus Ratio Indicator	>0%	2%
Net Financial Liabilities Ratio	70%	55%
Interest Cover Ratio	1.5%	1%
Asset Renewal Funding Ratio	100%	100%

Indicator 1: Operating Surplus Ratio Indicator

A positive ratio indicates the percentage of total revenue available (from commercial customers and Member Councils) to help fund proposed capital expenditure. If the relevant amount is not required for this purpose in a particular year, it can be held for future capital expenditure needs by either increasing financial assets or preferably, where possible, reducing debt in the meantime.

A negative ratio indicates the percentage increase in total revenue (or additional financial input from Member Councils) would be required to achieve a break-even operating result.

If the Authority consistently achieves operating surpluses and estimates that it can do so in future, having regard to asset management and Member Council service level needs, then it is financially sustainable. Favourable trend results measured against the other financial indicators described below will assist, but not in themselves ensure, that the Authority operates sustainably.

The Authority's Operating Surplus Ratio for the 2020/21 budget is 0% and the surplus ratio averages 2% over the 10-year financial plan period.

Indicator 2: Net Financial Liabilities Ratio

This ratio indicates the extent to which net financial liabilities of the Authority can be met by its operating revenue.

Where the ratio is falling over time it indicates that the Authority's capacity to meet its financial obligations from operating revenue is strengthening.

An increase in the net financial liabilities ratio will sometimes mean that the Authority is incurring higher net operating costs (e.g. as a result of additional maintenance and depreciation costs associated with acquiring new assets). This will detract from the Authority's overall operating result.

Nevertheless, if the Authority has a healthy operating surplus it could quite appropriately decide to allow its net financial liabilities ratio to increase in order to provide additional services to its community/Member Councils through acquisition of additional assets without detracting from its financial sustainability.

The Authority's Net Financial Liabilities Ratio is 43% for the 2020/21 budget and falls to 13% in 2030. Targets have been set slightly higher at 70% in the short term and 55% longer term, to enable some flexibility.

Indicator 3: Interest Cover Ratio

This ratio indicates the extent to which the Authority's operating revenues are committed to interest expenses.

The Authority's Interest Cover Ratio for 2020/21 is 0.6% and this stays relatively steady until loans are paid out. Targets have been set at 1.5% in the short term and 1% longer term.

Indicator 4: Asset Renewal Funding Ratio

This ratio indicates whether the Authority is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out.

The Authority has recently drafted its Asset Management Plan and therefore the expenditure estimates included within this Draft AMP, which align with our LTFP have been used in calculating this indicator.

The ratio is calculated by measuring capital expenditure on renewal or replacement of assets relative to the expenditure estimates as set out in the AMP.

The Authority aims for 100% Asset Renewal Funding Ratio and will monitor actuals compared to LTFP/AMP.

Actions Summary Table – Targets and Measures

Action	Rationale	Target Date	Responsibility	Measurable outcomes
1. Embrace the waste hierarchy and circular economy principles - the AHRWMA will aim to assist and positively influence the recycling markets as much as possible via its operations and services.	The Waste Hierarchy and Circular Economy principles focus on reducing consumption, increasing recycling and reducing waste to landfill, which directly aligns with The Authority and its Member Councils objectives. With the current uncertainty in the recycling market, these principles are highly relevant. The Authority has some ability to influence markets and will ensure these principles are considered within our operations and services.	Ongoing	EO, Ops Manager, WSC	AHRWMA activities, operations and projects align with waste hierarchy and circular economy.
2. Represent Member Councils in the waste and resource recovery sector.	The Authority is to establish itself as a credible Regional Waste Authority reflecting the views of its Member Councils in all forums.	Ongoing	EO	Provide responses on behalf of Member Councils to State, Federal and other communications regarding legislation/policy changes etc. Attend WMRR meetings and actively participate in State and Federal waste/resource recovery LGA/State/Federal/industry groups.

3. Finalise the Charter review.	The Authority's Board has approved a revised Charter, which will be presented to Member Councils for adoption.	August 2020	EO	Final draft Charter approved by Constituent Councils.
4. Develop a Regional Waste and Resources Management Plan.	The Authority will develop a regional waste and resources management plan.	October 2020	EO/Project & WHS Officer	Final plan completed
5. Finalise the 10 Year Strategic Plan.	The Authority's 10 Year Strategic Plan is currently under review. Completion of this review will ensure a compliant Regional Subsidiary that meets the highest standards in governance, financial and human resource management.	August 2020	EO	Final Draft 10 year Strategic Plan presented to Constituent Councils for approval.
6. Implement staged capping and closure of Brinkley landfill cells in accordance with capping and closure plan.	Completing this action ensures a compliant and best practice landfill.	Ongoing	Operations Manager/ EO	Capping completed in accordance with plan.
7. Continue to manage the Brinkley Landfill site and cell construction to maintain adequate airspace for waste disposal needs.	Cell 8 is currently in use and we will soon progress to lining stage 2 of this cell. The Authority will consider construction stages to ensure the landfill is developed in a financially responsible manner.	Ongoing	EO / Ops Manager	Ongoing review and assessment completed.
8. Manage the Brinkley Landfill as a compliant facility.	The Brinkley Landfill meets EPA compliance requirements.	Ongoing	EO / Ops Manager	All EPA compliance requirements are met.

<p>9. Establish the landfill to be a model and leading-edge regional facility. Utilise the landfill and transfer stations as educational tools where possible.</p>	<p>The Authority aims to take a leadership role in resource recovery and community education and will utilise its sites for educational purposes where possible.</p>	<p>Ongoing</p>	<p>EO, WSC</p>	<p>Site used for educational purposes (tours/presentations/photos and articles)</p>
<p>10. Continue to establish itself as an expert in the field of waste and resource management and act as an information source for Member Councils and their communities.</p>	<p>The Authority will ensure it is well informed and monitor trends & policies in Local Government waste management. The Authority must provide advice on waste matters to its Member Councils and establish itself as an information source for Member Councils communities.</p>	<p>Ongoing</p>	<p>EO, WSC</p>	<p>Information provided to Member Councils and communities on an ongoing basis.</p>
<p>11. Continue to implement media and advertising programs aiming to increase education across the region.</p>	<p>The Authority will continue to establish itself as a leader in the waste and resource recovery industry and will increase its presence within the sector and community. The Authority will use avenues, such as social media, web and print and will take advantage of the Green Industries SA state wide education campaign currently being developed for advertising and education purposes.</p>	<p>Ongoing</p>	<p>EO, WSC</p>	<p>Facebook page established, website reviewed and advertising undertaken.</p>

12. In conjunction with Member Councils continue services across Member Councils via the Strategic Resource Recovery Coordinator role and consider resourcing requirements in relation to this service provision.	The Authority provides a Waste Strategy Coordinator who works across three of the Member Councils and is 90% funded by those Councils. The Authority will continue to coordinate this role and will communicate with Councils regarding adequately resourcing this position.	Ongoing	EO, WSC, Member Council senior staff	WSC role in place and adequately resourced to meet Councils needs.
13. Continue to explore options to coordinate Member Council waste services where cost savings can be identified and progressively implement approved shared services across Member Councils.	The Authority will continue to assess opportunities for collaboration across the Member Councils and will address this within its Regional Plan and 10 Year Strategic Plan.	Ongoing	EO, WSC, Ops Manager	Shared services implemented, where there is benefit to Member Councils.
14. Maintain quarterly meetings with key senior staff from each of the Member Councils to consider Member Council priorities	The SRRC & EO will establish quarterly meetings with key senior staff from Member Councils to ensure adequate communication and consider Member Council priorities.	Ongoing	SRRC/EO	Quarterly meetings established and undertaken.
15. Continue CEO catch up meetings, with at least two meetings of Member Council and AHRWMA CEOs/EO annually.	The EO will continue CEO catch up meetings, with at least two meetings between the EO and Member Council CEOs held annually.	Ongoing	EO	Two meetings held with CEOs annually.
16. Continue to provide quarterly key outcomes summary to Member Councils, following Board meetings.	The EO will continue to provide quarterly update reports to Member Councils, following quarterly Board meetings. These reports can be presented to Council meetings.	Ongoing	EO	Quarterly reports provided to Member Councils.

17. Continue to operate the Resource Recovery Centres efficiently, with a focus on resource recovery, waste hierarchy and cost effectiveness.	The Authority operates the Brinkley and Heathfield Resource Recovery Centers and will continue to manage these facilities and in economic and environmentally sustainable manner.	Ongoing	EO, Ops Manager, WSC	Achieve a 75% recovery rate across the sites. Maintain the net result where possible and work towards a break-even position.
18. Review and update WHS policies and systems.	The Authority aims to be a compliant Regional Subsidiary that meets the highest standards in governance, financial and human resource management. Reviewing WHS, policies and systems will ensure The Authority meets this aim.	Ongoing	EO	WHS and policies reviewed.
19. Work with the LGA Mutual Liability Scheme to ensure the AHRWMA is meeting requirements.	The Authority is insured via the LGA Mutual Liability Scheme. The Authority will work with the scheme to ensure we are meeting scheme requirements and undertaking assessments etc. that are encouraged via the scheme.	Ongoing	EO, Ops Manager	Meeting held with scheme reps and programs implemented where required.
20. Undertake a customer charging review.	The Authority considers its budget annually and assesses charging at this time, however a thorough charging review in line with the strategic plan and LTFP would be advantageous.	Jan 2021	EO/Finance and Business Support Officer	Charging review completed.
21. 21. Work with Member Councils to consider upcoming opportunities for kerbside collection and recycling contracts – particularly across Mount Barker and Murray Bridge Councils.	Planning must commence regarding the RCMB and MBDC kerbside contracts prior to their expiry and this will include considering opportunities for recycling services.	Jan 2021	SRRC/ EO/ Projects & WHS Officer	Review and scoping / planning study completed.

Budget 2020/2021

Key Budgetary Assumptions

1. CPI estimated at 1.8% for 2020/21 based on predictions from Deloitte Access Economics from December 2019.
2. Interest rate on short term borrowings estimated at 2.5% for 2020/21.
3. Employee Costs increase in line with current EB's and increase as per SA wage price index thereafter.
4. Superannuation increase annually as per current legislation.
5. Inclusion of a Project and WHS Officer position.
6. Gate rate (landfill fees) increased by CPI.
7. Tonnes based on actuals, with growth based on previous years trends.
8. 3% increase in the solid waste disposal levy and CPI applied thereafter.
9. Inclusion of Strategic Operations fee in addition to the landfill fees.
10. Continued shared Strategic Resource Recovery Coordinator (SRRC) across Adelaide Hills, Mount Barker and Murray Bridge Councils – 90% directly charged to those Councils with 10% paid by AHRWMA.
11. A new shared Waste to Resources Officer across Mount Barker and Murray Bridge Councils, 100% directly charged to those Councils.
12. A shared \$30,000 SRRC education budget, 100% directly charged to those Councils.
13. Resource Recovery Centre Operations (RRC) for AHC and RCMB – 100% directly charged to those Councils – cost neutral to the Authority.

*The budget has been developed prior to COVID-19 and does not include potential impacts this event.

2020/2021 Capital

The budget includes the following capital items;

- Installation of a hanger shelter area at Brinkley Landfill: \$6,000
- Vehicles - replacement of the Strategic Resource Recovery Coordinators vehicle and a new site vehicle: \$84,000.
- Information Technology– includes computers etc. for staff: \$5,000.
- Fuel tank, pumps and tools/toolbox: \$13,500.
- Hooktruck waste bins – ongoing replenishing program of bins, 3 per year: \$45,000.
- Replacement of a dump truck: \$240,000.

Total Capital: \$393,500

The Budget 2020/21 is based on the following fees from Member Councils for services provisions.

	Member Council Waste Disposal	Solid Waste Disposal Levy (collected on behalf of State Government)**	Transfer Station Operation	SRRC Contribution	WTR Officer	WSC Education Budget	Strategic Management Contribution
RCMB	\$210,233	\$392,080	\$34,000	\$50,697	\$41,149	\$10,000	\$21,250
AHC	\$354,319	\$1,083,735*	\$30,000	\$50,697	N/A	\$10,000	\$47,375
MBDC	\$344,925	\$643,276	N/A	\$50,697	\$61,724	\$10,000	\$44,625
Alexandrina	\$95,104	\$177,366	N/A	N/A	N/A	N/A	\$11,750
Total	\$1,004,580	\$2,296,457					\$125,000

**The Adelaide Hills Council includes the non-metro and metro waste disposal levy and therefore their levy contribution is higher than the other non-metro Member Councils.*

Member Councils also have access to the following services on an at cost basis;

- Concrete crushing service
- Hooklift truck transport services
- Mobile bailing services
- Green organics services (Eg. Free greens at the Adelaide Hills Council)

Specific pricing for Members is available on a job by job basis.

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UNIFORM PRESENTATION OF FINANCES

	YTD Dec 19 2020 \$000	BR2 2020 \$000	Y1 2021 \$000	Y2 2022 \$000	Y3 2023 \$000	Y4 2024 \$000	Y5 2025 \$000	Y6 2026 \$000	Y7 2027 \$000	Y8 2028 \$000	Y9 2029 \$000	Y10 2030 \$000
OPERATING ACTIVITIES												
Operating Revenues	2,998	6,593	7,627	7,926	8,232	8,548	8,875	9,237	9,614	10,001	10,408	10,856
less Operating Expenses	(2,918)	(6,584)	(7,622)	(7,899)	(8,191)	(8,483)	(8,765)	(9,054)	(9,364)	(9,723)	(10,147)	(10,283)
Operating Surplus/ (Deficit)	80	9	5	27	41	65	110	183	250	278	261	573
CAPITAL ACTIVITIES												
Net Outlays on Existing Assets												
Capital Expense on renewal and replacement of Existing Assets	(123)	(370)	(394)	(1,310)	(276)	(1,041)	(1,012)	(112)	(146)	(1,702)	(231)	(336)
less Depreciation, Amortisation and Impairment	250	500	658	728	752	773	774	773	775	793	869	928
less Proceeds from Sale of Replaced Assets	53	78	40	293	20	339	313	21	30	342	49	88
Net Outlays on Existing Assets	180	208	304	(289)	496	71	75	682	659	(567)	687	680
Net Outlay on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets	(223)	(500)	-	-	(400)	-	-	-	-	(600)	(600)	(600)
less Amounts received specifically for New and Upgraded Assets	-	-	-	-	-	-	-	-	-	-	-	-
less Proceeds from Sale of Surplus Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Outlays on New and Upgraded Assets	(223)	(500)	-	-	(400)	-	-	-	-	(600)	(600)	(600)
Net Lending/ (Borrowing) for Financial Year	37	(283)	309	(262)	137	136	185	865	909	(889)	348	653
Financing transactions associated with the above net overall deficit, or applying the overall net funding surplus are as follows:												
New Borrowings	-	-	-	-	-	-	-	-	-	250	-	-
Repayment of Principal	(100)	150	-	-	(50)	(150)	(150)	(850)	(450)	-	(100)	(150)
(Increase)/Decrease in Cash and Investments	106	283	(168)	290	(57)	2	(47)	(29)	(473)	626	(12)	(518)
Net Balance Sheet funding (debtors & creditors etc)	(43)	(150)	(141)	(28)	(30)	12	12	14	14	13	(236)	15
Financing Transactions	(37)	283	(309)	262	(137)	(136)	(185)	(865)	(909)	889	(348)	(653)

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STATEMENT OF COMPREHENSIVE INCOME

	YTD Dec 19	BR2	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2020	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
INCOME												
User Charges	2,180	4,625	5,353	5,603	5,856	6,117	6,389	6,694	7,012	7,340	7,685	8,070
Other Income	818	1,968	2,274	2,323	2,376	2,431	2,486	2,543	2,602	2,661	2,723	2,786
Net gain - joint ventures & associates												
TOTAL INCOME	2,998	6,593	7,627	7,926	8,232	8,548	8,875	9,237	9,614	10,001	10,408	10,856
EXPENSES												
Employee Costs	543	1,169	1,504	1,551	1,608	1,666	1,727	1,792	1,853	1,918	1,989	2,060
Materials, contracts & other expenses	2,102	4,872	5,415	5,570	5,781	5,999	6,224	6,475	6,736	7,004	7,284	7,295
Depreciation, amortisation & impairments	250	500	658	728	752	773	774	773	775	793	869	928
Finance Costs	23	43	45	50	50	45	40	14	-	8	5	-
TOTAL EXPENSES	2,918	6,584	7,622	7,899	8,191	8,483	8,765	9,054	9,364	9,723	10,147	10,283
OPERATING SURPLUS/(DEFICIT)	80	9	5	27	41	65	110	183	250	278	261	573
Asset disposal & fair value adjustments	-	18	5	7	-	(14)	1	-	-	5	-	-
NET SURPLUS/(DEFICIT)	80	27	10	34	41	51	111	183	250	283	261	573
Abnormal Items - Legal Fees	-	150	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME EXCLUDING ABNORMAL	80	177	10	34	41	51	111	183	250	283	261	573

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STATEMENT OF FINANCIAL POSITION

	YTD Dec 19	BR2	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2020	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
ASSETS												
Current Assets												
Cash & Cash Equivalents	203	26	322	32	89	87	135	164	636	10	22	540
Trade & Other Receivables	552	404	415	425	435	446	456	467	478	490	502	514
Inventories	7	4	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	762	434	737	457	524	533	591	631	1,114	500	524	1,054
Non-current Assets												
Infrastructure, Property, Plant & Equipment	4,357	4,524	4,253	4,580	4,515	4,462	4,420	3,773	3,148	4,354	4,303	4,255
TOTAL NON-CURRENT ASSETS	4,357	4,524	4,253	4,580	4,515	4,462	4,420	3,773	3,148	4,354	4,303	4,255
Total Assets	5,119	4,958	4,990	5,037	5,039	4,995	5,011	4,404	4,262	4,854	4,827	5,309
LIABILITIES												
Current Liabilities												
Trade and Other Payables	853	661	673	689	708	724	740	760	777	793	812	833
Short Term Borrowings	1,483	1,730	1,650	1,650	1,600	1,450	1,300	450	-	250	150	-
Short Term Provisions	294	244	248	254	260	266	273	279	286	293	300	307
TOTAL CURRENT LIABILITIES	2,630	2,635	2,571	2,593	2,568	2,440	2,313	1,489	1,063	1,336	1,262	1,140
Non-Current Liabilities												
Long Term Provisions	1,514	1,401	1,280	1,271	1,257	1,290	1,322	1,356	1,390	1,425	1,211	1,242
TOTAL NON-CURRENT LIABILITIES	1,514	1,401	1,280	1,271	1,257	1,290	1,322	1,356	1,390	1,425	1,211	1,242
Total Liabilities	4,144	4,036	3,851	3,864	3,825	3,730	3,635	2,845	2,453	2,761	2,473	2,382
NET ASSETS	975	922	1,139	1,173	1,214	1,265	1,376	1,559	1,809	2,093	2,354	2,927
EQUITY												
Accumulated Surplus	975	922	1,139	1,173	1,214	1,265	1,376	1,559	1,809	2,092	2,353	2,926
TOTAL EQUITY	975	922	1,139	1,173	1,214	1,265	1,376	1,559	1,809	2,092	2,353	2,926

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STATEMENT OF CHANGES IN EQUITY

	YTD Dec 19 2020 \$000	BR2 2020 \$000	Y1 2021 \$000	Y2 2022 \$000	Y3 2023 \$000	Y4 2024 \$000	Y5 2025 \$000	Y6 2026 \$000	Y7 2027 \$000	Y8 2028 \$000	Y9 2029 \$000	Y10 2030 \$000
Accumulated Surplus												
Balance at Beginning of Period	895	895	1,129	1,139	1,173	1,214	1,265	1,376	1,559	1,809	2,092	2,353
Change in financial position resulting from operations	80	27	10	34	41	51	111	183	250	283	261	573
Balance at End of Period	975	922	1,139	1,173	1,214	1,265	1,376	1,559	1,809	2,092	2,353	2,926
TOTAL EQUITY AT END OF REPORTING PERIOD	975	922	1,139	1,173	1,214	1,265	1,376	1,559	1,809	2,092	2,353	2,926

STATEMENT OF CASH FLOWS

	YTD Dec 19 2020 \$000	BR2 2020 \$000	Y1 2021 \$000	Y2 2022 \$000	Y3 2023 \$000	Y4 2024 \$000	Y5 2025 \$000	Y6 2026 \$000	Y7 2027 \$000	Y8 2028 \$000	Y9 2029 \$000	Y10 2030 \$000
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts	871	6,593	7,619	7,917	8,222	8,537	8,864	9,226	9,602	9,988	10,396	10,844
Payments	(584)	(6,084)	(6,947)	(7,149)	(7,416)	(7,686)	(7,968)	(8,257)	(8,563)	(8,905)	(9,252)	(9,328)
Net Cash provided by (or used in) Operating Activities	287	509	672	767	806	850	896	970	1,039	1,084	1,144	1,516
CASH FLOWS FROM INVESTMENT ACTIVITIES												
Receipts												
Sale of replaced assets	53	78	40	293	20	339	313	21	30	342	49	88
Payments												
Purchase of Renewal/Replacement Assets	(123)	(370)	(394)	(1,310)	(276)	(1,041)	(1,012)	(112)	(146)	(1,702)	(231)	(336)
Purchase of New/Expansion Assets	(223)	(500)	-	-	(400)	-	-	-	-	(600)	(600)	(600)
Capping payments	-	(150)	(150)	(40)	(43)	-	-	-	-	-	(250)	-
Net Cash provided by (or used in) Investing Activities	(293)	(942)	(504)	(1,057)	(699)	(702)	(699)	(91)	(116)	(1,960)	(1,032)	(848)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Proceeds from Borrowings	-	-	-	-	-	-	-	-	-	250	-	-
Payments												
Repayment of Borrowings	(100)	150	-	-	(50)	(150)	(150)	(850)	(450)	-	(100)	(150)
Net Cash provided by (or used in) Financing Activities	(100)	150	-	-	(50)	(150)	(150)	(850)	(450)	250	(100)	(150)
Net Increase (Decrease) in Cash Held	(106)	(283)	168	(290)	57	(2)	47	29	473	(626)	12	518
Cash & cash equivalents at beginning of period	309	309	154	322	32	89	87	135	164	636	10	22
Cash & cash equivalents at end of period	203	26	322	32	89	87	135	164	636	10	22	540

AHRWMA

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Assumptions

CPI estimated at 1.8% for 2020/21 (Access Economics December 2019)

IR on short term borrowings estimated at 2.5% for 2020/21

Gate rate increased by CPI

Employee Costs increase in line with current EB's and increase as per SA wage price index thereafter

Inclusion of proposed Project/WHS Officer, Waste to Resource Officer

Superannuation increase annually as per current legislation

Inclusion of strategic operations fees

EPA rate increased by 3% 2020/21

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 April 2020
AGENDA BUSINESS ITEM**

Item:	12.3
Responsible Officer:	Kira-marie Laverty Corporate Planning & Performance Coordinator Office of the Chief Executive
Subject:	2020-24 Strategic Plan Adoption
For:	Decision

SUMMARY

Council's draft *2020-24 Strategic Plan* (the Plan) has been developed in alignment with the two other strategic management plans required under s122 of the *Local Government Act 1999* (the Act) being the Long Term Financial Plan (LTFP) and the *Asset Management Plan* (AMP). The Plan sets out the Council's key areas of focus over the next four years.

The review of Council's current *Your Adelaide Hills Strategic Plan* (2016-20) is a legislative requirement under s122 of the Act. It is also a key element of Adelaide Hills Council's *Corporate Planning and Performance Framework*.

The review of the current *Your Adelaide Hills Strategic Plan* commenced in April 2019. The review entailed three phases being Discover, Discuss and Decide each with a component of community consultation. The final phase (Decide) of community consultation has been completed and the Plan revised on the basis of the feedback received and prevailing conditions.

The purpose of this report is to provide the final proposed *2020-24 Strategic Plan* (**Appendix 1**) to Council for adoption.

RECOMMENDATION

Council resolves:

- 1. That the report be received and noted**
 - 2. To adopt the *2020-24 Strategic Plan*, as contained in Appendix 1, in accordance with *Section 122 of the Local Government Act 1999*.**
 - 3. That the CEO, or delegate, be authorised to:**
 - a. Make any necessary formatting, nomenclature or other minor changes to the Plan prior to being published and**
 - b. Determine the publishing timings, format, and media processes while ensuring consistency and compliance with the provisions of applicable legislation.**
-

1. GOVERNANCE

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Goal	Organisational Sustainability
Strategy	Governance
Strategy	Risk and Responsibility
Strategy	Financial Sustainability

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

The Plan has been developed based on the financial projections of the LTFP and in alignment with the AMP.

➤ Legal Implications

Section 122 – Chapter 8, Part 1 of the *Local Government Act 1999* (the Act) requires all councils to have strategic management plans. The Plan is part of this suite of strategic management plans. It is mandatory that the strategic management plans are reviewed within two (2) years after each general election of Council.

The Act sets out the particulars of what must be contained in the strategic management plans, specifically Section 122 (1) to (5). Section 122 (6) of the Act specifies that the draft must undergo public consultation - *'a council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans'*.

➤ Risk Management Implications

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

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

Inherent Risk	Residual Risk	Target Risk
High	Medium	Medium

➤ Financial and Resource Implications

The Plan sets out the key areas of focus for the application of the Council's resources over the next four years. The plan has been developed to be consistent with the LTFP and AMP.

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

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

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

➤ **Sustainability Implications**

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

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

Council Committees: The Audit Committee reviewed the draft Plan on 20 April 2020 in terms of the assumptions underpinning the plan, its consistency with the LTFP and AMP, and the adequacy of the plans in maintaining financial sustainability. Based on this, the Audit Committee have recommended the Plan's adoption to Council.

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

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

Administration: Council staff have been involved in the development of the goals, objectives and priorities since May 2019. Council's Executive Leadership Team was consulted on 6 & 13 February and 15 April 2020 to refine the recommendations regarding goals, objectives and priorities

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

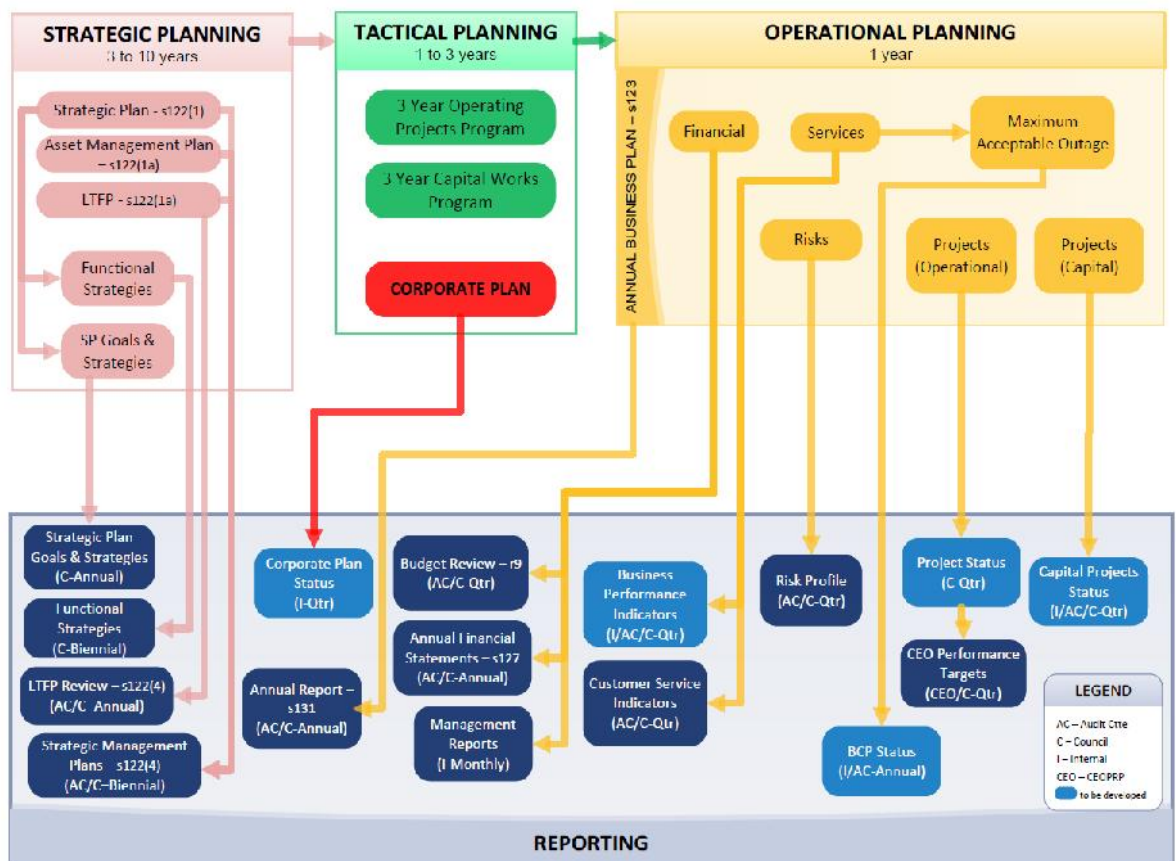
Phase 2 (Discuss) consultation occurred over the period 16 December 2019 to 26 January 2020 via an online survey on Council's Engage HQ platform. Minimal promotion of this consultation was conducted due to the timing of the Cudlee Creek Bushfire.

Phase 3 (Decide) consultation occurred over the period 2 March 2020 to 29 March 2020 via an online survey on Council’s Engage HQ platform.

The Phase 3 consultation was advertised in local media and draft copies were available at Council’s Service Centres. **Appendix 2** contains a summary of the consultation results.

2. BACKGROUND

The review of the suite of strategic management plans is a legislative requirement under the Act. A strategic plan (one of that suite) is a key element of *Council’s Corporate Planning and Performance Framework* (the Framework) outlined below which was adopted by Council in June 2018 – see below.



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

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

8.5 Strategic Plan Review – Key Themes Adoption

Moved Cr Chris Grant
S/- Cr Linda Green

136/19

Council resolves:

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

Carried Unanimously

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

The priority development process was undertaken in consideration of the (then) current LTFP and AMP with a view to promoting consistency and financial sustainability.

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

MOTION AS AMENDED

289/19

Council resolves:

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

Carried

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

email invitation to community groups and businesses. The results from Phase 2 Consultation were presented at the Council workshop on 11 February 2020.

After some minor word changes, a draft of the Plan was presented to Council at the 25 February meeting for approval of the final Phase 3 (Decide) community consultation. As with the previous phase, the goals, objectives and priorities were considered in the context of the LTFP and AMP. The consultation was approved to occur over the period 2 - 29 March 2020 via an online survey on Council's Engage HQ platform.

12.5 Strategic Plan for Consultation

Administrative Action: Director I & O to provide progress report on Milan Terrace works

Moved Cr Pauline Gill

S/- Cr Linda Green

33/20

Council resolves:

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

Carried Unanimously

A final review of the draft Plan was conducted by staff subject matter experts and Executive in April. The purpose of this was to incorporate any relevant feedback from the Phase 3 consultation and also to consider any word changes required to reflect recent bushfire and pandemic events.

The revised draft Plan was presented to Audit Committee for review at the 20 April meeting. The Committee reviewed the draft Plan in terms of the assumptions underpinning it, its consistency with the LTFP and AMP, and the adequacy of the plans in maintaining financial sustainability. Based on this, the Audit Committee have recommended the Plan's adoption to Council.

6.3. 2020-2024 Strategic Plan – Revised Draft

Moved Paula Davies
S/- Peter Brass

21/AC20

The Audit Committee resolves:

1. That the report be received and noted
2. To advise Council that the Committee has reviewed the draft 2020-24 Strategic Plan (the Plan), as contained in Appendix 1, in terms of the assumptions underpinning the Plan, its consistency with the Long Term Financial Plan and Asset Management Plans and the adequacy of the plans in the context of maintaining financial sustainability.
3. That, on the basis of the Committee's review, to recommend the Plan's adoption to Council.

Carried Unanimously

3. ANALYSIS

Phase 3 Consultation results

Phase 3 of the Strategic plan consultation ran from 2 March 2020 to 29 March 2020. During this time we asked for feedback on the Council Your Say Hub and promoted this through our social networks as well as direct emails, newsletters and district signage around the whole Council area. The full summary of the results are available in **Appendix 3**.

Over the consultation period 26 people completed the online survey and another 6 people contacted Council directly via email or Facebook to provide comments. In this phase the Administration observed that we had a higher percentage of younger survey participants than in Phase 2.

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

The feedback was distributed to Subject matter experts and Directors to consider if any changes to the Plan were needed.

Revisions made

A final review of the draft Plan was conducted by subject matter experts and Executive in April. The purpose of this was to incorporate any relevant feedback from the Phase 3 consultation and also to consider what word changes were required to reflect recent bushfire and pandemic events.

Most of the goal introductions had some minor changes made to reference the 2019-20 bushfire, COVID-19 or more generally "our resilience", "unexpected challenges" or "recovery". Some of the more notable word changes and additions include:

- Addition of a "COVID-19 Pandemic" paragraph to the Trends and considerations section: *"Our community and economy has been challenged like never before by the pandemic and this will have a significant effect on the strategic plan over the next four years as we work to understand the full impact and provide support through the recovery."*

- New priorities were added to:
 - “Built Environment” - B2.6 – Support communities recovering from natural disasters with expedited development assessment services
 - “Community” - C2.5 – Continue to work with government agencies and non-governmental organisations to support the community recovery from natural disasters and the COVID-19 pandemic.
 - “Natural Environment” - N2.4 – Work with supporting organisations and agencies to foster the restoration of native flora and fauna habitat following the 2019-20 bushfire.

Legislative compliance

Section 122 – chapter 8, part 1 covers various aspects of what is required for the strategic management plans, which include not just the Strategic Plan, but also the LTFP and the AMP. For reference, a copy of Chapter 8, part 1 has been included as **Appendix 3**.

The following is a list of the sections of the *2020-24 Strategic Plan* and the specific legislative requirement it meets.

Strategic Plan Section	Legislative reference
Introduction	
What is the strategic plan?	S122(1)(h); S122(5); S122(8) Figure 1 – shows the link between the strategic management plans and other strategies. This shows some alignment to S122 (1a); (1b)& (2);
Trends and considerations	S122(1)(ab)(iv)
Goals 1 to 5	Objectives & Priorities = S122(1)(b) Measures = S122(1)(d) & (e)
Our Role	S122(3)(a)
Our Role – Governance Arrangements	S122(1)(a) & (g)

S122(6) is covered through the extensive community consultation as detailed in the Governance section of this report.

Once adopted, the Plan will be published to Council’s website and printed copies will be made available at Council’s Service Centres (when normal operations resume). This will cover the requirement of S122 (7).

4. OPTIONS

Council has the following options:

- I. To endorse the proposed *2020-24 Strategic Plan* (Recommended)
- II. To endorse the proposed *2020-24 Strategic Plan* with minor adjustments
- III. To not endorse the proposed *2020-24 Strategic Plan*, and suggest further amendments with a revised Plan being resubmitted at a subsequent Council meeting. (Not Recommended)

5. APPENDICES

- (1) Proposed *2020-24 Strategic Plan*
- (2) Phase 3 Consultation summary
- (3) Chapter 8, part 1 of the *Local Government Act 1999*

Appendix 1

Proposed 2020-24 Strategic Plan

Strategic Plan 2020-24



A brighter future





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

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

Contents

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		45	Region map

Mayor's Message

A community we can be proud of

A catastrophic bushfire tore through the Adelaide Hills Council district in December 2019 closely followed by a global coronavirus pandemic.

These crises showed us the worst of nature but also the best of humanity as our community pulled together. However, with ongoing climate change events and a global outlook of economic recession over the next four years, many in our community feel insecure, uncomfortable and uncertain about their future. This progressive Strategic Plan provides a structured way forward with a focus on recovery.

The Strategic Plan was conceived and shaped by community consultation and feedback prior to these unprecedented events. On review, Council believes that the plan remains sound. What has changed is our need to continually view it from a 'recovery' perspective. This means balancing the four pillars of recovery: our community, our natural environment, our local economy, and our built environment and infrastructure. While our goals and objectives remain unchanged, from time to time Council's focus and priorities may shift in response to changing community needs.

We want to provide our community with the necessary tools and environment to survive and thrive in this new paradigm. We will do this by investing more in systemic resilience, embracing and building on community solidarity and connectivity, and helping people prepare for the new employment options being created. We aim to be more sophisticated and flexible in our use of technology and to cater for the community's renewed appreciation for the outdoors, natural environment and local sporting and cultural activities.

The Adelaide Hills community has nurtured an incredible sense of community and self-support of which they can be proud. If we hold fast to the values that bind us and carry us through ongoing crises – we can look forward to a brighter future.

The next four years will continue to be a time of great change, challenge and uncertainty. The Adelaide Hills Council is here to support you.

Dr Jan-Claire Wisdom
Mayor Adelaide Hills Council



A brighter future

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

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

"We want Adelaide Hills' residents, business owners and visitors to feel safe and supported in their communities; to connect with each other; to enjoy our unique natural environment and local culture; and to be ambitious for a brighter future"

Dr Jan-Claire Wisdom

Mayor Adelaide Hills Council



Our goals



A functional Built Environment

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

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

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

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



Community Wellbeing

C1 A community for everyone – that is inclusive, welcoming and accessible

C2 A connected, engaged and supported community

C3 A community that grows together

C4 An active, healthy, thriving and resilient community

C5 Respect for Aboriginal Culture and values

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



A prosperous Economy

E1 Support and grow our region's existing and emerging industries

E2 Provide local infrastructure to drive growth and productivity

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

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



A valued Natural Environment

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

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

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

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

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



A progressive Organisation

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

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

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

O4 We actively represent our community

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

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

What is the Strategic Plan?

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

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

Our strategic planning framework

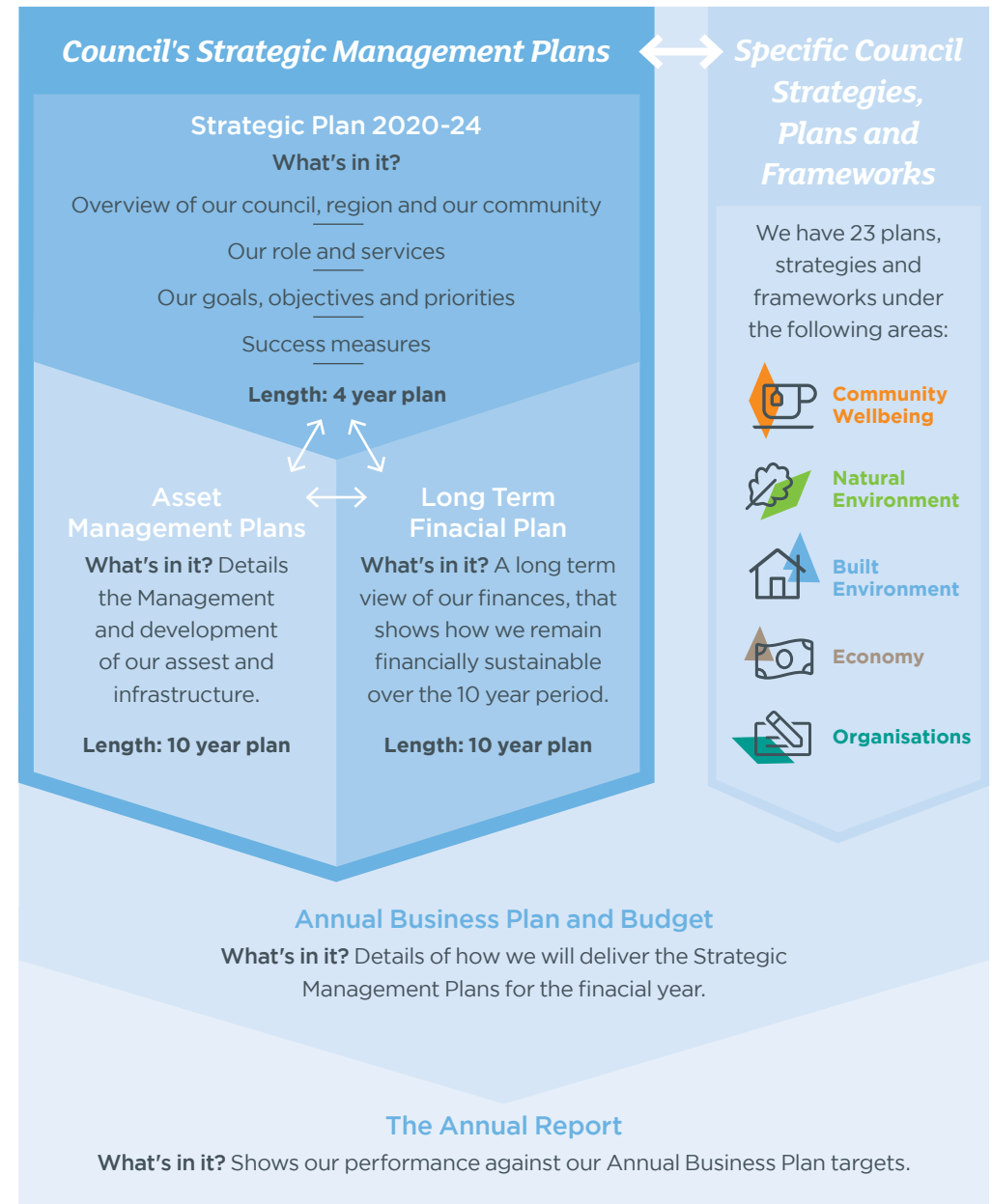
The strategic plan is influenced and supported by a range of strategies and plans as shown in Figure 1.

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

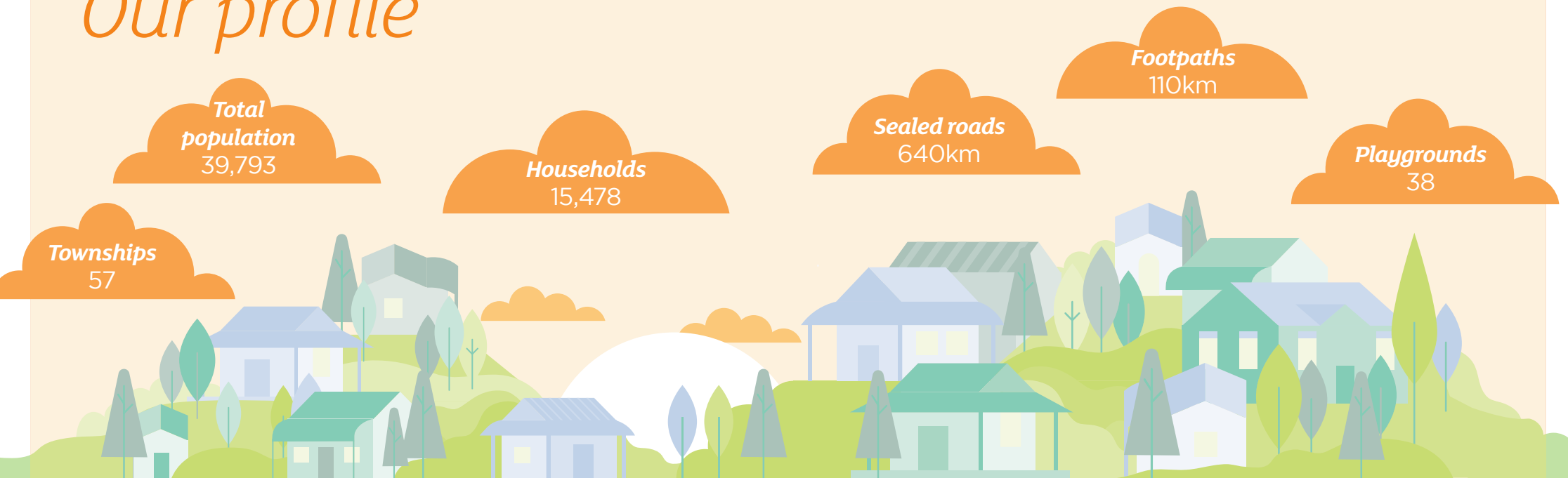
When designing the strategic plan, we consider the environment we operate in, that is the strategic risks and the community profile and trends, as well as the organisational capability we would need to deliver our goals.

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

Figure 1: Strategic Planning Framework



Our profile



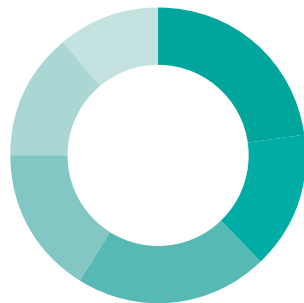
Resource recovery



- Green
- Recycling
- General

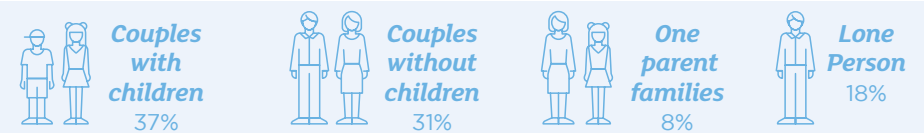
Tonnes of waste/year 14,361
Public bins 476

Age profile of Adelaide Hills Council

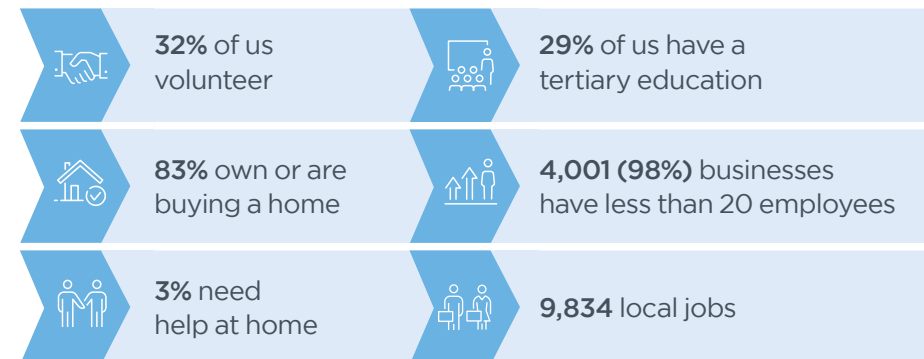


- 0–17
- 18–34
- 35–49
- 50–59
- 60–69
- 70+

Household types



Did you know?



Trends and considerations

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

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

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

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

Population

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

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

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

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

Cultural diversity

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

Aboriginal culture

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

Ageing

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

Young people

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



Workforce

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

Business & Tourism

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

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

Digital connectivity

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

Climate change

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

Bushfires

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

Biodiversity

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

Legislation changes

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

Waste and recycling

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

COVID-19 Pandemic

Our community and economy has been challenged like never before by the pandemic and this will have a significant effect on the strategic plan over the next four years as we work to understand the full impact and provide support through the recovery.



A functional Built Environment



Our Aspiration

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

Measuring success

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

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

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

Goal 1 — Our objectives

Objectives

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

B1.1 Increase accessibility to our district through the development and delivery of high priority trails and routes for all cyclists (on-road, off road, commuters, recreational) and pedestrians

B1.2 Improve outcomes for the elderly by incorporating Council's Age Friendly Strategic Plan into built environment design and delivery

B1.3 Progress state-wide and inter-regional connectivity of cyclist routes by partnering with neighbouring councils

B1.4 Ensure that the key road network is accessible for heavy vehicles used by the primary production, tourism and construction sectors through engagement with industry and Government

B1.5 Provide accessibility for the full range of users by ensuring Council's road, footpath and trails network is adequately maintained and service levels for all users are developed and considered

Priorities

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

B2.1 Continue to embrace and support community led public place revitalisation across our district

B2.2 Incorporate Water Sensitive Urban Design principles within Council developments and projects and advocate for other developments within the region to do the same

B2.3 Proactively work with developers to ensure that built form complements or enhances existing local character whilst preserving the character and amenity of our towns, historic buildings and scenic environment

B2.4 Ensure our planning framework, council policies and guidelines support privately owned local heritage places

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

B2.6 Support communities recovering from natural disasters with expedited development assessment services

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

B3.1 Improve water security by maximising water reuse opportunities, reducing reliance on ground water and improving water efficiencies for open space irrigation and building facilities

B3.2 Aim to achieve 100% renewable energy use for our corporate operations and strive towards carbon neutrality

B3.3 Investigate and source recyclable materials for asset renewal projects wherever practical and in doing so promote the circular economy

B3.4 Proactively adapt our built environment to changes in social and environmental factors to minimise the impact from natural hazards such as fire and flood

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

B4.1 Ensure the long term management of the built form and public spaces occurs in consideration of the relevant financial, social and environmental management matters

B4.2 Embrace innovative and new technology solutions to proactively maintain our built assets that further enhance the provision of efficient services to the community

B4.3 Ensure Council owned or managed assets, including staff accommodation, are functional and adaptive to meet service requirements. Also, where appropriate and endorsed by Council, equitably assist community owned site (halls and recreation sites) to ensure their facilities are functional and meet service standards

B4.4 Improve road safety through a safe system approach to road design, construction and maintenance including on-going applications to the State and Federal Road Blackspot program

B4.5 Explore and provide the infrastructure to support Electric Vehicles (EV) and investigate infrastructure requirements for emerging technological transport such as Connected and Automated Vehicles (CAV)



Community Wellbeing



Our Aspiration

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

Measuring success

We demonstrate our success by using service based performance measures and customer feedback in areas of community participation and volunteering, community development programs and support, ageing support, library usage and the achievement of our disaster recovery objectives.

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

High levels of community wellbeing are essential to enable communities to flourish and fulfil their potential. This has never been more important in the wake of the 2019-20 bushfire and the COVID-19 pandemic. Wellbeing is determined by a broad range of factors including social and health determinants which lead to safe, engaged, healthy, inclusive, culturally rich, vibrant, creative and supported communities.

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

Goal 2 — Our Objectives

Objectives

C1 A community for everyone – that is inclusive, welcoming and accessible

C1.1 Provide welcoming spaces and places for the community through our libraries, community centres, and Council and community facilities

C1.2 Support and promote opportunities for social inclusion and celebration of our cultural diversity

C1.3 Make the district more accessible and welcoming for all with a focus on youth participation, positive ageing, disability inclusion and multiculturalism

C1.4 Seek opportunities to improve transport options for those who need it most

C1.5 Encourage more housing opportunities where provided for in the Development Plan

Priorities

C2 A connected, engaged and supported community

C2.1 Work with community to provide a range of programs and opportunities to connect and engage around shared interests

C2.2 Support our ageing community to access services and continue to participate and contribute to community life

C2.3 Facilitate opportunities for our youth to develop skills, build resilience and be actively involved in and connected to their community

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

C2.5 Continue to work with government agencies and non-governmental organisations to support the community recovery from natural disasters and the COVID-19 pandemic

C3 A community that grows together

C3.1 Provide and support programs and services that encourage and enhance personal growth, lifelong learning and professional development

C3.2 Support volunteering both organisationally and in the community as an essential element in delivering community outcomes and building wellbeing

C3.3 Empower our community groups and leaders to shape and determine change in their community through the provision of training opportunities, grants that meet strategic priorities, building relationships and supporting communities to be cohesive in progressing local projects

C3.4 Build partnerships with community and other stakeholders to enhance our capacity to provide and support opportunities for them to thrive

C4 An active, healthy, thriving and resilient community

C4.1 Support community wellbeing through our contribution to public health planning, disaster recovery activities and the implementation of strategies that aim to measure and enhance wellbeing

C4.2 Support the provision of formal and informal sport, recreation and play spaces for the community to enjoy

C4.3 Recognise that trails are a destination in their own right and support both commuter and recreational trail opportunities

C4.4 Support clubs and groups to continue to provide sport and recreation activities to the community

C4.5 Take an all hazards approach to emergency management so we can support the emergency services and the community before, during and after disaster events

C5 Respect for Aboriginal Culture and values

C5.1 Partner with the Aboriginal and Torres Strait Islander community to develop our second Reconciliation Action Plan (Innovate) and actively participate in Reconciliation Week

C5.2 Celebrate and recognise Aboriginal culture and heritage through participation in and the delivery of programs and activities that engage our community in cultural experience and learning

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

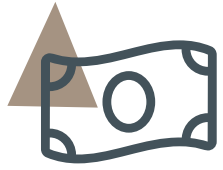
C6.1 Develop Fabrik as a vibrant cultural hub for the Adelaide Hills, fostering community connections and creativity and presenting the significant history of the Woollen Mill site

C6.2 Develop, support or bring events to our district that have social, cultural, environmental or economic benefits

C6.3 Recognise, encourage and support artists, emerging artists, writers and performers through promotion of the Arts and supporting opportunities to exhibit and perform

C6.4 Foster the development of Public Art that adds value to public spaces and supports place making in our community





A prosperous Economy



Our Aspiration

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

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

The local economy has been challenged like never before, with the 2019-20 bushfire and the COVID-19 pandemic hitting hard. It is vital that we work with businesses to understand the full impact of these extraordinary events and support them through recovery.

Economic prosperity is also necessary for the region to be competitive in both a national and international context. As our economy evolves from predominantly production-based to one based on creativity and innovation, it is important that we change in a way that strengthens our industries, creates good jobs and encourages investment in the region.

Economic development is not pursued for its own sake but rather for what it contributes to community wellbeing in all its dimensions.

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

Measuring success

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

Goal 3 — Our Objectives

Objectives

E1 Support and grow our region's existing and emerging industries

E1.1 Support and encourage a compelling reason for both local and international tourists to visit the Adelaide Hills, especially in the wake of the 2019-20 bushfire and the COVID-19 pandemic

E1.2 Take advantage of the full potential of our region's primary production and associated value adding activities

E1.3 Support and encourage the growth and development of our region's creative industry micro businesses

E1.4 Facilitate an economic environment where our existing and emerging businesses can be creative, innovative, productive and resilient to unexpected impacts

E1.5 Engage and assist our region's key business and industry groups to be resilient, proactive and successful

E1.6 Encourage and facilitate local supplier participation in all levels of Government tendering processes

E2 Provide local infrastructure to drive growth and productivity

E2.1 Work with all levels of Government to ensure the region's infrastructure needs are understood and prioritised

E2.2 Explore and advocate for the opportunities that new technologies could bring to our region

E2.3 Support changes to planning and development that leverages and encourages sustainable economic development

E2.4 Manage and maintain Council assets to maximise their utilisation and benefit to the community

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

E3.1 Attract and encourage professional and business development and networking activities

E3.2 Understand the nature of skills our region's businesses will require to prosper into the future

E3.3 Work with our local communities and businesses to create active, attractive and vibrant places

E3.4 Enable start-ups and home based business through services, information and networking opportunities

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

E4.1 Work with key stakeholders to develop a realistic, yet inspiring, collective vision to connect the region and its industries

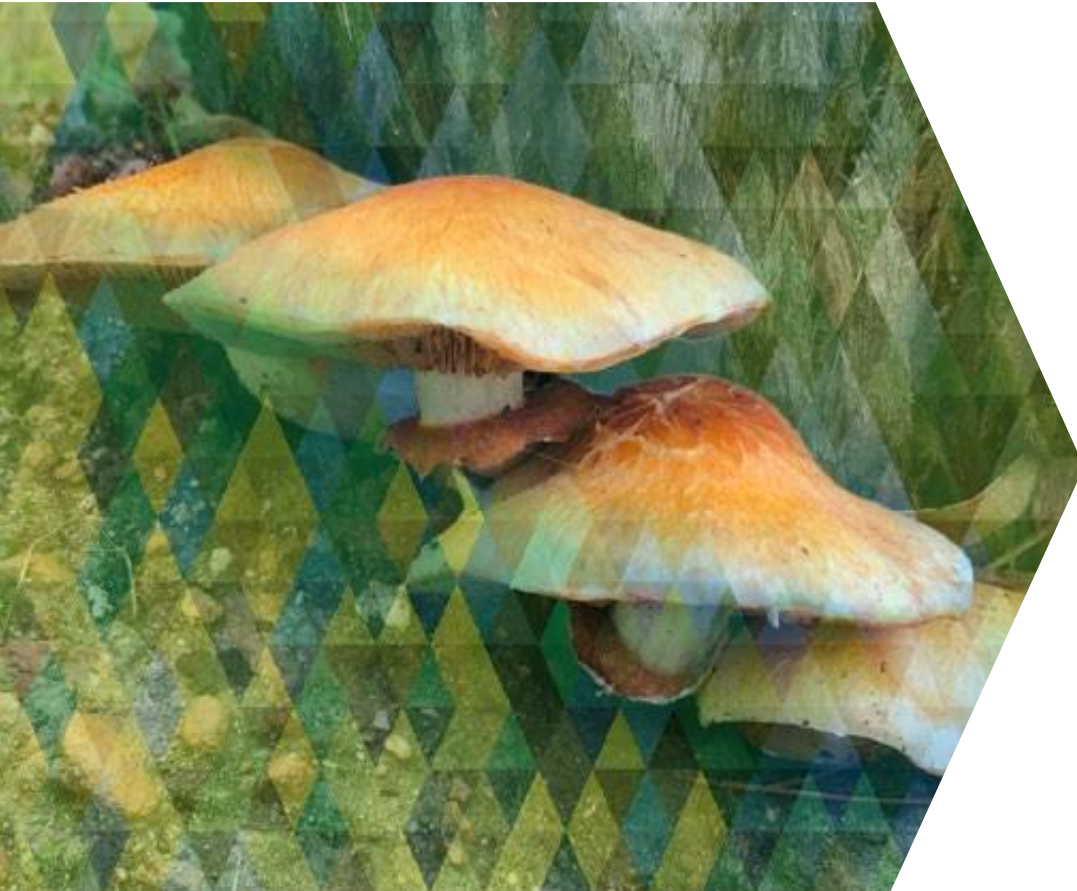
E4.2 Work with our communities and businesses to encourage co-ordinated and strategic regional projects that enhance and support the regional identity

E4.3 Support and encourage events that support the region's identity and generate social, cultural and economic benefits

E4.4 Support the continued development and community engagement for the World Heritage nomination of the region



A valued Natural Environment



Our Aspiration

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

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

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

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

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

Measuring success

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

Goal 4 — Our Objectives

Objectives

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

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

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

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

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

Priorities

N1.1 Enhance and manage horticultural amenity, including succession planning for street trees that contribute to and reinforce our distinctive streetscapes and villages

N1.2 Manage reserves and open space to support the community, whilst balancing biodiversity conservation, resource use and environmental impacts

N2.1 Monitor and manage areas of high biodiversity or habitat value on Council reserves and Native Vegetation Marker Scheme (NVMS) sites using best practice methodologies

N2.2 Explore opportunities and take appropriate actions to monitor current and emerging threats to biodiversity including feral cats and Phytophthora

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

N2.4 Work with supporting organisations and agencies to foster the restoration of native flora and fauna habitat following the 2019-20 bushfire

N3.1 Increase knowledge and environmental awareness within the community through engagement and education

N3.2 Collaborate and engage with public and private organisations, schools and community members (including the Aboriginal community as the first nation peoples), to improve biodiversity outcomes and land management practices

N3.3 Continue to work in partnership with the Resilient Hills and Coasts region to build Council and community resilience to the impacts of climate change

N4.1 We will work with partners to analyse the benefits and feasibility of introducing a fee incentive to property owners to produce less waste and recycle more in relation to the kerbside bin service

N4.2 We will explore more Green Organics options to achieve improved environmental and financial outcomes

N4.3 We will provide specific education to the community to increase their level of food scrap recycling

N4.4 Implement new or improved waste service opportunities whilst continuing to provide ongoing resource recovery and waste service to our community

N5.1 Encourage and educate the community to help minimise the generation of household waste by advocating the principles of the Waste Management Hierarchy to avoid, reduce and reuse

N5.2 Support and assist the community to prevent valuable resources going to landfill and reduce contamination in kerbside recycling bins



A progressive Organisation



Our Aspiration

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

Measuring success

Council exists to provide services and facilities to its community in a representative, informed and responsible manner. Our organisation and our people need to be both agile and capable of delivering the Council's long term community objectives and annual priorities in a financially sustainable way. We are aware of the substantial impact that events such as the 2019-20 bushfire and the COVID-19 pandemic have on our community, and look to ensure that any organisational response is financially sustainable over the long term.

With a culture built on continuous improvement and a commitment to open and transparent decision making, we remain focused on consistently delivering an excellent customer experience.

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

Goal 5 — Our Objectives

Objectives

01 We have the right people with the right knowledge and skills in the right jobs and they are supported and developed

01.1 Progressively enhance our safe systems of work to maintain emotional and physical safety of our people

01.2 Continue to develop a positive culture through supporting an equitable, diverse and continuously improving work environment

01.3 Support our people leaders in further developing the skills necessary to lead an engaged and productive teams

01.4 Continue to support all staff through training, mentoring, coaching and development to enable the achievement of organisational and community goals

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

02.1 Develop our digital channels to better meet customers' current and future needs

02.2 Modernise our services and enhance the customer experience by making service delivery faster, more convenient and more proactive

02.3 Build the capabilities of our people through a focus on two-way communication, cooperation and placing customers at the centre of everything we do

02.4 Continuously strive to measure and improve performance and service delivery across all functions

03 Our organisation is financially sustainable for both current and future generations

03.1 Ensure the delivery of agreed strategic plan requirements whilst meeting endorsed long term targets for a sustainable operating surplus and level of debt

03.2 Ensure that renewal of assets and the associated maintenance is based on current asset management plans which consider reviewed service levels and whole of life costing

03.3 Actively pursue alternative funding opportunities to reduce reliance on rates income

03.4 Assess the range and level of services undertaken to ensure they fulfil Council's legislative and strategic intent

04 We actively represent our community

04.1 Optimise opportunities for the community to access and provide input into the decision-making processes

04.2 Attract and develop a diverse and capable elected body that represents, promotes and reflects the composition of the community

04.3 Advocate to, and exert influence with, our stakeholders on behalf of our community to promote the needs and ambitions of the region

04.4 Explore council boundary reform options that best serve the community

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

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

05.2 Make evidence-based decisions and prudently assess the risks and opportunities to our community before taking action.

05.3 Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community

06 Technology and innovation is utilised to better meet our community's expectations and deliver value for money

06.1 Progressively strengthen Council's systems security to minimise the impact of cyber attack

06.2 Utilise technology to enable more evidence based and efficient delivery of services to the community

06.3 Provide more resilient business systems by utilising cloud technologies where appropriate

06.4 Utilise our online engagement tools to reach a wider range of community members to obtain their views and input.

06.5 Support the delivery of services to the community through improved utilisation and connectivity of existing business systems

06.6 Ensure the way in which we provide our digital services delivers an enhanced experience for our community





Our Role

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

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

Governance Arrangements

Council and Committees

Adelaide Hills Council was established on 1 July 1997 through the amalgamation of the District Councils of East Torrens, Gumeracha, Onkaparinga, and Stirling. Council has a Mayor and 12 Council Members elected to represent the community across two wards (see Figure 2). The Ranges Ward has seven councillors and the Valleys Ward has five councillors. Elections for Local Government are held every four years, with the next election to occur in November 2022.

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

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

Regional Subsidiaries

The Adelaide Hills Council is a member of four regional subsidiaries which assist Council in its strategic planning and service delivery activities. The subsidiaries are the Southern and Hills Local Government Association (SHLGA), the Eastern Waste Management Authority (East Waste), the Adelaide Hills Region Waste Management Authority (AHRWMA), and the Gawler River Floodplain Management Authority (GRFMA).

Administration

The Council's Administration is led by a Chief Executive Officer appointed by the Council.

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

Collaboration on public policy setting

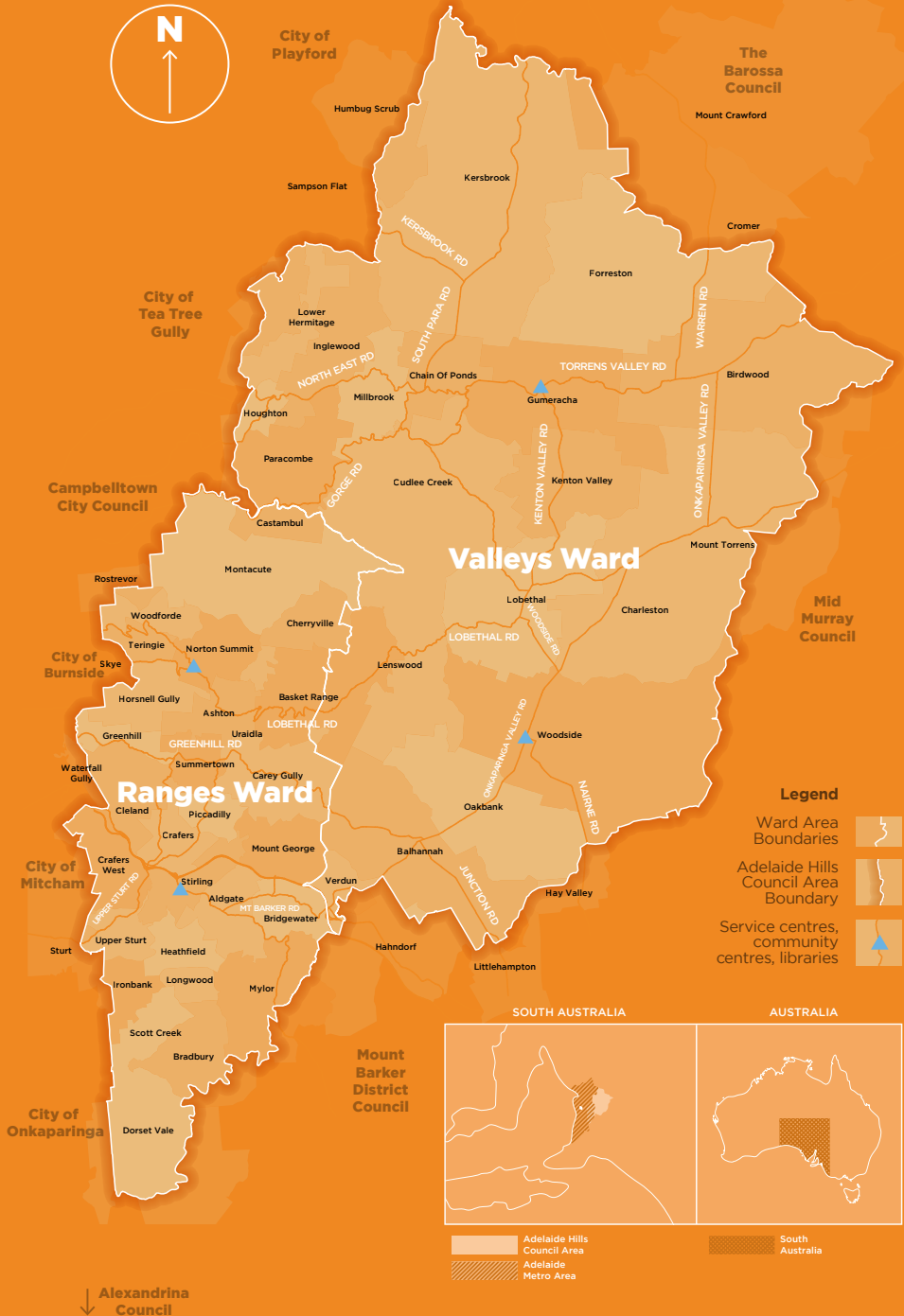
We foster positive relationships with other Councils, relevant State Government Ministers, and government departments and agencies. The extent to which we collaborate in public policy setting is determined by the relevance to our community and on our ability to allocate the necessary resources. This includes:

- Actively seeking face to face Minister-Council interaction on an annual basis
- Council, and the Executive Leadership Team, monitoring opportunities to comment on proposals of other levels of government via the Local Government Association's regular circulars and prioritise effort and input according to district relevance.
- The Chief Executive Officer and Mayor participating in the Metropolitan Local Government Group and the Southern and Hills Regional Local Government Association, which are regular forums for collaboration and regional decision making
- Regularly invite senior government staff to address Council and the Executive Leadership team on issues of district relevance in an informal and interactive manner.

The state, national and regional objectives that were considered in the development of this plan, and the extent to which we plan to co-ordinate with State and Federal Governments on objectives, are specified in the our various functional strategies which expand on our Strategic Management plans.



Figure 2: Council Ward Structure



Legend

- Ward Area Boundaries
- Adelaide Hills Council Area Boundary
- Service centres, community centres, libraries

SOUTH AUSTRALIA

AUSTRALIA



- Adelaide Hills Council Area
- Adelaide Metro Area
- South Australia

Alexandrina Council

Appendix 2

Phase 3 Consultation summary

What you said:

Phase 3 Consultation Summary

Strategic Plan 2020-2024



Background

Phase 3 of the Strategic plan consultation ran from 2 March 2020 to 29 March 2020. During this time we asked for feedback on the Council Your Say Hub and promoted this through our social networks as well as direct emails, newsletters and district signage around the whole Council area. Thanks to everyone who had their say.

Result summary

Over the consultation period we had 26 people complete the online survey and another 6 people contacted us directly via email or Facebook to provide comments.

In this phase we observed that we had a higher percentage of younger survey participants than in Phase 2.

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

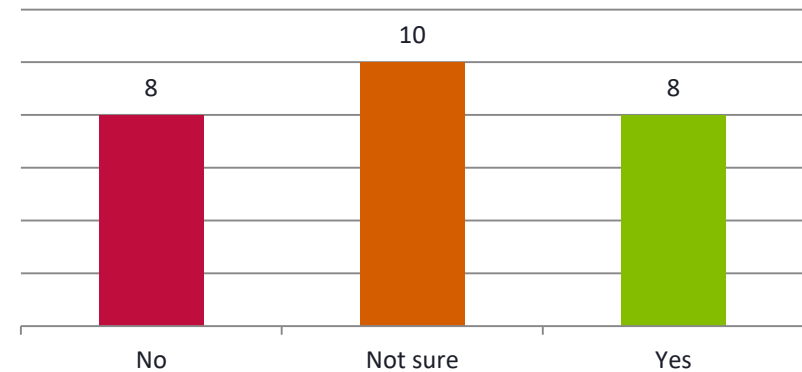
The top 5 topics that had the most comments on were:

- Development
- Bushfire management
- Cyclists, roads and public transport
- Community and Culture, and
- Natural environment

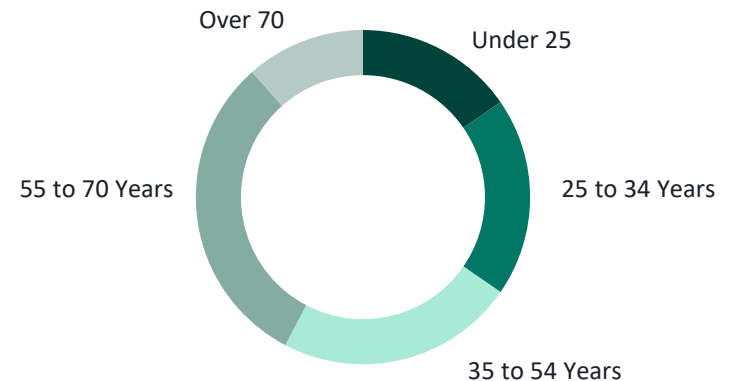
What's next

- The comments provided are being reviewed by the relevant areas of Council and from this we are making final changes to our draft Strategic Plan
- The final draft will then be submitted for adoption at the April Council meeting and made available to the community on our website. Everyone that participated will also be sent a link.

Overall would you say the proposed strategic plan reflects the aspirations of our community?



Age range of survey participants



Strategic Plan - Feedback Summary

Theme/topic	Volume	Feedback Summary
Bushfire	6	<ul style="list-style-type: none"> In N2.3 on page 18 of the draft plan it was stipulated that bushfire risks would be mitigated across the landscape by undertaking fuel reduction activities. I am very concerned at the lack of fuel reduction along roadsides throughout the district. Whether this is the responsibility of Council, private property owners, state/federal Government departments or some other body needs to be clearly documented and enforced where necessary. Of particular concern to me is the amount of long grass bordering the railway lines. Some of these are no longer in use but responsibility for their maintenance still needs to be accepted by someone. I appeal to the Council to be more proactive in ensuring these areas are properly maintained and those responsible for them are made aware of their responsibilities. Lobby the government to make the Adelaide Hills a separate sub region of the mount lofty ranges for fire purposes. Allowing us to do burn offs later in the season. For example this year they brought forward the fire season to the 15th of November because the Fire Danger Index (FDI) went to 51 in Strathalbyn in the Adelaide hills at this time it was 10 and was still to wet to burn. We really needed those extra 15 days to achieve some fuel load reductions You have mentioned enforcement to reduce fuel load on private property which is a good idea. I suggest that the Adelaide Hills Council clean up its own act and ensure that fuel loads are reduced at the side of roads particularly under gum trees prone to shedding bark. The Onkaparinga Valley Road is a prime example of build-up of fuel load along the verges ! Also included is the amount of trash that builds up along Western Branch Road (currently all burned!) In order to align with your goals that focus on a) connecting with and respecting Indigenous Australians and b) our need to protect the environment (both with regards to waste and during Bushfires), we *need* to better connect with Elders regarding the above, especially re: bushfire prevention. They need to be more included in the narrative of taking care of this land - and I cannot note where this is mentioned in the proposal. Needs to be a focus on educating the public on the relationship between climate change and bushfires e.g. planting more trees will reduce temperatures locally and globally, controlled burns reduce the hazard but vegetation should not be cleared. Wait for Bushfire royal commission. We will all need to reassess how we live in the Hills. We cannot risk losing the Hills villages due to bushfires because of outdated and reckless policy.
NBN	2	<ul style="list-style-type: none"> Digital Tech - satellite NBN is sporadic and flimsy at best - as a semi rural community we need to make fibre connection a priority - for obvious reasons that include safety, but also especially if a large number of our community wish to work from home. The digital connection in many areas is currently laughable, and explains the need for many young people to move out of the area. Need faster internet access for people working at home.
Footpaths	2	<ul style="list-style-type: none"> Suggest to include the continuation and upgrade of footpath access along Teringie drive to point of junction with Norton summit rd. Many local residents walk to reserve to use the gym equipment and its quite the obstacle course avoiding speeding cars I would like to see part of the inclusivity develop better footpaths for locals to walk streets as most streets in Lobethal don't have footpaths that you can walk on/push a pram on.

Strategic Plan - Feedback Summary *continued...*

Theme/topic	Volume	Feedback Summary
Development / Built Environment	9	<ul style="list-style-type: none"> • Goal wording: Functional Built environment. I would argue we have moved beyond just functional. Surely we can try and be more aspirational and strive for beauty, and resilience too. • Adherence to existing guidelines needs to be enforced. Too many individuals submit plans and get approval and then just do what they want. Also need to look at issues such as nuisance lighting • Trying to squeeze a business like Aldi in to Stirling goes against the strategic plan. It takes business away from small locally owned businesses and adds traffic congestion. Something similar to Plant 4 would have been better suited to the area with local food/produce/etc. It is definitely a missed opportunity. • I don't think the draft plan spells out well enough what you're doing, if anything, to stop the over development of the hills. The trees and open space destroyed by all the development is disgraceful too not to mention the loss of habitat. There should also be something in there to strengthen the protection of trees on private land. In Paracombe, it's well known that a significant number of trees were destroyed and the penalty was certainly no deterrent. It was laughed at and then more trees cut down. Someone from council probably didn't even go back to make sure they weren't cutting more down! If you're serious about saving the landscape start being tougher on those that are doing the wrong thing. Have higher penalties... and make developer's and greedy grape growers plan around significant trees and stop damming natural creek beds to stock pile water etc. • There is no reference to following good building design principles. Examples should include reference to north facing passive design, appropriate massing, layout, and many other important aspects on how to respect the Adelaide Hills character whilst living comfortably and efficiently. • The building code needs to be changed to allow for more aged care. For example, extra building should be allowed. The existing size limit of 80sqm with one bedroom only should be lifted. • The whole "feel" of the Hills is being diluted by the apparent desperate need for new development and more people. Consider the fact that the Hills were once a prime site for agriculture and a healthy environment. Given the obvious impacts of over population this is being totally ignored in the grabbing for profit. • No low flow bypasses on dams • Stricter rules on subdivision and development
Cyclists, roads and transport	5	<ul style="list-style-type: none"> • The proliferation of cyclists is a major problem. It is potentially very dangerous for cyclists and motorists. There should be a dedicated lane for cyclists. • Improve roads especially regarding cleaning up rock slides, branches and improve edges re cyclists and create more turn out lanes for overtaking and more signs to respect others and use turn out lanes for overtaking. Improve public transport • Speed humps to slow cars going down woodland way this is residential and 50kph zone going downhill vehicles speed up and are going way to fast also a way of slowing vehicles who turn off Norton summit rd onto Teringie drive (related to Teringie footpath comment) • Increase public transport from the City of Adelaide and Mt Barker through to Lobethal. Currently the only buses available to older people during the day run only every 2 hours with the last bus from Lobethal at 5 pm. There are NO weekend bus services for residents and especially younger people who may wish to travel to Mt Barker at the weekend. • B4.4 roads are important for cars, footpaths for people, especially those that can't afford or are too young, unable or too old to drive • I believe the Council should be lobbying strongly for improvement in public transport. Having lived in Bridgewater I enjoyed a good public transport system but after moving to Oakbank I can only say that the public transport all through Balhannah, Oakbank, Woodside, Lobethal etc is an absolute disgrace. The Council should be a leader in this.

Strategic Plan - Feedback Summary *continued...*

Theme/topic	Volume	Feedback Summary
Natural environment	5	<ul style="list-style-type: none"> Trees - thank you for adding trees to our landscape. Please include shade trees or "exotics" as you call them. You only have to look at Stirling trees to realise that everyone loves the shade trees especially in the autumn. Please include longer-lived trees such as Oak and Ash. Oak and Ash do not shed acid drops to ruin tarmac, neither do they combust readily ! They may not be native, but they offer more in the way of shade - they are nature's air conditioners Needs to be a larger focus on climate change and revegetation of areas. Goal: We value the natural environment - surely we go the next level and respect the importance of the natural environment too? N4.1 Fee incentives and cost disincentives work hand in hand. But they need to incorporate fairness and equity in their implementation; Value open space areas and trees Plant trees - millions of trees!!
Community and Culture	6	<ul style="list-style-type: none"> Very little cultural diversity compared to most other councils. Provide affordable housing in areas like Aldgate Crafers Stirling As much as the Strategic Plan looks and sounds great , I have noticed since being apart of the community here in the Adelaide hills - community events/ council support / community development and cultural development etc is limited to a few specific locations/ towns. The council should be looking at their area as a whole and not just focussing on specific towns, if your going to have a plan make it inclusive for all! In the 'Community Wellbeing' section of this plan there is a lot of talk about helping build an inclusive and welcoming community; mentioning people from other cultures, the Aboriginal and Torres Strait Islander communities, those with disabilities, the young and the old but one demographic completely unmentioned here, and barely mentioned at all by the Hills Council is the LGBT community. There needs to be more material and explicit support and inclusion for the LGBT community in the Adelaide Hills and this Proposed Strategic Plan has none, which counteracts the spoken intent of providing and building an inclusive community; support groups, social groups, businesses expressing support, LGBT friendly services, listening to LGBT people and getting them involved in the council to make things happen, putting in effort to educate and encourage acceptance in the area, all this and more is what's needed, but if changes aren't going to be made to this plan, and how the council handles things as a whole, the notion of an actually welcoming community will not come to fruition. There is little to no actual interaction or consultation with local communities outside of Stirling from everything I see and read. Trends section - Also an ageing population has positive implications in that the general health of older people in improving and they are a good resource when it comes to community and volunteering. C1.5 encourage more environmentally friendly/sustainable housing opportunities; Fully support C2.4 - increase participation from and by the community Getting far too busy already, turning into an outer suburb rather than just quaint villages.
Youth	1	<ul style="list-style-type: none"> As a 13 year old, I was pleased to see that the plan emphasised engagement with young people, making the hills welcoming for young people, helping us to build our skills and resilience and promoting a healthy and active community. In the Stirling area, there are few opportunities for young people to be outside and be active, and to learn new skills. My friends and I would love to have a skate park in Stirling. We would love to be involved in working with council to design and maybe even help build a skate park. The skate park in Mount Barker is always full, even if it's raining, and it's a long way to get there by bus from other parts of the hills. A skate park would get young people outside learning new skills, meeting new people and connecting with community.

Strategic Plan - Feedback Summary *continued...*

Theme/topic	Volume	Feedback Summary
Economy	3	<ul style="list-style-type: none"> Regarding the economy, Emerging growth areas need to be identified for the future. Two business sectors should be considered as emerging economical growth areas in the Hills. One is tourism, another is age care. The Hills has the natural environment to attract visitors. There are people aged 60 or more whom may not fit for other work. These are the resources the Hills can base on to develop an economy. Home stay or farm stay is the right fit. Age care has relevant low environmental impact. The Hills should position itself as the backyard of greater Adelaide. More age care facilities will bring more jobs to the Hills while having everyone enjoy the natural environment. More funding for people to start up new business or try a new project. More effort on promoting the tourist attractions, parks, tracks, food/product competition, etc.. let people have more reasons to visit and more joys to stay one more day, more goods to spend a few more dollars There has been little to no large scale activity driven by the AHC over the past 20 years and while tourist numbers continue to be steady, I personally think this is driven more by local business & community as opposed to any particular focus or strategy implemented by AHC. Goal wording: "Prosperous and dynamic local economy" is probably the way to go given the challenges our country, state and metropolitan Adelaide is facing; I would also have liked to see Council increase local traineeships and internships. Maybe this could be done as a regional initiative involving several municipalities each specialising in certain areas.
Strategic plan general	3	<ul style="list-style-type: none"> "Aspirations, Objectives & Priorities" are great and I fully understand the purpose of a Strategic Plan is to provide high level strategy to drive initiatives and actions. The concern I have is what sits, or rather, does not sit under these ambiguous statements. Given this, how does the Region's growth and progression occur? How will you measure yourself on success? I would be interested to see the details of how these plans will be met Council Policies need to be updated to align to Strategic plan asap. I think the Trends section of the draft plan is underdone. Impacts of climate change, globalisation, technology impacts and meaning of the work, demographics, food security, need more consideration. Housing supply and housing costs are a furphy. This statement should be removed.
Collaboration	1	<ul style="list-style-type: none"> Where and when we will see a more collaborative approach adopted with Councils such as Mt Barker, Alexandra and Eastern Hills & Murray Bridge to support the employment, health and tourism sectors - Where is the lobbying of State Govt to promote more collaborative outcomes?
Organisation	1	<ul style="list-style-type: none"> Goal wording: Progressive and Inspirational organisation - God knows we are not getting this from the other spheres of government at the moment. O5.1 I'm supportive of selective and well timed enhancing of government structures and systems but totally against major organisational restructuring using outside consultants. I believe the Council should be planning to allow monthly payment of rates as it one of the highest bills we face aside from power bills.
Waste	1	<ul style="list-style-type: none"> More road side pick ups instead of once a year maybe three times a year if you are elderly and you aren't able to drive to the rubbish dump that would be a help

Appendix 3

Chapter 8, part 1 of the Local Government Act 1999

Chapter 8—Administrative and financial accountability

Part 1—Strategic management plans

122—Strategic management plans

- (1) A council must develop and adopt plans (which may take various forms) for the management of its area, to be called collectively the *strategic management plans*, which—
 - (a) identify the council's objectives for the area over a period of at least 4 years (the *relevant period*), and provide a clear indication of—
 - (i) the extent to which the council has participated with other councils, and with State and national governments, in setting public policy objectives, and the extent to which the council's objectives are related to regional, State and national objectives; and
 - (ii) the extent to which the council has given consideration to regional, State and national objectives and strategies which are relevant to the economic, social, physical and environmental development and management of its area; and
 - (iii) the extent to which the council intends to co-ordinate with State and national governments and councils or other regional bodies in the planning and delivery of services in which there is a common interest; and
 - (ab) provide assessments that relate to the following matters (with particular reference to the relevant period):
 - (i) the sustainability of the council's financial performance and position; and
 - (ii) the extent or levels of services that will be required to be provided by the council to achieve its objectives; and
 - (iii) the extent to which any infrastructure will need to be maintained, replaced or developed by the council; and
 - (iv) anticipated changes in its area with respect to—
 - (A) real property development; and
 - (B) demographic characteristics of its community to the extent that is reasonable taking into account the availability of appropriate and accurate data; and
 - (v) the council's proposals with respect to debt levels; and
 - (vi) any anticipated or predicted changes in any factors that make a significant contribution to the costs of the council's activities or operations; and
 - (b) identify the principal activities that the council intends to undertake to achieve its objectives; and

- (d) state the measures (financial and non-financial) that are to be used to monitor and assess the performance of the council against its objectives over the relevant period; and
 - (e) identify the means by which its activities are to be carried out and its objectives achieved; and
 - (g) address issues associated with arranging its affairs so as to separate its regulatory activities from its other activities, so far as this is reasonable to do so; and
 - (h) make provision for the regular review of the charters, activities and plans of any subsidiary of the council.
- (1a) A council must, in conjunction with the plans required under subsection (1), develop and adopt—
- (a) a long-term financial plan for a period of at least 10 years; and
 - (b) an infrastructure and asset management plan, relating to the management and development of infrastructure and major assets by the council for a period of at least 10 years,
- (and these plans will also be taken to form part of the council's strategic management plans).
- (1b) The financial projections in a long-term financial plan adopted by a council must be consistent with those in the infrastructure and asset management plan adopted by the council.
- (2) Strategic management plans—
- (a) should—
 - (i) address the strategic planning issues within the area of the council, with particular reference to (and in a manner consistent with) the Planning Strategy; and
 - (ii) set out the council's priorities for the implementation of planning policies,(although these matters may be satisfied by referring to the council's most recent *Strategic Directions Report* under section 30 of the *Development Act 1993*); and
 - (b) should (as far as practicable) be consistent with the Development Plan or Plans for the council's area, other than where the council proposes to amend the Plan or Plans in accordance with the procedures set out in the *Development Act 1993* and the council obtains an agreement with the Minister to whom the administration of the *Development Act 1993* is committed relating to the implementation of a program to undertake any relevant amendment or amendments; and
 - (c) should (as far as practicable) be consistent with any relevant statutory policy or plan (not referred to above).

-
- (3) In addition to the requirements of subsection (2), a council must, in formulating its strategic management plans, have regard to—
- (a) the council's roles and responsibilities under this or any other Act; and
 - (b) the council's objectives for its area.
- (4) A council may review its strategic management plans under this section at any time but must—
- (a) undertake a review of—
 - (i) its long-term financial plan; and
 - (ii) any other elements of its strategic management plans prescribed by the regulations for the purposes of this paragraph,as soon as practicable after adopting the council's annual business plan for a particular financial year; and
 - (b) in any event, undertake a comprehensive review of its strategic management plans within 2 years after each general election of the council.
- (4a) A council must, for the purposes of a review under subsection (4), take into account—
- (a) in relation to a review under subsection (4)(a)(i)—a report from the chief executive officer on the sustainability of the council's long-term financial performance and position taking into account the provisions of the council's annual business plan and strategic management plans; and
 - (b) insofar as may be relevant—any other material prescribed by the regulations.
- (5) A council may amend its strategic management plans or adopt new plans.
- (6) A council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans (but nothing in this subsection is to be taken to limit subsection (5)).
- (7) A council must ensure that copies of its strategic management plans under this section are available for inspection (without charge) and purchase (on payment of a fee fixed by the council) by the public at the principal office of the council.
- (8) A council must, for the purposes of this section, specifically declare which plans will constitute the strategic management plans of the council.

Part 2—Annual business plans and budgets

123—Annual business plans and budgets

- (1) A council must have, for each financial year—
- (a) an annual business plan; and
 - (b) a budget.
- (2) Each annual business plan of a council must—
- (a) include a summary of the council's long-term objectives (as set out in its strategic management plans); and

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 April 2020
AGENDA BUSINESS ITEM**

Item: 12.4

Responsible Officer: Mike Carey
Manager Financial Services
Corporate Services

Subject: 2020-21 Long Term Financial Plan Adoption

For: Decision

SUMMARY

Council's proposed 2020-21 Long Term Financial Plan (LTFP) has been developed in alignment with the two other strategic management plans required under s122 of the *Local Government Act 1999* (the Act) being the *Strategic Plan* and the *Infrastructure and Asset Management Plan*. The LTFP is structured to demonstrate the proposed financial performance and position of the Council over a 10 year period. The assumptions and projections contained therein provide a financially sustainable position to support the achievement of the *Strategic Plan* and the *Infrastructure and Asset Management Plans*.

On 25 February 2020 an update of Council's LTFP was endorsed for community consultation. The consultation subsequently took place between 2 March 2020 and 27 March 2020 and resulted in no responses being received.

It is noted that the financial impacts of two significant events for Council, namely the Cudlee Creek Bushfire Recovery and the COVID-19 pandemic will not be fully understood for a reasonable period of time, however it is likely to be substantial. This impact from both an expenditure and funding perspective will therefore be a matter for future LTFP consideration.

Notwithstanding, given the possible significance of the financial impacts of the 2020-21 Budget on future years, documentation will be provided as part of the 2020-21 Annual Business Plan and Budget to illustrate the impact of the 2020-21 budget settings on the long term financial performance of the Council, and hence whether financial sustainability is being achieved.

As such, in terms of changes from the draft LTFP, it is proposed to incorporate a specific reference to the COVID-19 pandemic under the Risk section of the document and to detail the Key Financial Indicators on a numerical basis within the final LTFP document.

On 20 April 2020 the Audit Committee reviewed an updated version of Council's 2020-21 LTFP and resolved in part that "on the basis of the Committee's review, to recommend the LTFP's adoption to Council."

This report tables the 2020-21 LTFP for adoption by Council.

RECOMMENDATION

Council resolves:

1. That the report be received and noted.
 2. To adopt the 2020-21 Long Term Financial Plan, as contained in Appendix 1 to this report, in accordance with *Section 122 of the Local Government Act 1999*.
 3. To note that additional documentation will be provided as part of the 2020-21 Annual Business Plan and Budget to illustrate the impact of the 2020-21 budget settings on the long term financial performance of the Council, and hence whether financial sustainability is being achieved.
-

1. GOVERNANCE

➤ Strategic Management Plan/Council Policy

Goal	Organisational Sustainability
Strategy	Risk and Responsibility
Strategy	Financial Sustainability
Strategy	Governance

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

➤ Legal Implications

The LTFP is prepared as a part of Council's strategic management plans and in accordance with Section 122(1) of the Act. In particular:

- 1 (ab) - provide assessments that relate to the following matters (with particular reference to the relevant period):
- (i) the sustainability of the council's financial performance and position; and
 - (ii) the extent or levels of services that will be required to be provided by the council to achieve its objectives; and
 - (iii) the extent to which any infrastructure will need to be maintained, replaced or developed by the council; and
 - (iv) anticipated changes in its area with respect to—
 - (A) real property development; and
 - (B) demographic characteristics of its community to the extent that is reasonable taking into account the availability of appropriate and accurate data; and
 - (v) the council's proposals with respect to debt levels; and
 - (vi) any anticipated or predicted changes in any factors that make a significant contribution to the costs of the council's activities or operations
- 1a (a) A council must, in conjunction with the plans required under subsection (1), develop and adopt a long-term financial plan for a period of at least 10 years;
- 4 A council may review its strategic management plans under this section at any time but must—

- (a) undertake a review of—
 - (i) its long-term financial plan; and
 - (ii) any other elements of its strategic management plans prescribed by the regulations for the purposes of this paragraph,as soon as practicable after adopting the council's annual business plan for a particular financial year; and
 - (b) in any event, undertake a comprehensive review of its strategic management plans within 2 years after each general election of the council.
- (4a) A council must, for the purposes of a review under subsection (4), take into account—
- (a) in relation to a review under subsection (4)(a)(i)—a report from the chief executive officer on the sustainability of the council's long-term financial performance and position taking into account the provisions of the council's annual business plan and strategic management plans; and
 - (b) insofar as may be relevant—any other material prescribed by the regulations.

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

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

- 1 A long-term financial plan developed and adopted for the purposes of section 122(1a)(a) of the Act must include—
 - (a) a summary of proposed operating and capital investment activities presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances; and
 - (b) estimates and target ranges adopted by the council for each year of the long-term financial plan with respect to an operating surplus ratio, a net financial liabilities ratio and an asset renewal funding ratio presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators.
- 2 A long-term financial plan must be accompanied by a statement which sets out—
 - (a) the purpose of the long-term financial plan; and
 - (b) the basis on which it has been prepared; and
 - (c) the key conclusions which may be drawn from the estimates, proposals and other information in the plan.
- 3 A statement under subregulation (2) must be expressed in plain English and must avoid unnecessary technicality and excessive detail.

➤ **Risk Management Implications**

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

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

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

It ensures that financial resources are deployed in areas that align with Council’s strategic management plans, are affordable and supported within the Council’s LTFP.

➤ **Financial and Resource Implications**

The LTFP is the fundamental instrument of accountability addressing the financial and resource implications for Council’s planned activities over a ten year timeframe to assess the financial sustainability of Council.

The LTFP is a financial model that aims to achieve long term financial sustainability, using the key financial indicators and benchmarks for guidance, projected over 10 years using inputs from the *Strategic Plan, Asset Management Plan* and other key Strategies.

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

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

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

➤ **Sustainability Implications**

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

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

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

Council Committees: The Audit Committee considered the draft LTFP for Consultation on 17 February 2020 and subsequently considered the Proposed 2020-21 LTFP for adoption at its 20 April 2020 Meeting. This was in accordance with its role under its Terms of Reference in relation to the Council's strategic management plans and to seek a recommendation to Council for the LTFP's adoption.

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

Advisory Groups: Not Applicable

Administration: The Executive Leadership Team (ELT) has reviewed and endorsed the updated LTFP for presentation to Council. In addition, the functional leads across the organisation provided input on the funding requirements to be captured in the LTFP to support the implementation of the *Strategic Plan* / Functional Strategies.

Community: In accordance with Section 122 of the Act consultation with the community was undertaken on the draft LTFP following endorsement by Council on 25 February 2020. The consultation process subsequently took place between 2 March 2020 and 27 March 2020 and involved the following:

- Publishing the draft LTFP on Council's engagement website
- Advertising the availability of the LTFP in local papers, and
- Making copies available at Council libraries.

At the conclusion of the consultation period there were no responses received.

2. **BACKGROUND**

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

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

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

The LTFP provides a decision making tool that allows various assumptions and sensitivity analysis to be carried out that will indicate the ability of Council to deliver cost effective services to our community in the future in a financially sustainable manner.

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

Each year, the LTFP is updated after the audited financial statements for the previous year have been adopted. An assessment of assumptions and indices is also undertaken as well as consideration of alignment with Council's *Strategic Plan* and any new/updated functional and other strategies endorsed by Council since the previous LTFP has been adopted.

This draft LTFP is also updated for the latest adopted budget including budget amendments undertaken as part of formal Budget Reviews. One of the outputs of the draft LTFP is to produce an uplifted 2020-21 LTFP budget that is capable of being used as a "target" for the 2020-21 budget setting process.

This draft LTFP was then presented to the Audit Committee at its meeting on February 2020 and subsequently to Council prior to a formal Community Consultation process in line with Council's Public Consultation Policy.

At Council's meeting on 25 February 2020, it was resolved as follows:

12.4 Long Term Financial Plan for Consultation

Moved Cr Malcolm Herrmann
S/- Cr Leith Mudge

32/20

Council resolves:

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

Carried Unanimously

Consultation formally commenced on 2 March 2020 and concluded on 27 March 2020.

After consultation, the LTFP was reviewed for the purposes of finalising the LTFP for adoption. As a result the LTFP was updated to incorporate some minor changes to the draft LTFP document and re-presented to the Audit Committee at its 20 April 2020 Meeting in order for the Committee to fulfil its role under its Terms of Reference in relation to the

Council’s strategic management plans and to seek a recommendation to Council for the LTFP’s adoption.

The Audit Committee considered the updated LTFP on 20 April 2020, and resolved as follows:

6.2. 2020-21 Long Term Financial Plan – Revised Draft

Moved David Moffatt
S/- Cr Leith Mudge

20/AC20

The Audit Committee resolves:

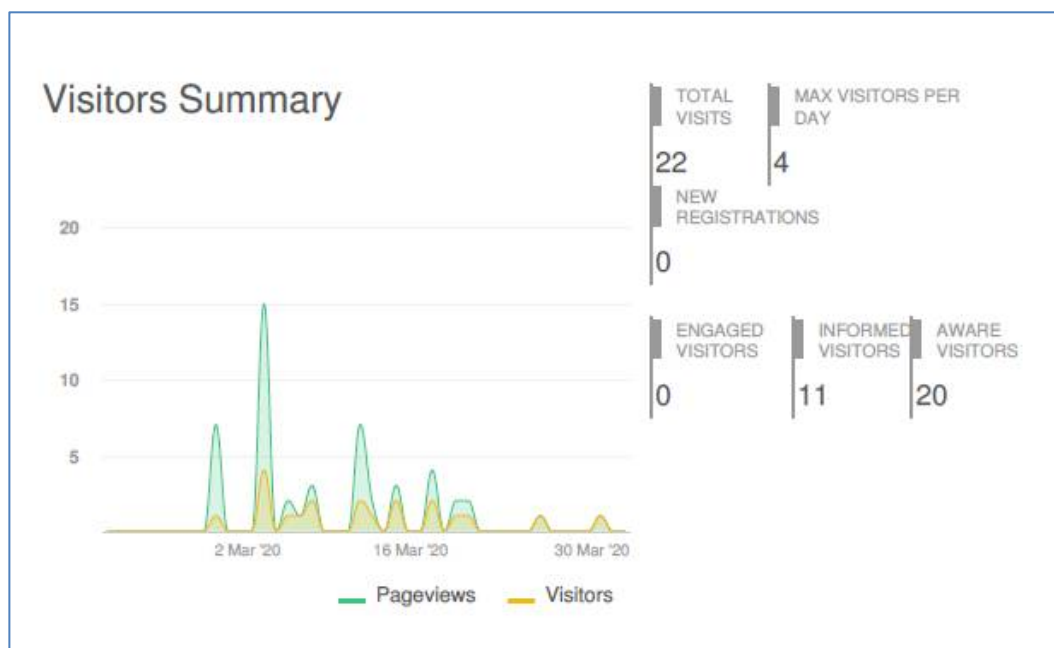
1. That the report be received and the Committee notes that the financial impacts of two significant events for Council, namely the Cudlee Creek Bushfire Recovery and the COVID-19 pandemic will not be fully understood for a reasonable period of time, however it is likely to be substantial. This impact from both an expenditure and funding perspective will therefore be a matter for future LTFP consideration.
2. To advise Council that the Committee has reviewed the draft 2020-21 Long Term Financial Plan (LTFP), as contained in Appendix 1, in terms of the assumptions underpinning the LTFP, its consistency with the Strategic Plan and Asset Management Plans and the adequacy of the plans in the context of maintaining financial sustainability
3. That, on the basis of the Committee’s review, to recommend the LTFP’s adoption to Council.

Carried Unanimously

3. ANALYSIS

Consultation Outcomes:

There was minor interest in the Plan as highlighted in the following extract on the number of interactions recorded.



By way of clarification an 'aware' visitor (of which there were 20), or a visitor that we consider to be 'aware', has made one single visit to the site or project. An 'informed' visitor however (of which there were 11) has taken the next step from being aware and clicked on something shown on the site.

Based on a review of the consultation report, of the 11 individuals considered to be 'informed', 10 had downloaded a full copy of the LTFP for review and 11 had reviewed multiple pages on the site. A full copy of the EngageHQ consultation report is available at Appendix 2.

Although there was some interest in the LTFP from the online engagement, there were no responses submitted during the consultation process.

Finalisation of 2020-21 LTFP for Adoption

As a result of a significant reallocation of Council resources to address the Cudlee Creek Bushfire Recovery, and now the COVID-19 pandemic this has not allowed the financial impacts of these significant events to be fully developed to the level appropriate to incorporate these costings into the 2020-21 LTFP.

Further, for both events, the financial impact will not be fully understood for a reasonable period of time, however there is the potential for it to be substantial. This impact from both an expenditure and funding perspective will therefore be a matter for future LTFP consideration.

Notwithstanding, given the possible significance of the financial impacts of the 2020-21 Budget on future years, it is considered appropriate to provide a summary of the proposed operating and capital investment activities of Council in the Uniform Presentation of Finances format (as required for the LTFP) for a period of three years as part of the 2020-21 Annual Business Plan and Budget documentation.

The documentation will include estimates of the key ratios, operating surplus, net financial liabilities and asset sustainability for that period as well. It is anticipated that this will appropriately illustrate the impact of the 2020-21 budget settings on the long term financial performance of the Council, and hence whether financial sustainability is being achieved.

As such, in terms of a final 2020-21 LTFP for adoption, it is therefore proposed only to incorporate some minor changes to the draft LTFP document as follows:

- include specific reference to the COVID-19 pandemic under the Risk section of the document, being page 7 of the document.
- include the numerical Key Financial Indicators for the 10 year period on the last page of the document (currently these are shown graphically on pages 3 and 4 of the document)

Key Outcomes:

The LTFP provides a decision making tool that allows various assumptions and sensitivity analysis to be carried out that will indicate the ability of Council to deliver cost effective services to our community in the future in a financially sustainable manner.

As the LTFP is a fluid document, which is continually reviewed, modified and refined as new information is considered and incorporated, the proposed 2020-21 LTFP incorporating minor amendments from the draft LTFP issued for consultation is considered appropriate as

a guiding document, forming a base for the development of the 2020-21 budget as well as future years.

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

This includes:

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

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

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

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

Next Review of LTFP

Council is required by Section 122(a) of the Act to adopt an updated LTFP annually after adopting the council's annual business plan for a particular financial year. It is anticipated that the next version of the LTFP will be prepared for Audit Committee and Council consideration once the 2020-21 Budget is set and actual results for 2019-20 are known. Similarly to previous years, it is likely that the next LTFP will be presented to the Audit Committee and Council early in the 2021 calendar year, with that timing allowing for the full financial impacts of Cudlee Creek Bushfire Recovery, and the COVID-19 pandemic to be incorporated.

4. OPTIONS

1. To endorse the proposed 2020-21 Long Term Financial Plan as updated without making any further amendments (Recommended).
2. Decline to adopt the Long Term Financial Plan, and suggest further amendments be made, with the amended Plan being re-presented to Council at a subsequent meeting (Not recommended).

5. APPENDICES

- (1) Proposed 2020-21 Long Term Financial Plan for Adoption
- (2) Consultation Report from EngageHQ

Appendix 1

*Proposed 2020-21 Long Term Financial Plan for
Adoption*



Adelaide Hills
COUNCIL

2020-21

Long Term Financial Plan



Long Term Financial Plan

April 2020



Why does Council prepare a Long Term Financial Plan?

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

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

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

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

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

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

How does Council prepare the plan?

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

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

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

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

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

What key conclusions may be drawn from the plan?

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

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

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

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

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

Ratios

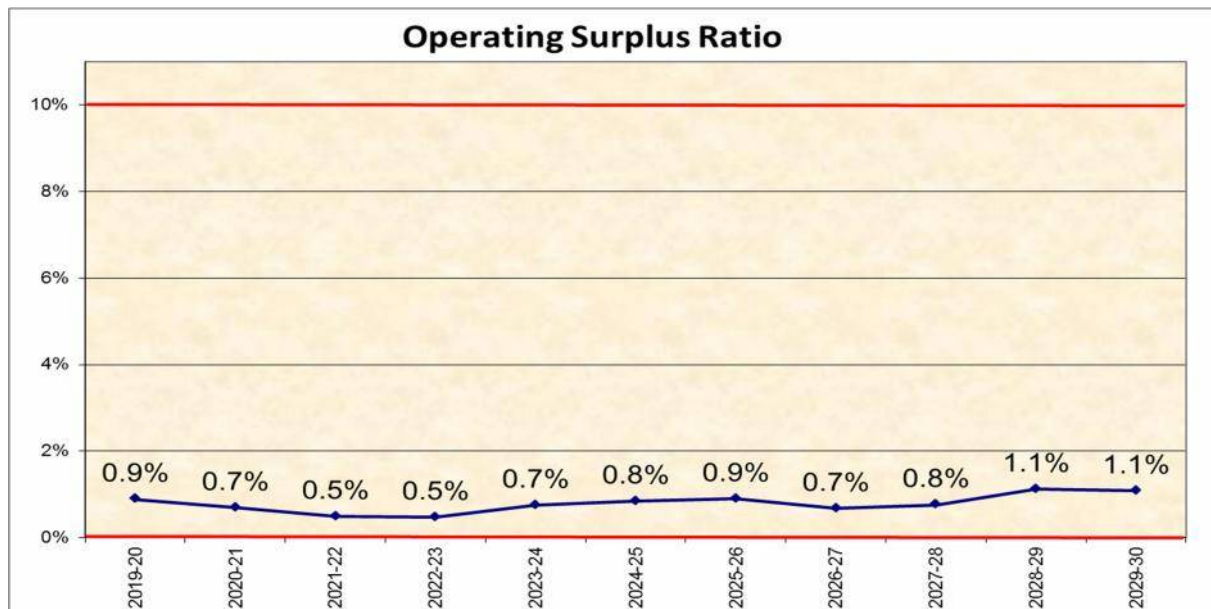
Operating Surplus Ratio

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

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

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

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



Net Financial Liabilities Ratio

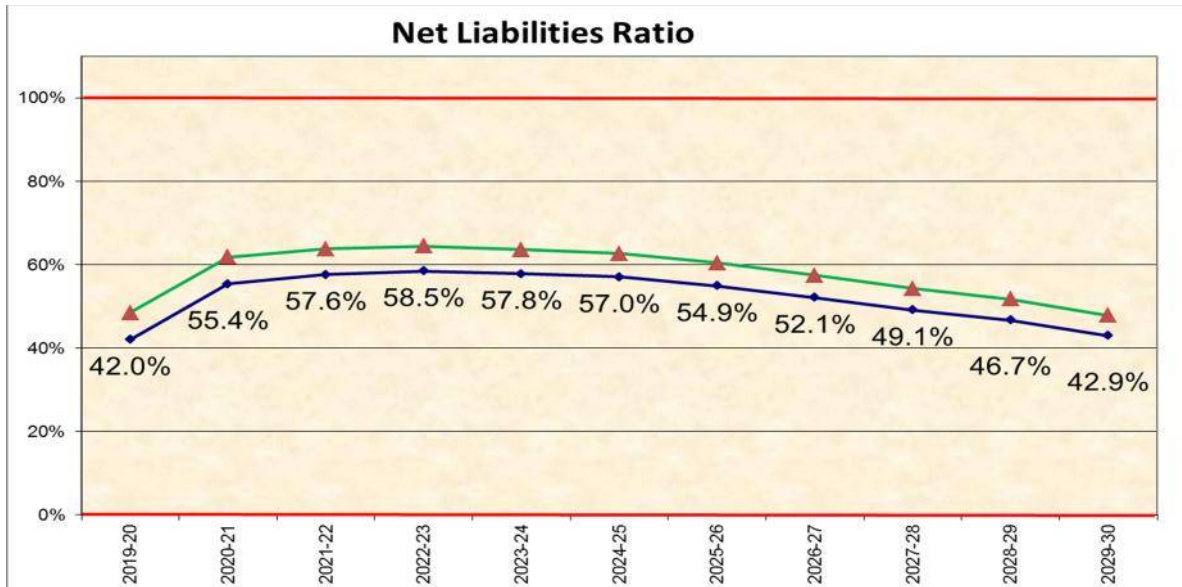
Net Financial Liabilities is an indicator of the Council's total indebtedness and includes all Council's obligations including provisions for employee entitlements and creditors.

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

Council has considered the financial impact of significant events such as disasters including bushfire or storm as these type of events have occurred more regularly in recent years. As a result, in developing the LTFP, Council also assesses its Net Financial Liability ratio with an additional \$3m of borrowings (representing the likely Council net contribution to a very significant disaster in the order of \$10m taking into account financial assistance from State and Federal Governments). The resultant ratio shows that even with the additional \$3m, Council still maintains this ratio well within target. Consideration of this additional ratio is premised on the assumption that Council has a strong preference to borrow if such a major event did occur rather than requiring an increase in rates to fund any financial impact.

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

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



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

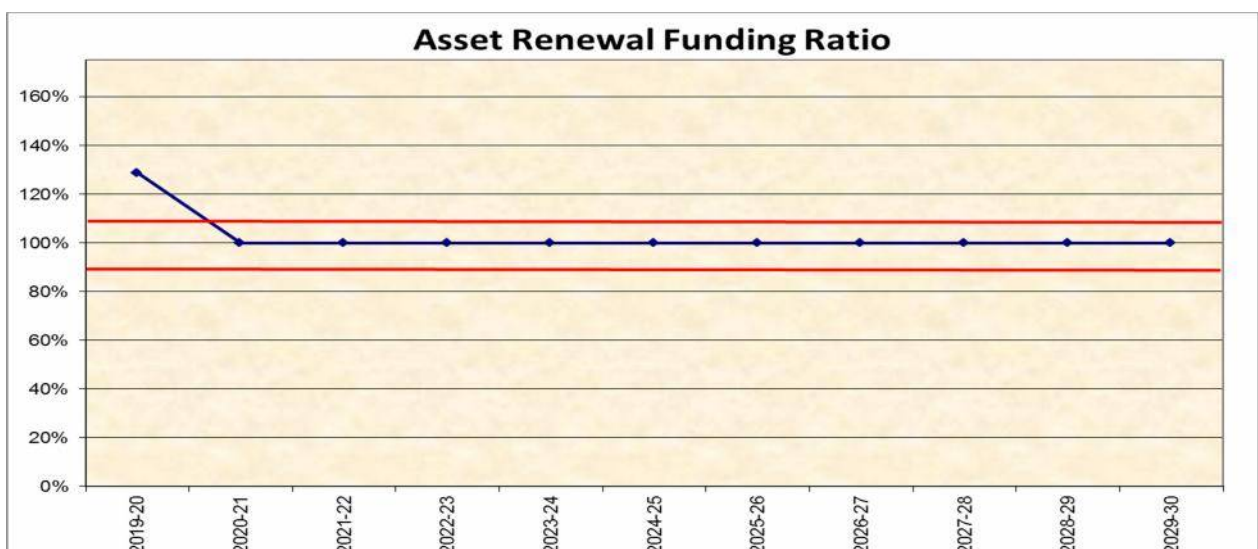
Asset Renewal Funding Ratio

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

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

Target: 90 - 110%
10 Year Result Range: 100%

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



Key sections explained.....

Uniform Presentation of Finances

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

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

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

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

Statement of Comprehensive Income

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

Key points of note include:

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

Statement of Financial Position

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

Key points of note include:

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

Capital Investment by Asset Category

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

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

Key points of note include:

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

Summary of New Strategic Initiatives Expenditure

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

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

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

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

Economic Indicators

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

A summary of these indices is as follows:

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

Risks Associated with the Long Term Financial Plan

The LTFP has been developed based on the best information and assumptions available at the time. However, users of this information should be aware that there are risks associated with using estimated increases to Consumer Price Index (CPI), Local Government Price Index (LGPI), Average Weekly Earnings (AWE) and predictions in finance costs and interest rates.

In addition, the LTFP may be impacted by events such as new legislation or disasters that could materially affect the projected outcomes and results of the LTFP. Council is fully aware of the substantial impact that the 2019-20 Cudlee Creek bushfire and the COVID-19 pandemic are having on our community. As such, the organisational response by Council needs to be financially sustainable over the long term and therefore will be a matter for future LTFP consideration.

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

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

Adelaide Hills Council
10 Year Financial Plan for the Years ending 30 June 2030
UNIFORM PRESENTATION OF FINANCES
2020-21 Long Term Financial Plan

	Actuals	Current Year	Projected Years									
	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Operating Activities												
Income	45,560	46,239	46,707	48,562	50,328	51,859	53,301	54,784	56,309	57,876	59,488	61,146
less Expenses	(44,609)	(45,828)	(46,385)	(48,325)	(50,091)	(51,472)	(52,853)	(54,294)	(55,932)	(57,437)	(58,825)	(60,488)
Operating Surplus / (Deficit)	951	411	321	237	236	387	448	490	377	439	664	658
Capital Activities												
less (Net Outlays) on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(10,090)	(11,616)	(10,860)	(10,238)	(10,884)	(11,083)	(11,123)	(11,026)	(10,702)	(11,041)	(11,952)	(11,287)
add back Depreciation, Amortisation and Impairment	8,826	8,945	9,237	9,771	10,066	10,451	10,731	11,022	11,312	11,613	11,919	12,232
add back Proceeds from Sale of Replaced Assets	497	648	646	523	651	574	657	500	698	662	748	587
(Net Outlays) on Existing Assets	(767)	(2,023)	(977)	56	(167)	(58)	265	496	1,308	1,234	715	1,532
less (Net Outlays) on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(3,877)	(6,651)	(5,908)	(3,422)	(1,518)	(783)	(1,015)	(565)	(845)	(655)	(655)	(545)
add back Amounts Received Specifically for New and Upgraded Assets	425	1,311	232	100	100	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets (including Investment Property & and Real Estate Developments)	9,146	3,014	-	1,000	-	-	-	-	-	-	-	-
(Net Outlays) on New and Upgraded Assets	5,694	(2,326)	(5,676)	(2,322)	(1,418)	(783)	(1,015)	(565)	(845)	(655)	(655)	(545)
Net Lending / (Borrowing) for Financial Year	5,878	(3,938)	(6,332)	(2,029)	(1,349)	(454)	(302)	421	840	1,019	724	1,645

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

Financing Transactions	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30		
New Borrowings	-	3,000	12,200	3,300	3,100	2,400	7,600	2,600	2,500	2,700	3,300	2,800
Principal Repayments on Borrowings	(77)	(62)	(5,261)	(1,327)	(1,652)	(1,963)	(7,223)	(2,904)	(3,217)	(3,537)	(3,887)	(4,301)
(Increase)/Decrease in Cash & Drawdown	6,434	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Working Capital	(1,092)	2,086	274	192	36	154	63	22	17	(42)	5	(1)
Community Loans repaid to us	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Remediation Provision	745	(204)	(780)	(35)	(36)	(37)	(38)	(39)	(40)	(41)	(42)	(43)
Repayment of Aged Care Facility Deposits	-	(782)	-	-	-	-	-	-	-	-	-	-
Non Cash Equity Movement	(132)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
How the Net Borrowing/(Lending) is accommodated/(applied)	5,878	3,938	6,332	2,029	1,349	454	302	(421)	(840)	(1,019)	(724)	(1,645)

Adelaide Hills Council
10 Year Financial Plan for the Years ending 30 June 2030

STATEMENT OF COMPREHENSIVE INCOME

2020-21 Long Term Financial Plan

	Actuals	Current Year	Projected Years									
	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Income												
Rates	36,915	38,741	40,228	41,795	43,425	44,780	46,055	47,367	48,717	50,106	51,534	53,004
Statutory Charges	1,172	1,141	1,159	1,186	1,212	1,241	1,271	1,302	1,333	1,365	1,398	1,431
User Charges	1,007	621	720	697	920	972	996	1,020	1,044	1,069	1,095	1,121
Grants, Subsidies and Contributions	5,123	4,890	3,831	3,901	3,973	4,052	4,149	4,248	4,350	4,455	4,562	4,671
Investment Income	41	26	26	26	26	26	26	26	26	26	26	26
Reimbursements	516	212	214	219	224	229	235	240	246	252	258	264
Other Income	648	509	429	438	448	459	470	481	493	505	517	529
Net gain - equity accounted Council businesses	138	100	100	100	100	100	100	100	100	100	100	100
Total Income	45,560	46,239	46,707	48,562	50,328	51,859	53,301	54,784	56,309	57,876	59,488	61,146
Expenses												
Employee Costs	15,923	17,262	17,684	18,150	18,683	19,246	19,847	20,467	21,105	21,667	22,244	22,837
Materials, Contracts & Other Expenses	19,231	19,018	18,719	19,704	20,577	20,947	21,373	21,877	22,566	23,207	23,715	24,466
Depreciation, Amortisation & Impairment	8,826	8,945	9,237	9,771	10,066	10,451	10,731	11,022	11,312	11,613	11,919	12,232
Finance Costs	623	604	746	700	764	828	903	929	949	949	946	953
Net loss - Equity Accounted Council Businesses	6	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	44,609	45,828	46,385	48,325	50,091	51,472	52,853	54,294	55,932	57,437	58,825	60,488
Operating Surplus / (Deficit)	951	411	321	237	236	387	448	490	377	439	664	658
Asset Disposal & Fair Value Adjustments	(95)	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	425	1,311	232	100	100	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	1,982	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	3,263	1,722	553	337	336	387	448	490	377	439	664	658
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	59,526	5,000	5,123	5,248	5,377	5,516	5,660	5,807	5,958	6,113	6,272	6,435
Share of Other Comprehensive Income - Equity Accounted Council Businesses	240	-	-	-	-	-	-	-	-	-	-	-
Impairment (Expense) / Recoupments Offset to Asset Revaluation Reserve	(184)	-	-	-	-	-	-	-	-	-	-	-
Other	139	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	59,721	5,000	5,123	5,248	5,377	5,516	5,660	5,807	5,958	6,113	6,272	6,435
Total Comprehensive Income	62,984	6,722	5,676	5,585	5,713	5,903	6,108	6,296	6,335	6,552	6,936	7,093

Adelaide Hills Council
10 Year Financial Plan for the Years ending 30 June 2030

STATEMENT OF FINANCIAL POSITION
2020-21 Long Term Financial Plan

	Actuals	Current Year	Projected Years									
	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,025	469	483	500	500	500	500	500	500	500	500	500
Trade & Other Receivables	2,541	2,644	2,600	2,720	2,812	2,891	2,967	3,046	3,129	3,214	3,299	3,389
Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	19	19	19	19	19	19	19	19	19	19	19	19
Non-current assets classified as "Held for Sale"	1,530	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	6,115	3,132	3,103	3,239	3,331	3,410	3,487	3,565	3,648	3,733	3,818	3,908
Non-Current Assets												
Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Equity Accounted Investments in Council Businesses	1,350	1,450	1,550	1,650	1,750	1,850	1,950	2,050	2,150	2,250	2,350	2,450
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	424,101	436,291	448,299	455,913	462,974	469,332	475,742	481,618	487,113	492,647	498,859	504,306
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	425,451	437,741	449,849	457,563	464,724	471,182	477,692	483,668	489,263	494,897	501,209	506,756
TOTAL ASSETS	431,566	440,874	452,951	460,802	468,055	474,593	481,179	487,234	492,912	498,630	505,027	510,664
LIABILITIES												
Current Liabilities												
Cash Advance Debenture	-	794	1,040	1,166	1,105	1,231	1,252	1,221	1,159	1,051	1,008	925
Trade & Other Payables	5,446	4,504	4,502	4,705	4,893	5,002	5,120	5,252	5,415	5,566	5,698	5,870
Borrowings	62	5,261	1,327	1,652	1,963	2,223	2,904	3,217	3,537	3,887	4,301	4,343
Provisions	3,048	2,935	2,852	2,844	2,837	2,830	2,824	2,819	2,815	2,811	2,808	2,808
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	8,556	13,495	9,722	10,367	10,798	16,286	12,101	12,510	12,925	13,315	13,816	13,946
Non-Current Liabilities												
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	10,000	7,739	18,611	20,260	21,396	16,573	21,269	20,651	19,615	18,428	17,427	15,884
Provisions	1,398	1,307	609	582	554	523	492	458	423	386	347	305
Liability - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	11,398	9,045	19,221	20,842	21,950	17,097	21,760	21,110	20,037	18,813	17,774	16,189
TOTAL LIABILITIES	19,954	22,540	28,942	31,208	32,748	33,382	33,861	33,619	32,963	32,128	31,590	30,134
Net Assets	411,612	418,334	424,009	429,594	435,307	441,210	447,318	453,614	459,949	466,501	473,437	480,530
EQUITY												
Accumulated Surplus	141,348	143,070	143,623	143,960	144,296	144,683	145,131	145,620	145,997	146,436	147,100	147,759
Asset Revaluation Reserves	269,691	274,691	279,814	285,062	290,438	295,954	301,614	307,421	313,379	319,492	325,764	332,199
Available for Sale Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	573	573	573	573	573	573	573	573	573	573	573	573
Total Equity	411,612	418,334	424,009	429,594	435,307	441,210	447,318	453,614	459,949	466,501	473,437	480,530
Total Borrowings	10,062	13,794	20,979	23,077	24,465	25,027	25,425	25,090	24,310	23,365	22,736	21,152

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

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

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

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

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

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

Adelaide Hills Council 10 Year Financial Plan for the Years ending 30 June 2029 ECONOMIC & KEY FINANCIAL INDICATORS 2020-21 Long Term Financial Plan	Projected Years										
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
GENERAL INDEXATION:											
CPI - Adelaide	2.25%	2.25%	2.25%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	
LGPI - Operating	2.45%	2.45%	2.45%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	
CPI - LGPI diff	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	
LGPI - Capital	2.45%	2.45%	2.45%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	
Index Applied to General Revenue	2.25%	2.25%	2.25%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	
Index Applied to General Expenditure	2.25%	2.25%	2.25%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	
Index Applied to Depreciation & Capital	2.45%	2.45%	2.45%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	
EMPLOYMENT COSTS:											
AWE - Australia			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	
Enterprise Agreement	2.25%	2.25%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Leave Revaluation	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	
Grade Step Increases	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%	
Index Applied to LTFP	2.45%	2.45%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	
Superannuation	9.50%	9.50%	10.00%	10.50%	11.00%	11.50%	12.00%	12.00%	12.00%	12.00%	
Superannuation Increase in % Terms			5.26%	5.00%	4.76%	4.55%	4.35%	0.00%	0.00%	0.00%	
RATES INCOME											
Renewal Catch Up	1.00%	1.00%	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Growth	0.75%	0.75%	0.75%	0.75%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	
Index Applied to CWMS Revenue	2.25%	2.25%	2.25%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	
ELECTRICITY COSTS											
Anticipated price variation to CPI	0.00%	(5.50%)	(0.75%)	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Anticipated change in consumption	0.00%	0.00%	0.00%	(1.00%)	0.00%	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	
Index Applied to LTFP (excl CPI) Electricity	0.00%	(5.50%)	(0.75%)	0.00%	0.00%	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	
Index Applied to LTFP (excl CPI) Streetlighting	0.00%	(5.50%)	(0.75%)	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
WATER COSTS											
Anticipated price variation to CPI	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Anticipated change in consumption	1.00%	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	
Index Applied to LTFP (excl CPI)	1.00%	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	
WASTE COSTS											
Anticipated price variation to CPI	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	
Anticipated change in consumption	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	
Index Applied to LTFP (excl CPI)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
TREASURY COSTS											
Estimated Investment rate	1.00%	1.25%	1.75%	2.25%	2.75%	2.90%	2.90%	2.90%	2.90%	2.90%	
Estimated Loan rate	3.10%	3.35%	3.85%	4.35%	4.85%	5.00%	5.00%	5.00%	5.00%	5.00%	
Estimated Cash Advance Rate	3.00%	3.25%	3.75%	4.25%	4.75%	4.90%	4.90%	4.90%	4.90%	4.90%	
Average Diff	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	
KEY FINANCIAL INDICATORS											
Operating Surplus Ratio	0.7%	0.5%	0.5%	0.7%	0.8%	0.9%	0.7%	0.8%	1.1%	1.1%	
Net Financial Liabilities Ratio	55.4%	57.6%	58.5%	57.8%	57.0%	54.9%	52.1%	49.1%	46.7%	42.9%	
Net Financial Liabilities Ratio + \$3m	61.8%	63.8%	64.5%	63.6%	62.7%	60.4%	57.4%	54.3%	51.8%	47.8%	
Asset Renewal Funding Ratio	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Appendix 2

Consultation Report from EngageHQ

Summary Report

April 2020

Hills Voice: your say

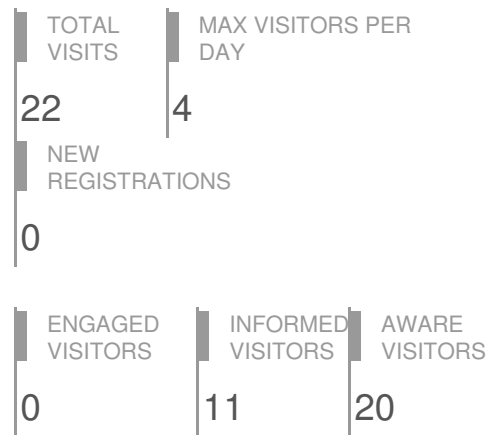
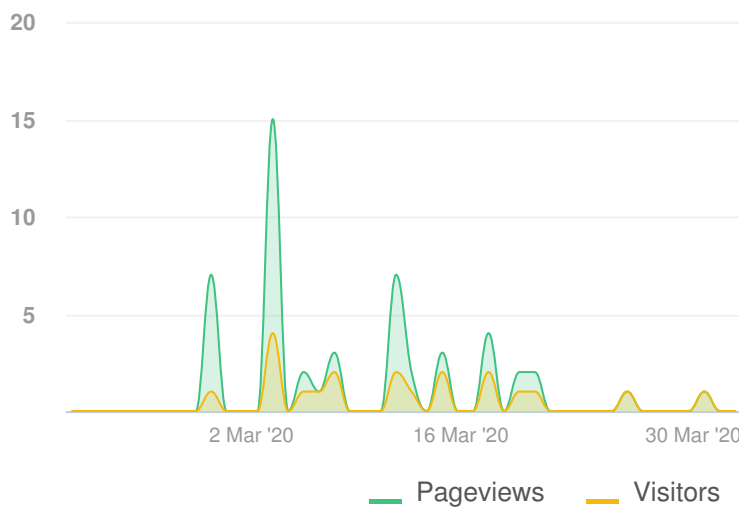
PROJECTS SELECTED: 1

Long Term Financial Plan 2020-2021

FULL LIST AT THE END OF THE REPORT



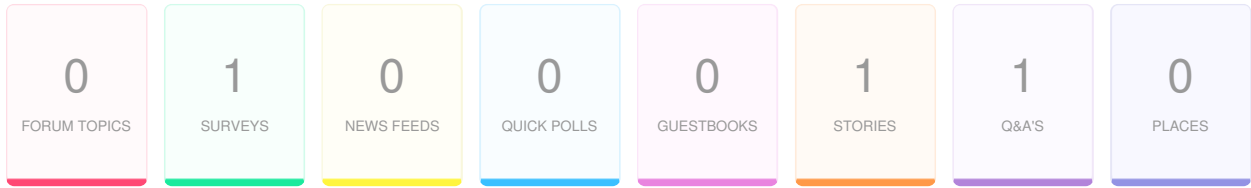
Visitors Summary



PARTICIPANT SUMMARY

ENGAGED	0 ENGAGED PARTICIPANTS			
		Registered	Unverified	Anonymous
INFORMED	Contributed on Forums	0	0	0
	Participated in Surveys	0	0	0
	Contributed to Newsfeeds	0	0	0
	Participated in Quick Polls	0	0	0
AWARE	Posted on Guestbooks	0	0	0
	Contributed to Stories	0	0	0
	Asked Questions	0	0	0
	Placed Pins on Places	0	0	0
	Contributed to Ideas	0	0	0
	<i>* A single engaged participant can perform multiple actions</i>			<i>* Calculated as a percentage of total visits to the Project</i>
ENGAGED	11 INFORMED PARTICIPANTS			(%)
		Participants		
INFORMED	Viewed a video	0		
	Viewed a photo	0		
	Downloaded a document	10		
	Visited the Key Dates page	0		
AWARE	Visited an FAQ list Page	0		
	Visited Instagram Page	0		
	Visited Multiple Project Pages	11		
	Contributed to a tool (engaged)	0		
	<i>* A single informed participant can perform multiple actions</i>			<i>* Calculated as a percentage of total visits to the Project</i>
ENGAGED	20 AWARE PARTICIPANTS			
		Participants		
INFORMED	Visited at least one Page	20		
AWARE				20
	<i>* Aware user could have also performed an Informed or Engaged Action</i>			<i>* Total list of unique visitors to the project</i>

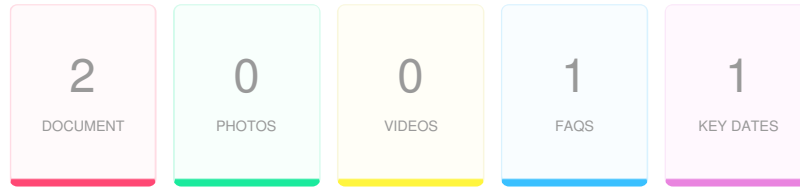
ENGAGEMENT TOOLS SUMMARY



SURVEYS SUMMARY	
1	Surveys
0	Contributors
0	Submissions

TOP 3 SURVEYS BASED ON CONTRIBUTORS
0 Contributors to Have Your Say - Long Term Financial Plan

INFORMATION WIDGET SUMMARY



DOCUMENTS	
2	Documents
10	Visitors
12	Downloads

TOP 3 DOCUMENTS BASED ON DOWNLOADS	
10 Downloads	2 Downloads
LTFP Draft for community consultation	deleted_document

FAQS	
1	Faqs
0	Visitors
0	Views

TOP 3 FAQS BASED ON VIEWS	
0 Views	
Long Term Financial Plan 2020-2021	

KEY DATES	
1	Key Dates
0	Visitors
0	Views

TOP 3 KEY DATES BASED ON VIEWS	
0 Views	
Long Term Financial Plan 2020-2021	

TRAFFIC SOURCES OVERVIEW

REFERRER URL	Visits
www.ahc.sa.gov.au	11

SELECTED PROJECTS - FULL LIST

PROJECT TITLE	AWARE	INFORMED	ENGAGED
Long Term Financial Plan 2020-2021	20	11	0

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 April 2020
AGENDA BUSINESS ITEM**

Item: 12.5

Responsible Officer: Terry Crackett
Director Corporate Services
Corporate Services

Subject: Land Acquisition from Department of Transport and Infrastructure – Lot 13 Horn Street, Houghton and Lot 51 Strathalbyn Road, Aldgate

For: Decision

SUMMARY

The purpose of this report is to seek a resolution to accept the transfer of the land at Allotment 13 Horn Street, Houghton and Allotment 51 Strathalbyn Road, Aldgate from the Commissioner of Highways. The acceptance of these land parcels will ensure the Land is legally accessible by Council to maintain, and for the general community to use.

Allotment 13 in Deposited Plan 26030 contained in Certificate of Title Volume 5741 Folio 518 and Allotment 51 in Deposited Plan 82071 contained in Certificate of Title Volume 6058 Folio 751 (“Land”) is land in the ownership of the Commissioner of Highways (DPTI). (*Appendix 1*)

For clarity and appropriate management of risk and liability it is proposed that the Land be transferred to Council for no consideration to be declared as public road.

Pursuant to Section 208 of the *Local Government Act 1999* (“Act”), where land is vested in a Council as a public road, the Council must cause a copy of the declaration to be published in the Government Gazette.

RECOMMENDATION

Council resolves:

1. That the report be received and noted
 2. To accept a transfer of land from the Commissioner of Highways for Allotment 13 in Deposited Plan No. 26030 contained in Certificate of Title Volume 5741 Folio 518 being Lot 13 Horn Street, Houghton from the Commissioner of Highways
 3. To accept a transfer of land from the Commissioner of Highways for Allotment 51 in Deposited Plan No. 82071 contained in Certificate of Title Volume 6058 Folio 751 being Lot 51 Strathalbyn Road, Aldgate from the Commissioner of Highways
 4. To delegate to the Chief Executive Officer to execute the necessary documentation to give effect to this resolution.
 5. To authorise the publication of the resolution in the Government Gazette as required by Section 208 of the *Local Government Act 1999* to declare the roads to be public road.
-

1. GOVERNANCE

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Goal 3 Place
Strategy 3.5 Proactive approach and a long term view to infrastructure maintenance and renewal.

Goal Organisational Sustainability
Strategy Risk and Responsibility

The Council maintains these roads and reserve infrastructure for the benefit of the community and the broader community.

➤ Legal Implications

To ensure that risk is appropriately managed for the Land and that the Land is legally accessible by the Council to maintain, and to the general community to use for access purposes, the Land should be in the ownership of Council.

The Land is excluded as community land pursuant to s193(4) of *the Local Government Act 1999*.

The Land will be declared as public road upon publication of a notice in the Government Gazette pursuant to s208 (4) & (5) of the *Local Government Act 1999*.

➤ Risk Management Implications

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

Council road infrastructure being located on privately owned land leading to uncertainty associated with ownership, liability and road management for road infrastructure.

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

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

➤ Financial and Resource Implications

The Land is currently maintained by Council and included within existing resource allocations.

The land will be vested in Council for nil consideration.

The process to accept the land transfer and to declare the Land as public road and the subsequent publication in the Government Gazette will be managed within existing resource allocations.

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

The transfer of the parcels of Land, and the declaration of the Land as public road, will ensure that the Land is maintained to an appropriate standard and is insured for public liability insurance as a public thoroughfare.

➤ **Sustainability Implications**

Not applicable

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

Consultation on the development of this report was as follows:

Council Committees: Not Applicable

Council Workshops: Not Applicable

Advisory Groups: Not Applicable

Administration: Technical Officer, Civil Services
Asset Management Officer, Open Space
Manager, Open Space
Senior Rates Officer, Financial Services
Property Officer, Property Services
Manager, Civil Services
Manager, Strategic Assets

External Agencies: Not Applicable

Community: Not Applicable

2. BACKGROUND

Allotment 13 Horn Street, Houghton (Houghton Square)

The land referred to as Houghton Square is located in the centre of Houghton Township as indicated on **Appendix 1**.

This community space is comprised of five allotments of land, four of which are now in the ownership of Adelaide Hills Council. The parcel of land owned by the Commissioner of Highways is approximately 291sqm in area.

Three reports have been previously presented to Council meetings on 24 May 2016 and 26 July 2016 and 25 June 2019, in an effort to attain central land ownership over this land.

At the meeting of 24 May 2016, Council resolved:

19.2.2. Land at Houghton – Request to Purchase – Confidential Item

RELEASED 27 SEPTEMBER 2016

Moved Cr Jan Loveday S/- Cr Jan-Claire Wisdom	105
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That a further report be prepared identifying how Council might best manage all the parcels of land in Houghton Green.

At the meeting of 26 July 2016, Council resolved:

9.1.2 Land at Houghton – Request to Purchase – Confidential Item (cont)

RELEASED 27 SEPTEMBER 2016

Moved Cr John Kemp S/- Cr Jan Loveday	146
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1. The report be received and noted.
2. Approve the acquisition of the land described as CT 5363/842 and CT 5363/452 consisting of two parcels of land, one 819m² the other 36m² respectively, and currently owned by R J Day and B E Day for nil consideration. Council to pay all transfer fees, charges and GST that may be applied.
3. To undertake a Section 210 process for the conversion of private road to public road for the land described as CT 5343/355 of 27m² currently owned by Marinus Maughan and Alick Stephen Robinson.
4. To negotiate and accept a transfer of the land described as CT 5343/354 of 476m² from the City of Tea Tree Gully for nil consideration.
5. To negotiate and accept a transfer or vesting of the land described as CT 5421/887 from the Department of Planning, Transport & Infrastructure for nil consideration.
6. The Mayor and the Chief Executive be authorised to finalise the above matter including signing all necessary documentation to complete all transactions.

At the meeting of 25 June 2019, Council resolved:

12.6 Declaration of Public Road – Houghton Village Green

Moved Cr Malcolm Herrmann
S/- Cr John Kemp

174/19

Council resolves:

1. That the report be received and noted.
2. To declare Allotment 89 in Filed Plan No. 132880 contained in Certificate of Title Volume 5343 Folio 355 being Lot 89 Blackhill Road, Houghton as public road pursuant to Section 210 of the Local Government Act 1999.
3. To authorise the publication of the resolution in the Government Gazette as required by Section 210 of the Local Government Act 1999 to declare the road to be public road.
4. To delegate to the Chief Executive Officer the power to execute the necessary documentation to give effect to this resolution.
5. To approve the write-off of \$5,252 for the outstanding rates on the Land.

Carried Unanimously

On 8 August 2019, Council formally requested the transfer of the land from the Commissioner of Highways.

Allotment 51 Strathalbyn Road, Aldgate

The land at Allotment 51 Strathalbyn Road, Aldgate is indicated in **Appendix 2**. This site is located at the corner of Strathalbyn Road and Mount Barker Road, Aldgate. The area of this land is approximately 137sqm.

In 2017 Council issued a Permit to the Aldgate Pump Hotel, pursuant to s.221 of the *Local Government Act 1999*, for the encroachment onto the road reserve of built structures, such as retaining wall, screens and outdoor furniture for the patrons of the Hotel.

The owners of the Hotel are seeking approval to install awnings and wind protection to the exterior area of the hotel, to make this space more protected and attractive for patrons. In seeking approval from DPTI to enable a Development Application to proceed, it was suggested that Council take ownership of this parcel of land.

On 4 December 2019, Council formally requested the transfer of the land from the Commissioner of Highways.

Council has been in discussions with the Department of Transport and Infrastructure (DPTI) for many months seeking the Minister's approval to transfer these parcels of land. In March 2020, DPTI advised that the Minister had consented to the transfer of this parcel of land, with the condition that Council will declare the land as Public Road.

3. ANALYSIS

Both land parcels are publicly accessible by the community to traverse along Houghton Square and Mount Barker Road.

Currently, there is no identifiable delineation of the public road and the Land which would advise users that the footpath or road they are traversing is under private ownership.

For consistency and the management of risk, it is preferable that the Land be transferred to the Council and declared as public road.

4. OPTIONS

Council has the following options:

- I. Resolve to accept the vesting of Allotment 13 Horn Street, Houghton in accordance with the Recommendation (Recommended)
- II. Resolve to accept the vesting of Allotment 51 Strathalbyn Road, Aldgate in accordance with the Recommendation (Recommended)
- III. Resolve not to accept the vesting of Allotment 13 Horn Street, Houghton with the Recommendation which would result in a portion of the Houghton Square being situated on privately owned land (Not Recommended)
- IV. Resolve not to accept the vesting of Allotment 51 Strathalbyn Road, Aldgate with the Recommendation which would result in a portion of the intersection of Strathalbyn Road and Mount Barker Road, Aldgate being situated on privately owned land (Not Recommended)

5. APPENDIX

- (1) Map identifying location of the land parcels

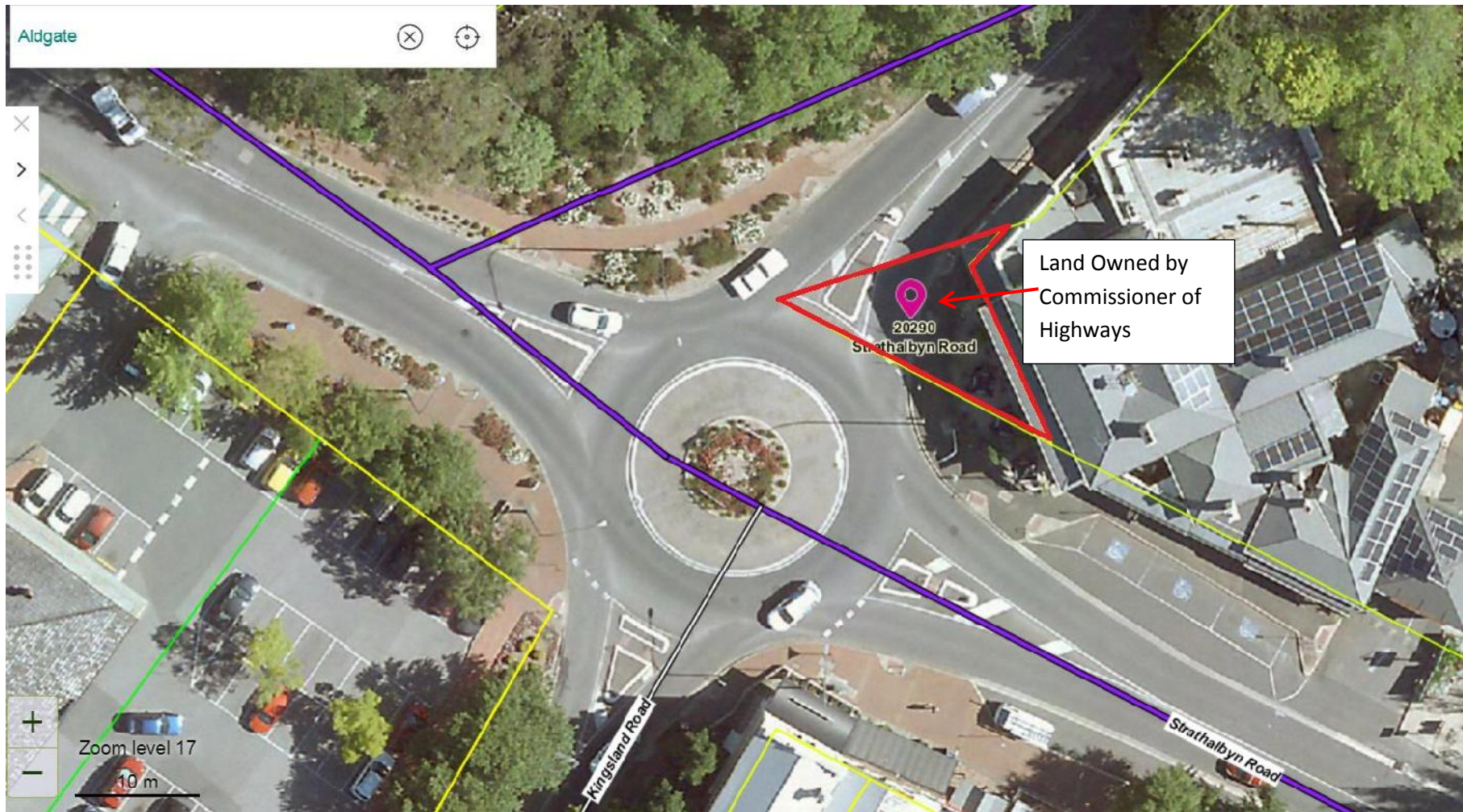
Appendix 1

*Identification of Land – Lot 13 Horn Street, Houghton &
Lot 51 Strathalbyn Road, Aldgate*

HOUGHTON COMMON LAND – Blackhill Road, Houghton



ALDGATE LAND – Corner Mt Barker Road & Strathalbyn Road, Aldgate



**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 April 2020
AGENDA BUSINESS ITEM**

Item:	12.6
Responsible Officer:	Peter Bice Director Infrastructure & Operations Infrastructure & Operations
Subject:	Range Road South, Houghton, Pedestrian Movements
For:	Decision

SUMMARY

At its Council meeting of 17 December 2019 Council resolved to investigate pedestrian safety and movements along Range Road South, Houghton.

The purpose of the report is to provide Council with an update of investigations undertaken regarding opportunities for pedestrian safety improvements along the road.

Range Road South is a boundary road between the City of Tea Tree Gully and Adelaide Hills Council and as such there is a joint responsibility for the road.

Council officers met with respective staff from the City of Tea Tree Gully on site to establish and review how pedestrian movements could be facilitated along Range Road South at Houghton. The review also considered Council policy positions and current/future opportunities with the current review of trails being undertaken.

Given the rural nature of the road and verge with existing vegetation, embankments, batters; any provision for pedestrian infrastructure is disjointed and is therefore difficult to install a consistent and separated safe pedestrian path/ space on either side of the road.

The investigation found that pedestrian footpath infrastructure is a low priority for this site when considering both the Adelaide Hills Council and Tea Tree Gully footpath policies.

RECOMMENDATION

Council resolves:

- 1. That the report be received and noted.**
 - 2. That Council write to the City of Tea Tree Gully indicating that Council will not be providing additional pedestrian infrastructure on Range Road South.**
-

1. GOVERNANCE

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Goal 3 Places for people and nature
Strategy 3.5 We will take a proactive approach, and a long term view, to infrastructure maintenance and renewal

The following Resolution 191/18 provides Council’s policy position regarding Footpath Assessment for upgrade/new and renewal:

1. In supporting its adopted Asset Management Policy, the Council gives priority to the renewal of footpaths in areas of high utilisation (utilising Council Priority Map Rating - High to Low) and low condition rating.
2. When considering new/upgraded footpaths that priority be given to locations of high utilisation (utilising Council Priority Map Rating - High to Low) with locations having no footpath being the highest priority.
3. When prioritising footpath investment utilises the principles above which align and support Council’s Policies and Strategic documents.
4. Future priority mapping to include hospitals and aged care facilities.

➤ Legal Implications

Not Applicable

➤ Risk Management Implications

Failure to investigate potential practical pedestrian safety improvements

Which may lead to inappropriate infrastructure development leading to pedestrians being placed at unnecessary risk in using the road reserve.

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

➤ Financial and Resource Implications

Not Applicable

➤ Customer Service and Community/Cultural Implications

Council has not received any Customer Requests received regarding footpaths or traversing along Range Road South. Council also sought information from the City of Tea Tree Gully and they have indicated that no requests have been received by them from a search of the past two years of requests.

➤ Sustainability Implications

Not Applicable

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

Consultation on the development of this report was as follows:

Council Committees: Not Applicable

Council Workshops: Not Applicable

Advisory Groups: Not Applicable

Administration: Not Applicable

External Agencies: Team Leader Civil Assets – City of Tea Tree Gully

Community: Not Applicable

2. BACKGROUND

At its Council meeting of 17 December 2019, the Council resolved the following:

11.2 Range Road South, Houghton, Pedestrian Movements

Moved Cr Malcolm Herrmann
S/- Cr Mark Osterstock

311/19

I move that the CEO liaises with the CEO of the City of Tea Tree Gully and users, and investigate how pedestrian movement can be improved on Range Road South, Houghton and provide a report to Council by 31 March 2020.

Carried Unanimously

3. ANALYSIS

Range Road South is a boundary road between the City of Tea Tree Gully (TTG) and the Adelaide Hills Council (AHC). It is to the west of the township of Houghton. The road provides a direct route between Lower North East Road and North East Road. The responsibility for the road and any potential pedestrian infrastructure is also a joint responsibility.

The road is 2.5km in length with the majority of residential properties at the northern 1.5km of the road. The road is best described as rural in nature but with low density housing on either side of the road (38 assessments). The road is unkerbed with road shoulder that varies in width along its length. The roadside is generally well vegetated the entire length. In particular the southern section is heavily vegetated with native vegetation, and no areas exist to provide for pedestrians without the removal of native vegetation.

The road is speed posted at 60km/h and when travelling north there is a reminder 60km/h sign prior to the road section where the housing density increases. The allotments are large and the housing is typically well set back from the road.

Officers from AHC and CTTG met on site to review that current roadside and opportunities for pedestrians to move along Range Road South. There appears to be some informal tracks that pedestrians may currently use to move along the road reserve however this is in isolated sections. There are also more open areas and clearer verge areas adjacent to sections of housing. The site inspection highlighted that any potential pedestrian infrastructure/ footpath would predominately need to occur on the City of Tea Tree Gully side of the road.

The City of Tea Tree Gully has indicated that the review undertaken by their unsealed footpath maintenance team found that infrastructure works would be unsuitable logistically (gradient and obstructions), and cost prohibitive. Additionally, any footpath connection would be constantly traversing across from one side of Range Road South to the other, and it would be difficult to provide appropriate locations to provide 'formal' crossing points for pedestrians, also without significant vegetation removal.

Council officers also considered the current Trail and Cycle Audit which is due for completion mid 2020. A short section of trail may be considered to connect trails to the west via Amberdale Road to Houghton. However, the full length of Range Road South is not being considered a priority for trail infrastructure.

A review of the Council policy would consider this area a low priority for footpath infrastructure when considered across the entire network, the key drivers including aged care, schools, central business districts and recreation used to build the priority system.

4. OPTIONS

Council has the following options:

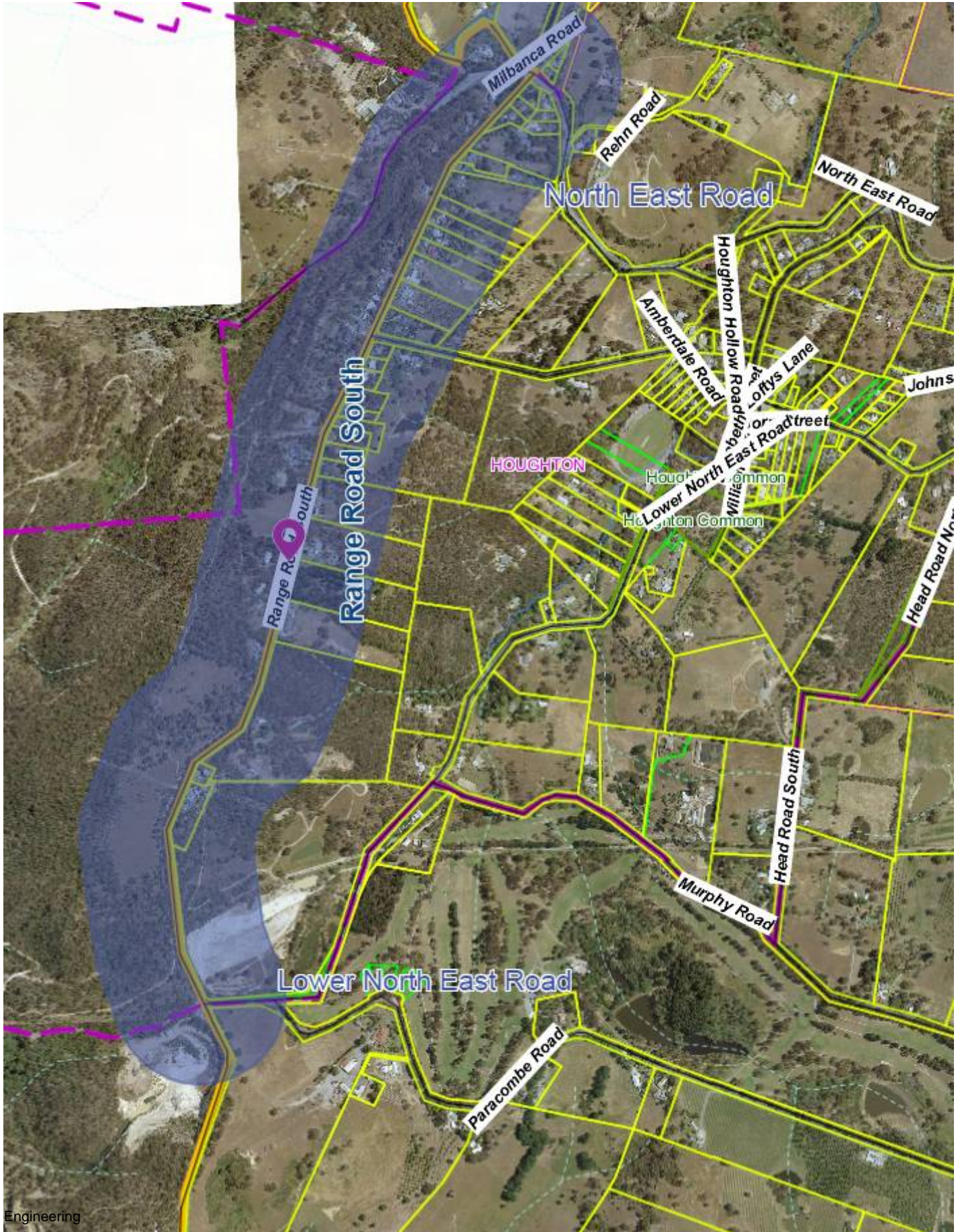
- i. That Council determine that additional footpath and pedestrian infrastructure is not practical at this location and subsequently writes to the City of Tea Tree Gully to indicate that Council will not be providing additional pedestrian infrastructure on Range Road South. (Recommended)
- ii. Undertake further survey and design investigation through a budget consideration of approximately \$8,000 to determine possible options and costs associated with possible footpath and pedestrian infrastructure. (Not Recommended)

5. APPENDIX

- (1) Range Road South, Houghton Location Plan

Appendix 1

Range Road South, Houghton Location Plan



Engineering

500 m

Scale =
1:10000

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 April 2020
AGENDA BUSINESS ITEM**

Item: 12.7

Responsible Officer: Megan Sutherland
Executive Manager Organisational Development
Corporate Services

Subject: CEO Performance Review Process and Panel Schedule for 2020

For: Decision

SUMMARY

The role of the CEO Performance Review Panel (the Panel) is to provide advice to Council on matters relating to the performance and development of the CEO. This report outlines the process options for determination and provides an approximate schedule of work and timeframes for 2020 arising from the Panel's 9 April 2020 meeting.

The agreement of the 2020 process and meeting schedule enables required work to be undertaken in preparation for the Panel meetings and to manage the process for the review of the CEO's performance.

RECOMMENDATION

Council resolves:

1. That the report be received and noted
 2. That the 2020 CEO Performance Review and TEC package review be undertaken using an external consultant.
 3. That the 2020 CEO Performance Review Panel Meeting and Process Schedule (as amended), as contained in Appendix 1, be adopted.
-

1. GOVERNANCE

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

Goal	Organisational Sustainability
Key Issue	Governance

We diligently adhere to legislative requirements to ensure public accountability and exceed these requirements where possible.

➤ **Legal Implications**

The CEO Performance Review Panel is a Section 41 Committee of Council under the *Local Government Act 1999 (the Act)*.

The regular review of the CEO's performance needs to be undertaken appropriately to ensure the CEO is provided with a procedurally fair and consistent approach to performance reviews. The process needs to stand up under scrutiny, as the process, review tool and outcomes of the review directly affect decisions made in relation to the CEO, his performance, remuneration and employment agreement, the industrial provisions under which the CEO is employed.

Section 87 of the Act sets out the provisions for the calling and timing of Council Committee meetings. Section 88 of the Act sets out the provisions relating to public notice of Council Committee meetings.

➤ **Risk Management Implications**

Undertaking regular review of the CEO's performance will assist in mitigating the risk of:

Deficient CEO performance review practices result in a lack of accountability and loss of stakeholder confidence in the organisation.

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

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

Non-achievement of CEO Performance Targets result in loss of community benefit and/or opportunities and/or stakeholder confidence in the organisation.

Inherent Risk	Residual Risk	Target Risk
High (3B)	Medium (3D)	Medium (3C)

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

➤ **Financial and Resource Implications**

Under the Panel's Terms of Reference, the Panel shall:

4.1 *Have access to reasonable resources in order to carry out its duties, recognising the constraints within Council's budget;*

Costs associated with using an external consultant to undertake the CEO Review process are covered within the draft 2020/21 budget. The estimated cost of the consultancy has not been disclosed in this report to avoid prejudicing the procurement process.

The costs associated with the operations of the Panel are contained in the current and draft budgets.

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

There is an expectation that the performance of the CEO is reviewed in a sound, fair and comprehensive manner.

There is an expectation that the requirements of the Terms of Reference will be adhered to and the CEO Performance Review Panel will have nominated meetings to undertake the work of the Panel and make recommendations to Council.

As a s41 Committee, the schedule of meetings will be posted on Council's website and meetings are open to the public unless the provisions of s90 (Meetings to be held in public except in special circumstances) apply to specific agenda items.

➤ **Sustainability Implications**

Not applicable.

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

Consultation on the development of this report was as follows:

Council Committees: Through the Panel at the 9 April 2020 meeting

Council Workshops: Not applicable

Advisory Groups: Not applicable

Administration: Chief Executive Officer
Director Corporate Services
Executive Manager Governance and Performance

External Agencies: Not applicable

Community: Not applicable

2. BACKGROUND

History of Performance Reviews

The CEO's first four years of performance (2013 to 2016) was reviewed by an external consultant, where a comprehensive review process was undertaken. This included a '360 degree' review tool completed by Council Members, direct reports and, on one occasion, managers. The assessment sought feedback on the completion of the identified performance targets, key responsibilities and personal attributes from the position description.

Reports were provided to the CEO, and a one-on-one debrief on those results with the consultant was held. The report was also provided to the Panel for review and a copy presented to the Council Members. A debrief by the consultant summarising the report outcomes was provided to both the Panel and Council Members at the relevant Panel meeting and Council workshop.

The final report and recommendations from the Panel to the Council, including any increases to the CEO's Total Employment Cost (TEC) package, have formed the final stage of the process.

Report findings over these four years have shown the CEO's consistently competent performance in the role both as a person and leader, as well as indicating his ability to meet the identified performance targets. Each year the CEO Performance Review Reports have shown the CEO has 'met' and at times 'exceeded' expectations as per the rating scale defined in the performance review.

In 2017, the Panel, with Council's endorsement, undertook a review of the CEO's performance using an internal review process where assessment was made against the position description and the performance targets.

The final report and recommendations from the Panel to the Council completed the process with a determination by Council that the CEO exceeded expectations.

In 2018, the CEO's performance and remuneration review were undertaken through an external consultant. The final report and determination by Council at its meeting on 28 August 2018 was that the CEO exceeded expectations. Council also recognised, with regard to TEC package (remuneration) considerations 'The extended period of high performance by the CEO during his tenure with Council'.

In 2019, the Panel, with Council's endorsement, undertook a review of the CEO's performance using an internal review process where assessment was made against the position description and the performance targets.

The final report and recommendations from the Panel to the Council completed the process with a determination by Council that the CEO exceeded expectations.

RELEASED 16 SEPTEMBER 2019

19.1.1 CEO Performance & Remuneration Reviews – Confidential Item

Moved Cr Mark Osterstock
S/- Cr Kirsty Parkin

233/19

Council resolves:

1. That the report be received and noted
2. That the CEO be rated as 'exceeds expectations' in relation to the 2018-2019 CEO Performance Review.
3. To increase the CEO's TEC Package by 2.3% to commence from 1 July 2019.
4. That the CEO be offered a 2 year extension to his current employment agreement with a new expiry date of 30 June 2024.

Carried Unanimously

Performance Review Requirements

The CEO's current Employment Agreement commenced on 1 July 2019.

Clause 12 of the Agreement contains the provisions for a performance review process with the following key features:

12. PERFORMANCE REVIEW

- 12.1 The parties agree that the CEO will undergo no less than one annual performance review in accordance with the Council requirements for the Term of this Agreement. The CEO must also participate if directed in any other performance review required by the Council.
- 12.2 The performance review shall be conducted on an annual basis.
- 12.3 The CEO's performance will be assessed by reference to the Personal Evaluation System measured against the CEO's Duties as outlined in this Agreement, Position Description and any other factors considered relevant by agreement with the CEO. Evaluation will include the extent to which the CEO has discharged the CEO's goals, objectives, responsibilities and Duties outlined in Schedule 1.
- 12.4 The performance review will review the CEO's Position Description and any key performance indicators.
- 12.5 A written report shall be compiled with respect to the performance review and a copy provided to the CEO. The report shall set out in detail where Competent Performance (or better) has been achieved, and any particular aspects of the CEO's performance that require improvement, together with reasonable time frames within which it is expected those areas of performance to be improved to a specified standard.
- 12.6 The Council must provide whatever counselling, advice and assistance are reasonably necessary to enable the CEO to improve his performance during that period.
- 12.7 At the conclusion of the time frames referred to in Clause 12.5 and after taking into account the written report referred to in that Clause (and such other matters as the Council considers relevant), the CEO will either:
 - 12.7.1 be informed that performance has improved to the satisfaction of the Council or reached Competent Performance (or better) and that no further action will be taken; or
 - 12.7.2 be provided with further written notice, providing final warning that unless the CEO's performance improves in the same stipulated areas, once again within a time frame, the Council will terminate this Agreement pursuant to Clause 14.3.1.
- 12.8 The CEO's Personal Evaluation System must be reviewed and, if necessary, amended by agreement within two months after each performance review.

Personal Evaluation System (PES)

Before undertaking any review process, the PES must be agreed with the CEO.

Competent Performance, as defined in Clause 1 'Definitions' of the Employment Agreement states:

***Competent Performance** means the achievement by the CEO of a performance rating at least equal to the mid point of the rating scale (i.e. CEO's performance met expectation).*

Remuneration (TEC) Package Review

The Total Employment Cost (TEC) package must also be reviewed under the Employment Agreement, specifically:

13. **TEC PACKAGE REVIEW**

- 13.1 The TEC Package specified in Clause 10 and Schedule 2 shall be reviewed annually in conjunction with the performance review process and outcomes.
- 13.2 The TEC Package review will be conducted each year following the performance review set out in Clause 12 (if reasonably practicable), and any change to the TEC Package shall take effect from the anniversary of the Commencement Date or as agreed.

It is recommended that a consultant be used to undertake a review and provide independent advice to the Panel on the TEC Package of the CEO.

Proposed Schedule and Meetings

Establishing the CEO Performance Review Panel meetings schedule for 2020 enables the required planning to be undertaken by the Administration in preparation for the meetings.

Setting meeting dates enables Panel Members to prioritise the meetings or notify in advance if they will be unable to attend. Setting the schedule enables Council to better meet its legislative obligations under s87 and s88 of the Act.

3. **ANALYSIS**

For the coming year, the Panel recommend to Council to use an external CEO Performance Review process.

Each of the proposed processes that the Panel reviewed are detailed below.

External Review Process

An external process would require the engagement of a consultant, undertaken by the Executive Manager Organisational Development (Megan Sutherland). Establishing the process would require the use of a tool to assess the CEO against the position description and performance target achievement. The tool would be agreed, under advisement from the consultant, between the CEO (Andrew Aitken), the Presiding Member (Cr Mark Osterstock), and Executive Manager Organisational Development (Megan Sutherland). If this process is recommended, the schedule included in this report (as amended), would be followed (**Appendix 1**).

Note: the dates are indicative of the timeframes and guide the process. They may change to meet changing needs.

The survey tool will cover the position description and performance targets. The report would be discussed through the Panel and the final report and recommendation taken to Council.

External Process - Report Format

It is proposed that the following components are included in the survey tool and final report if an external consultant is contracted.

Survey Tool	Report
Position requirements	Individual rating for the following groups CEO, Council Members and Executive Leadership Team
Performance Targets	Overall table of results / graphed data
Key capabilities/personal attributes	A summary of results and what they mean
To provide general feedback on strengths	A summary of the strengths and areas for improvement
To provide general feedback on possible improvements	Highest rates and lowest rates findings

It is important that confidentiality of respondents is maintained.

A final CEO Performance Review report would be provided for the Council record.

In this process, the Executive Manager OD and Presiding Member would meet with the successful consultant to discuss the schedule of work, survey and report (generally), with the Executive Manager OD managing the overall process via the consultant.

Internal Review Process

An internal process would require the use of a tool to assess the CEO against the position description and performance target completion. As the internal process has been undertaken last year, it is recommended the tool used would be the same or similar. The review process would be undertaken with the Review Team, being the CEO, Mayor, Panel Presiding Member and Executive Manager OD (process management and support), with input from the Panel. The final assessment tool would be agreed with the CEO by the Review Team.

The report would be discussed through the Panel and the final report and recommendation taken to Council.

There is a greater potential conflict of interest with a member of the Administration coordinating the internal performance review of the CEO. These risks need to be managed if this approach is undertaken.

Internal Review - Report Format

It is proposed that the following components would be included for consideration in the process if undertaken internally:

- Position requirements
- Performance Targets
- Key capabilities/personal attributes

If this process is recommended, it is proposed that the schedule will be based on last year's process and agreed through the Panel's Presiding Member.

This proposed meeting and process schedule has identified the following elements:

1. CEO Performance Review Panel meetings for 2020
2. Workshops with Council and where required, other senior leaders
3. Review process timeframes
4. Council meetings where recommendations from the Panel must be provided for decision.

2020 Review

With regard to the CEO performance review process for 2020 and considering the restrictions of the current situation with the COVID-19, there may be some impact on effectively meeting the schedule of work. This would largely be due to working remotely. This would be managed as the services of a consultant are engaged and the schedule of work and connection points with Council is worked through.

4. OPTIONS

Council has the following options:

- I. To undertake the performance review and TEC package review using an external consultant. (Recommended)
- II. To undertake a review using an internal process and utilise a consultant to undertake the TEC package review. (Not Recommended)
- III. To adopt the proposed meeting and process schedule for 2020 (Appendix 1). (Recommended)
- IV. To change or amend the proposed meeting and process schedule for 2020. (Not Recommended)
- V. To recommend a different meeting and process schedule for 2020. (Not Recommended)

5. APPENDIX

- (1) 2020 CEO Performance Review Panel Meeting and Process Schedule

Appendix 1

*2020 CEO Performance Review Panel Meeting and
Process Schedule*

2020 CEO PERFORMANCE REVIEW PANEL MEETING AND PROCESS SCHEDULE-EXTERNAL

Proposed dates to guide the review of the CEO and regular meetings of the CEO PRP. These may be changed to meet changing requirements.

Target date	Subject	Actions
9 April 2020, 6pm	CEO PRP Meeting (formal public meeting)	<ul style="list-style-type: none"> Update from CEO on 2019-2020 Performance Targets Consider process to be undertaken this year (internal or external) Discuss the CEO Performance Review Panel (CEO PRP) Meeting and Process Schedule for 2020
4 June 2020	CEO PRP Meeting (formal public meeting)	<ul style="list-style-type: none"> Update from CEO on 2019-2020 Performance Targets Discuss proposed CEO 2020-2021 Performance Targets If external, report to determine consultant to facilitate CEO Performance Review for 2019-2020 (confidential report)
June 2020	If external, appoint consultant If internal, prepare review process.	<ul style="list-style-type: none"> External-Executive Manager Organisational Development to advise consultants of decision and appoint consultant Executive Manager Organisational Development prepare review information and meetings to undertake process with the CEO
June 2020	If external, meet with consultant to prepare for the review process	<ul style="list-style-type: none"> Executive Manager Organisational Development (Megan Sutherland) and if possible, Presiding Member (Cr Mark Osterstock) discuss process and requirements with consultant Tool to be discussed and agreed under advisement from the consultant, between the CEO (Andrew Aitken), the Presiding Member (Cr Mark Osterstock), and Executive Manager Organisational Development Discuss the CEO Workshop and briefing of Council and Executive Leadership Team Consultant to discuss the review tool with the CEO prior to finalising
9 June 2020	Council Workshop - via online	<ul style="list-style-type: none"> Discuss proposed CEO Performance Targets for July 2020-June 2021 (report to Council for decision in July)
9 July 2020	CEO PRP Meeting (formal public meeting)	<ul style="list-style-type: none"> Update from CEO on Performance Targets for 2019-20 CEO Performance Targets for 2020-2021 – recommendation from the Panel to Council
21 July 2020	Council Workshop Advice to Council Members and Senior Leaders on CEO	<ul style="list-style-type: none"> CEO provides information on Performance Targets and position objectives outcomes for the 2019-2020 year is provided to Council Members and Executive Leadership Team Consultant introduced to Council Members and Senior Leaders Consultant provides brief on review process commencing, process and timeframes and survey commencement

2020 CEO PERFORMANCE REVIEW PANEL MEETING AND PROCESS SCHEDULE-EXTERNAL

Proposed dates to guide the review of the CEO and regular meetings of the CEO PRP. These may be changed to meet changing requirements.

Target date	Subject	Actions
28 July 2020	Council Meeting	<ul style="list-style-type: none"> Report to Council on Proposed 2020-2021 CEO Performance Targets for adoption
4 August 2020	Due date for survey responses	<ul style="list-style-type: none"> All responses to CEO performance survey using the review tool due to consultant
17 August 2020	Report completed by Consultant	<ul style="list-style-type: none"> Results compiled and draft report prepared
18-21 August 2020	CEO Debriefed	<ul style="list-style-type: none"> Consultant discusses and debriefs CEO on draft Performance Review Report CEO provides feedback on the draft report to consultant
27 August 2020	CEO PRP Workshop	<ul style="list-style-type: none"> Consultant debriefs the Panel on the Performance Review Report and remuneration benchmarking CEO discusses with the Panel the draft Performance Review Report CEO to advise Panel on any matters related to his performance and remuneration review <i>(CEO and Consultant attend Panel workshop)</i>
3 September 2020	CEO PRP Meeting	<ul style="list-style-type: none"> Update from CEO on 2020-2021 Performance Targets Report on CEO Performance and remuneration review (confidential report) and Panel recommendation to Council
15 September 2020	Council Workshop	<ul style="list-style-type: none"> Consultant updates Council and Senior Leaders on the Performance Review Report <i>(CEO, Senior Leaders and Consultant attend Council Workshop)</i>
22 September 2020	Council Meeting (confidential item)	<ul style="list-style-type: none"> Report to Council to determine CEO PRP resolution regarding CEO performance and remuneration
26 Nov 2020	CEO PRP Meeting	<ul style="list-style-type: none"> Update from CEO on 2020-2021 Performance Targets
25 Feb 2021	CEO PRP Meeting	<ul style="list-style-type: none"> Update from CEO on 2020-2021 Performance Targets Consider performance review process to be undertaken 2020-2021 (internal or external) Discuss CEO Performance Review Panel Meeting and Process Schedule for 2021

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 April 2020
AGENDA BUSINESS ITEM**

Item:	12.8
Responsible Officer:	Megan Sutherland Executive Manager Organisational Development Corporate Services
Subject:	CEO Performance Target Updates
For:	Decision

SUMMARY

The role of the Chief Executive Officer (CEO) Performance Review Panel (the Panel) includes reviewing the performance of the CEO, in particular the performance against the Performance Targets and to undertake a review of the CEO's Performance Targets to ensure they remain relevant, achievable and aligned to Council's strategic objectives.

This report provides the latest update on activities against the Performance Targets for 2019-2020. The Panel considered an update at its 9 April 2020 meeting and resolved to recommend to Council an update to the timeframes on three of the performance targets.

RECOMMENDATION

Council resolves:

- 1. That the report be received and noted**
 - 2. That the Community Perception Survey performance target be deferred until the impact of the COVID-19 restrictions have sufficiently abated.**
 - 3. That the Boundary Reform performance target be modified for the final stage of consultation to be deferred until the social distancing restrictions associated with COVID-19 are sufficiently reduced/removed, and once the consultation is complete, the final report will be brought to Council for consideration.**
 - 4. That the Community and Recreation Facilities Framework performance target be modified to reflect the overall complexity of this target; and for delivery of a community consultation implementation plan to be presented by 30 June 2020 instead.**
-

1. GOVERNANCE

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Goal Organisational Sustainability
Key Issue Governance

We diligently adhere to legislative requirements to ensure public accountability and exceed these requirements where possible.

➤ Legal Implications

The CEO Performance Review Panel is a Section 41 Committee of Council under the *Local Government Act 1999*.

This report summarises progress against the established and agreed Performance Targets for 2019-2020, and forms part of the performance review process to ensure the CEO is provided with a fair and consistent performance review process that would stand up under scrutiny.

➤ Risk Management Implications

The CEO Performance Targets update will assist in mitigating the risk of:

Deficient CEO performance review practices resulting in a lack of accountability and loss of stakeholder confidence.

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

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

Non-achievement of CEO Performance Targets resulting in loss of community benefit and/or opportunities and/or stakeholder confidence.

Inherent Risk	Residual Risk	Target Risk
High (3B)	Medium (3D)	Medium (3C)

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

➤ Financial and Resource Implications

There are no financial or resource implications in reporting on projects against the CEO Performance Targets.

➤ Customer Service and Community/Cultural Implications

There is a community expectation that the CEO will manage the organisation's human, financial and physical resources to ensure the best outcomes for the community.

There is a community expectation that the CEO is accountable for, and performs against, the agreed Performance Targets.

➤ **Sustainability Implications**

Not applicable

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

Consultation on the development of this report included:

Council Committees: the Panel on the 9 April 2020 meeting

Council Workshops: Not applicable

Advisory Groups: Not applicable

Administration: Chief Executive Officer
Director Community Capacity
Director Corporate Services
Executive Manager Governance and Performance
Manager Communications Engagement and Events
Manager Development Services
Manager Property Services
Manager Communications Engagement and Events
Sport and Recreation Planner
Sustainability Officer

External Agencies: Not applicable

Community: Not applicable

2. **BACKGROUND**

Council adopted a new suite of CEO Performance Targets on 23 July 2019 covering the 2019-2020 financial year.

12.4 **Proposed 2019-2020 CEO Performance Targets**

Cr Malcolm Herrmann, Cr Linda Green and Cr Andrew Stratford declared a Perceived Conflict of Interest at Agenda Item 5 'Declaration of Interest by Members of the Council' in relation to Item 12.4.

Cr Malcolm Herrmann, Cr Linda Green and Cr Andrew Stratford remained in the Chamber and voted.

Moved Cr Mark Osterstock

S/- Cr Pauline Gill

190/19

Council resolves:

- 1. That the report be received and noted**
- 2. To confirm that the CEO has achieved the outcomes of the 2018-2019 Performance Targets per Attachment 1.**
- 3. To adopt the proposed 2019-2020 CEO Performance Targets recommended by the Panel as per Appendix 2.**

Carried Unanimously

The purpose of this report is to provide to Council an update on the CEO's Performance Targets from the Panel. This activity is defined in the Panel's Terms of Reference contained in the Specific Functions clauses and specifically Clause 3.1.2.

3. SPECIFIC FUNCTIONS

- 3.1 The function of the Panel is to provide advice to Council on the CEO's performance and development, including the following matters:
 - 3.1.1 Determining the Performance Targets for the forthcoming 12 month performance period;
 - 3.1.2 Monitoring the progress on the CEO's agreed Performance Targets for the current 12 month performance period;
 - 3.1.3 Reviewing the CEO's performance over the preceding 12 month performance period, in particular the performance against the agreed Performance Targets and position description requirements;
 - 3.1.4 Identifying development opportunities for the CEO; and
 - 3.1.5 Reviewing the remuneration and conditions of employment of the CEO.

3. ANALYSIS

At its meeting of 9 April 2020, the Panel discussed with the CEO and reviewed the current suite of Performance Targets and have reviewed the priorities and existing timeframes.

At this same meeting, the Panel reviewed and now recommends to Council changes to three Performance Targets (**Appendix 1**) being the Boundary Reform, Community Perception and Engagement Survey and Community and Recreation Facilities Framework.

7.1 2019 – 2020 CEO Performance Targets Update

Moved Cr Kirsty Parkin
S/- Paula Davies

PRP 2/20

The CEO Performance Review Panel resolves:

1. That the report be received and noted
2. To recommend to Council that the Community Perception Survey performance target be deferred until the impact of the COVID-19 restrictions have sufficiently abated.
3. To recommend to Council that the Boundary Reform performance target be modified for the final stage of consultation to be deferred until the social distancing restrictions associated with COVID-19 are sufficiently reduced/removed, and once the consultation is complete, the final report will be brought to Council for consideration.
4. To recommend to Council that the Community and Recreation Facilities Framework performance target be modified to reflect the overall complexity of this target; and for delivery of a community consultation implementation plan to be presented by 30 June 2020 instead.

Performance Target 3 states:

Establish a plan to review the current Adelaide Hills Council boundaries, including an approach to engaging with relevant councils and stakeholders to discuss with a view to possible boundary reform, for Council's consideration by October 2019.

It is recommended that this target be modified to reflect that the intention for the Mayor and CEO to consult with neighbouring council Mayors and CEOs regarding the draft Report (prior to the final report being considered at a Council meeting) be deferred until the social distancing restrictions associated with COVID-19 are sufficiently reduced/removed.

Performance Target 4 states:

Undertake a community perception and engagement survey and present an action plan of identified improvement opportunities to Council Members by March 2019. The survey will seek input from a range of community members (including those who normally engage with us and those who don't) to identify how Council is perceived and how our community prefers to engage with us. It will also inform the development of wellbeing and engagement related performance measures. Incentives to encourage community members to participate will also be explored. Also consider opportunities to use the survey to educate people on how Council functions.

It is recommended that this target be modified to reflect that the survey will be deferred until the impact of the COVID-19 restrictions have sufficiently abated.

Performance Target 6 states:

Develop a draft Community & Recreation Facilities Framework (including financial implications) for consideration by Council based on an approach that has consistency, equity and shared responsibility.

It is recommended that the target be modified to reflect the overall complexity of this target; and for delivery of a community consultation implementation plan to be presented by 30 June 2020 instead.

4. OPTIONS

Council has the following options:

- I. That the report be received and noted (Recommended).
- II. To adopt the recommendations of the Panel relating to the current suite of Performance Targets. (Recommended)
- III. To not adopt the recommendations from the Panel and make an alternate decision. (Not Recommended)

5. APPENDICES

- (1) 2019-2020 CEO Performance Targets Update

Appendix 1

2019-2020 CEO Performance Targets Update

2019-2020 CEO PERFORMANCE TARGETS - UPDATE

	Target	Update
1.	<p>Strategic Plan Finalise an engagement led draft Adelaide Hills Council Strategic Plan for Council's consideration by February 2020. <i>Organisational Sustainability</i></p>	<p>IN PROGRESS: Strategic Plan development schedule adopted on 26 March 2019 comprising 3 phases - Discover, Discuss and Decide.</p> <p>Phase 1 (Discover) completed. Phase 2 (Discuss) completed.</p> <p>Phase 3 (Decide) involves the full draft Strategic Plan which was approved for public consultation at Council's 25 February 2020 meeting. Consultation has now closed and the final draft will be provided to the Audit Committee on 20 April 2020 and then to Council for adoption at its 28 April 2020 meeting.</p>
2.	<p>Carbon Management Plan Finalise the draft Carbon Management Plan for Council's consideration by December 2019. Ensure the draft includes a target of 100% renewable energy (electricity) for the Adelaide Hills Council (as an organisation) by a defined date as well as a series of staged targets over the intervening period. <i>Place</i></p>	<p>COMPLETED: New item-adopted at by Council at its 23 July 2019 meeting.</p> <p>The Corporate Carbon Management Plan (CCMP) was endorsed at the Council meeting on 22 October 2019. The CCMP includes a target of 100% renewable energy (electricity).</p>
3.	<p>Boundary Reform Establish a plan to review the current Adelaide Hills Council boundaries, including an approach to engaging with relevant councils and stakeholders to discuss with a view to possible boundary reform, for Council's consideration by October 2019. <i>Explore</i></p>	<p>COMPLETED: On 25 June 2019 Council approved the plan to review Council's boundaries. At a high level this involves the engagement of a consultant to undertake a high level review of Council's boundaries to identify boundary reform options as the precursor to developing an engagement strategy for specific reform options.</p> <p>The consultant has developed a draft Strategic Boundary Review Report which was workshopped with Council Members on 17 March 2020. There is an intention for the Mayor and CEO to consult with neighbouring council Mayors and CEOs regarding the draft Report prior to the final report being considered at a Council meeting. The COVID-19 public health emergency is impacting the timing of the neighbouring council consultation and consequently the provision of the final report to Council.</p>

2019-2020 CEO PERFORMANCE TARGETS - UPDATE

<p>4.</p>	<p>Community Perception and Engagement Survey Undertake a community perception and engagement survey and present an action plan of identified improvement opportunities to Council Members by March 2019. The survey will seek input from a range of community members (including those who normally engage with us and those who don't) to identify how Council is perceived and how our community prefers to engage with us. It will also inform the development of wellbeing and engagement related performance measures. Incentives to encourage community members to participate will also be explored. Also consider opportunities to use the survey to educate people on how Council functions. <i>Connect</i></p>	<p>IN PROGRESS: The draft survey was considered at a Council Workshop on 10 March 2020. The initial sms invite to participants was expected to go out prior to Easter, but is proposed to be deferred due to the current impact of the COVID-19 health emergency.</p>
<p>5.</p>	<p>Planning Assessment System Ensure the Adelaide Hills Council has the systems, procedures, accreditations and delegations established and functional by 30 June 2020 in order to successfully transition into the new South Australian planning and assessment system as required by the new PDI Act implementation (which commences on 1 July 2020). Development Services staff will continue to work with staff from the Department of Planning, Transport & Infrastructure and consult with other AHC staff and Council Members as part of this process. <i>Prosper</i></p>	<p>IN PROGRESS: On 28 February 2020 Council made a submission on the Planning and Design Code. Submissions on the Code for Phase 3 Councils (25 metro Council's including AHC) are now closed. Work is progressing on updating Council's system including the payment portal. The implementation date has now been deferred (from 1 July 2020) by the Minister for Planning September 2020 (the date has not been determined).</p>
<p>6.</p>	<p>Community and Recreation Facilities Framework Develop a draft Community & Recreation Facilities Framework (including financial implications) for consideration by Council based on an approach that has consistency, equity and shared responsibility. <i>Prosper</i></p>	<p>IN PROGRESS: Since the previous update in relation to this initiative in November 2019, the Community and Recreation Facility Framework Internal Working Group has met three times. From these meetings, it is clearly evident that as this initiative has progressed, the level of complexity associated with each element of the Framework is considerably greater than originally anticipated. However, it is important to note that the Internal Working Group has established a broad understanding of the most important elements and a path to progress the Framework. Delivery of the draft framework by end of this Financial Year is not possible if the outcomes as originally intended are to be achieved.</p>

2019-2020 CEO PERFORMANCE TARGETS - UPDATE

		<p>As such, it is recommended that the performance target be modified to reflect this complexity; and for delivery of a community consultation implementation plan to be presented by 30 June 2020 instead.</p> <p>Development and implementation of the Community and Recreation Facility Framework, through the Internal Working Group will be staged over the medium to longer term.</p>
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**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 April 2020
AGENDA BUSINESS ITEM**

Item: 12.9

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

Subject: CEO Performance Review Panel Independent Member
Recruitment Deferral

For: Decision

SUMMARY

At its 28 January 2020 meeting, Council resolved to commence a recruitment process for an Independent Member to the CEO Performance Review Panel (the Panel) following the receipt of a notice of intention to resign Panel Membership from the current Independent Member (Paula Davies).

The recruitment process has progressed to the shortlisting of candidates however due to the COVID-19 social distancing requirements, further progress is problematic.

The current Independent Member has advised that she is able to continue in the role until the recruitment process is finalised or until the end of her term (November 2020).

The Panel considered the question of deferring the independent member recruitment at its 9 April 2020 meeting and resolved to recommend a deferral.

This report addresses matters related to the Independent Membership and the business of the Panel, with the key matter being to seek Council's consideration for the recruitment process to be deferred.

RECOMMENDATION

Council resolves:

- 1. That the report be received and noted**
 - 2. To defer the recruitment of an Independent Ordinary Member until the social distancing restrictions associated with COVID-19 are sufficiently reduced/removed.**
-

1. GOVERNANCE

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Goal: Organisational Sustainability
Strategy: Governance

A key element of the Governance Strategy within the Strategic Plan is that Council 'is committed to open, participative and transparent decision making and administrative processes.' A suite of Council Committees with clear roles and functions and skilled membership facilitates the achievement of this commitment.

➤ Legal Implications

Section 41 of the *Local Government Act 1999* (the Act) sets out the processes for the establishment of council committees. These committees may be formed to assist council in the performance of its functions; to enquire into matters; to provide advice to council and to exercise delegated powers functions and duties.

Section 41 committees may contain members who are not Council Members (i.e. Independent Members).

There is currently no legal requirement for a council to establish a Panel (or similar).

Parts 1, 3 and 4 of the *Local Government (Procedures at Meetings) Regulations 2013* (the Regulations) set out of the provisions relating to meetings of the Panel.

The Panel operates under a Terms of Reference (**Appendix 1**) which has been adopted by Council.

➤ Risk Management Implications

The selection of a qualified and experienced member for the Panel 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)

As the current Independent Member is able to continue with her tenure until the recruitment process can recommence, there is no change to the risk profile arising from the proposed deferral.

➤ Financial and Resource Implications

There are no material financial or resource implications associated with the deferral of the Independent Member recruitment.

Independent Member sitting fees are incorporated into the current budget.

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

Having an Independent Member on the Panel is desirable both for the expertise and perspective that the person brings and there may also be benefits to the community from the knowledge that an 'external' party is involved in the CEO performance and remuneration review processes.

➤ **Sustainability Implications**

Not applicable.

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

Consultation on the development of this report was as follows:

Council Committees: Correspondence and discussion with the Panel Presiding Member and the current Independent Member and the Panel on the 9 April 2020 meeting.

Council Workshops: Not Applicable

Advisory Groups: Not Applicable

Administration: Executive Manager Organisational Development

External Agencies: Not Applicable

Community: Not Applicable

2. BACKGROUND

In December 2019, the current Independent Member (Paula Davies) advised her intention to resign from the Panel but indicated a willingness to continue until the recruitment process was completed (nominally April 2020).

In response to the above, at its 28 January 2020 meeting Council considered a report proposing to commence an Independent Member recruitment process and resolved:

12.9 CEO PRP Independent Membership

Moved Cr John Kemp
S/- Cr Kirrilee Boyd

16/20

Council resolves:

1. That the report be received and noted
2. That in relation to the CEO Performance Review Panel:
 - a. To undertake a recruitment process for the selection of one Independent Ordinary Member for the CEO Performance Review Panel for a term of 24 months, indicatively commencing 1 March 2020.
 - b. To appoint Cr Mark Osterstock, Cr Kirsty Parkin and the Executive Manager Organisational Development as members of the CEO Performance Review Panel Independent Member Selection Panel.

Carried Unanimously

The recruitment process was commenced in February 2020 and has progressed to the point where the Selection Panel is shortlisting the expressions of interest.

The Panel considered a report at its 9 April 2020 meeting regarding a proposed deferral and resolved as follows:

7.2 CEO Performance Review Panel – Independent Member Recruitment Deferral

Moved Mayor Jan-Claire Wisdom
S/- Paula Davies

PRP 3/20

The CEO Performance Review Panel resolves:

1. That the report be received and noted
2. To recommend to Council to defer the recruitment of an Independent Ordinary Member until the social distancing restrictions associated with COVID-19 are sufficiently reduced/removed.

Carried

3. ANALYSIS

CEOPRP Functional Continuity

The current Panel Terms of Reference (TOR) at **Appendix 1** sets out the following key functions, the majority of which will occur in the coming months:

- Monitoring the progress on the CEO's agreed Performance Targets for the current 12 month performance period
- Reviewing the CEO's performance over the preceding 12 month performance period, in particular the performance against the agreed Performance Targets and position description requirements
- Identifying development opportunities for the CEO
- Reviewing the remuneration and conditions of employment of the CEO
- Determining the Performance Targets for the forthcoming 12 month performance period

Paula Davies has now advised that she is able to continue until the recruitment process is completed or until her term ends in November 2020. Doing so will facilitate continuity of key functions.

Independent Member Recruitment Deferral

The COVID-19 social distancing requirements in their current form are impacting on the ability to progress with the recruitment process and it is anticipated that more stringent measures will be forthcoming which could render the recruitment process almost unworkable. Further, progressing with the process albeit with COVID-19 process modifications (such as no face-to-face interviews) could potentially compromise the selection of a quality candidate.

As the deferral is contingent on sufficient reduction/removal of the COVID-19 restrictions rather than a timeframe, it is likely that the majority of the above CEOPRP functions will be completed (or substantially completed) for 2020 before the new Independent Member commences. This, in itself, might be preferable to enable the new Independent Member to have an appropriate induction period before making decisions on key elements of Panel business.

4. OPTIONS

Council has the following options:

- I. To defer the recruitment of the Independent Member until the social distancing restrictions associated with COVID-19 are sufficiently reduced/removed. As such, the trigger for recommencement will be situation rather than time-based (Recommended).
- II. To determine to continue with the recruitment process (Not Recommended as this may compromise selection of a quality candidate).

5. APPENDIX

- (1) CEO Performance Review Panel – Terms of Reference

Appendix 1

CEO Performance Review Panel – Terms of Reference

ADELAIDE HILLS COUNCIL

CEO Performance Review Panel



TERMS OF REFERENCE

1. ESTABLISHMENT

- 1.1 The CEO Performance Review Panel (the Panel) of Council is established under Section 41 of the *Local Government Act 1999* (the Act).
- 1.2 The Panel does not have executive powers or authority to implement actions in areas which management has responsibility and does not have any delegated financial responsibility. The Panel does not have any management functions and is therefore independent from management.

2. ROLE

- 2.1 The Council is responsible for the selection, remuneration and management of the Chief Executive Officer (CEO). The overall role of the Panel is to provide advice to Council on matters relating to the performance and development of the CEO.

3. SPECIFIC FUNCTIONS

- 3.1 The function of the Panel is to provide advice to Council on the CEO's performance and development, including the following matters:
 - 3.1.1 Determining the Performance Targets for the forthcoming 12 month performance period;
 - 3.1.2 Monitoring the progress on the CEO's agreed Performance Targets for the current 12 month performance period;
 - 3.1.3 Reviewing the CEO's performance over the preceding 12 month performance period, in particular the performance against the agreed Performance Targets and position description requirements;
 - 3.1.4 Identifying development opportunities for the CEO; and
 - 3.1.5 Reviewing the remuneration and conditions of employment of the CEO.

4. OTHER MATTERS

The Panel shall:

- 4.1 Have access to reasonable resources in order to carry out its duties, recognising the constraints within Council's Budget;
- 4.2 Be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members;

- 4.3 Give due consideration to laws and regulations of the Act;
- 4.4 Where the Panel is required to act jointly with or to obtain the concurrence of the CEO in the performance of its functions, the Council expects that both parties will negotiate and consult in good faith to achieve the necessary objectives; and
- 4.5 At least once in its term, review its own performance and terms of reference to ensure it is operating at maximum effectiveness and recommend changes it considers necessary to the Council for approval.

5. MEMBERSHIP

- 5.1 The Panel will comprise five (5) members as follows:
 - 5.1.1 Mayor and Deputy Mayor;
 - 5.1.2 Two (2) Council Members ; and
 - 5.1.3 One (1) Independent Member.
- 5.2 All members of the Panel will be appointed by the Council.
- 5.3 The Independent Member of the Panel shall have recent and relevant skills and experience in fields related to the role and functions of the Panel.
- 5.4 It is desirable for the Council Members to be appointed to the Panel to have a sound understanding of the role and functions of the Panel.
- 5.5 In considering appointments to the Panel, Council should give consideration to the diversity of the membership.
- 5.6 Appointments to the Panel shall be for a period of up to three (3) years.
- 5.7 Members of the Committee are eligible for reappointment at the expiration of their term of office.

6. SITTING FEES

- 6.1 The applicable Remuneration Tribunal (or its successor) Determination outlines the applicable allowance for Council Members on the Panel.
- 6.2 The Independent Member is to be paid a sitting fee as determined by Council for attendance at meetings and authorised training sessions. Council may determine a higher sitting fee for the presiding member.

7. PRESIDING MEMBER

- 7.1 The Council will appoint the Presiding Member of the Panel.
- 7.2 The Council authorises the Panel to determine if there will be a Deputy Presiding Member of the Committee and, if so, authorises the Panel to make the appointment to that position for a term determined by the Panel.
- 7.3 If the Presiding Member of the Panel is absent from a meeting the Deputy Presiding Member (if such position exists) will preside at that meeting. If there is no position of Deputy

Presiding Member, or both the Presiding Member and the Deputy Presiding Member of the Panel are absent from a meeting of the Panel, then a member of the Panel chosen from those present will preside at the meeting until the Presiding Member (or Deputy Presiding Member, if relevant) is present.

7.4 The role of the Presiding Member includes:

7.4.1 overseeing and facilitating the conduct of meetings in accordance with Act and the *Local Government (Procedures at Meetings) Regulations 2013* (the Regulations); and

7.4.2 Ensuring all Panel members have an opportunity to participate in discussions in an open and encouraging manner.

8. REPORTING RESPONSIBILITIES

8.1 For the purposes of Section 41(8) of the Act, the Panel's reporting and accountability requirements are:

8.1.1 The minutes of each Panel meeting will be included in the agenda papers of the next ordinary meeting of the Council;

8.1.2 The Presiding Member will attend a meeting of the Council at least once per annum to present a report on the activities of the Panel;

8.1.3 The panel shall make whatever recommendations to the Council it deems appropriate on any area within its terms of reference where in its view action or improvement is needed; and

8.1.4 The Presiding Member may attend a Council meeting at any time that the Presiding Member sees fit to discuss any issue or concern relating to the Panel's functions. Depending on the nature of the matter, this may be held in confidence in accordance with Section 90 of the Act and staff may be requested to withdraw from the meeting.

9. MEETING PROCEDURE

9.1 Meeting procedure for the Panel is as set out in the Act, Parts 1, 3 and 4 of the Regulations. Insofar as the Act, the Regulations, or these Terms of Reference do not prescribe the procedure to be observed in relation to the conduct of a meeting of the Panel, the Panel may determine its own procedure.

9.2 In accordance with Section 90(7a), one or more panel members may participate in the meeting by telephone or other electronic means provided that members of the public can hear the discussion between all Panel members.

9.3 Only members of the Panel are entitled to vote in Panel meetings. Unless otherwise required by the Act not to vote, each member must vote on every matter that is before the Panel for decision.

9.4 Council Employees may attend any meeting as observers or be responsible for preparing papers for the Panel.

10. SECRETARIAL RESOURCES

- 10.1 The Chief Executive Officer shall provide sufficient administrative resources to the Panel to enable it to adequately carry out its functions.

11. FREQUENCY OF MEETINGS

- 11.1 The Panel shall meet at appropriate times and places as determined by the Panel. A special meeting of the Committee may be called in accordance with the Act.
- 11.2 If after considering advice from the CEO or delegate, the Presiding Member of the Panel is authorised to cancel the respective Panel meeting, if it is clear that there is no business to transact for that designated meeting.

12. NOTICE OF MEETINGS

- 12.1 Notice of the meetings of the Panel will be given in accordance with Sections 87 and 88 of the Act. Accordingly, notice will be given:

12.1.1 To members of the Panel by email or as otherwise agreed by Panel members at least 3 clear days before the date of the meeting; and

12.1.2 To the public as soon as practicable after the time that notice of the meeting is given to members by causing a copy of the notice and agenda to be displayed at the Council's offices and on the Council's website.

12.2 PUBLIC ACCESS TO MEETINGS & DOCUMENTS

- 12.3 Members of the public are able to attend all meetings of the Panel, unless prohibited by resolution of the Panel under the confidentiality provisions of Section 90 of the Act.
- 12.4 Members of the public have access to all documents relating to the Panel unless prohibited by resolution of the Panel under the confidentiality provisions of Section 91 of the Act.

13. MINUTES OF MEETINGS

- 13.1 The Chief Executive Officer shall ensure that the proceedings and resolutions of all meetings of the Panel, including recording the names of those present and in attendance are minuted and that the minutes otherwise comply with the requirements of the Regulations.
- 13.2 Minutes of Panel meetings shall be circulated within five days after a meeting to all members of the Panel and will (in accordance with legislative requirements) be available to the public.

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 April 2020
AGENDA BUSINESS ITEM**

Item:	12.10
Responsible Officer:	Steven Watson Governance & Risk Coordinator Office of the Chief Executive
Subject:	Draft Fraud, Corruption, Misconduct and Maladministration Policy
For:	Decision

SUMMARY

Council has established a number of policies and procedures to assist with the prevention and control of Fraud, Corruption, Misconduct and Maladministration.

As part of this policy suite, for a number of years Council has had a *Fraud & Corruption Prevention Policy* which has been progressively updated with legislative and operational changes.

The time had come for the *Fraud & Corruption Prevention Policy* to be rewritten based on contemporary guidance from the Local Government Association (LGA) and other agencies.

At its 17 February 2020 meeting, the Audit Committee considered the draft *Fraud, Corruption, Misconduct and Maladministration Policy* and recommended its adoption to Council.

RECOMMENDATION

Council resolves:

- 1. That the report be received and noted.**
 - 2. With an effective date of 12 May 2020, to revoke the 13 June 2017 *Fraud & Corruption Prevention Policy* and to adopt the 28 April 2020 *Draft Fraud, Corruption, Misconduct and Maladministration Policy* as per Appendix 1.**
 - 3. That the Chief Executive Officer be authorised to make any formatting, nomenclature or other minor changes to the 28 April 2020 *Draft Fraud, Corruption, Misconduct and Maladministration Policy* as per Appendix 1 prior to the effective date.**
-

1. GOVERNANCE

➤ Strategic Management Plan/Council Policy

Goal: Organisational Sustainability
Strategy: Governance

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

Council currently has a *Fraud & Corruption Prevention Policy* which is due for review in April 2020. This Policy was developed based on a Local Government Association (LGA) template and is effectively superseded by the draft *Fraud, Corruption, Misconduct and Maladministration Policy* (the Policy), see discussion in Background section.

➤ Legal Implications

Section 48 of the *Local Government Act 1999* (the Act) requires councils to develop and maintain prudential policies, practices and procedures for the assessment of projects to ensure that the council:

- a) acts with due care, diligence and foresight; and
- b) identifies and manages risks associated with a project; and
- c) makes informed decisions; and
- d) is accountable for the use of council and other public resource.

Section 125 of the *Act* requires councils to ensure that appropriate policies, practices and procedures of internal controls are implemented and maintained in order to assist the council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard Council's assets, and to secure (as far as possible) the accuracy and reliability of Council records. The Draft Fraud, Corruption, Misconduct and Maladministration Policy and the Internal Audit Policy are important policy pieces in these arrangements.

The draft Policy has also been formulated to capture the requirements of the following legislation:

- *Public Interest Disclosures Act 2018*
- *Criminal Law Consolidation Act 1935*
- *Independent Commissioner Against Corruption Act 2012*
- *Local Government Act 1999*
- *Local Government (Elections) Act 1999*
- *Development Act 1993*
- *Planning, Development and Infrastructure Act 2016*

➤ **Risk Management Implications**

Maintenance of a contemporary and legislatively compliant Policy Framework will assist in mitigating the risk of:

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

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

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

➤ **Financial and Resource Implications**

There is no specific budget for the development and implementation of the Program however this is provided for in the Governance & Performance Department budget.

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

The draft Policy is a publicly available document. It can provide assurance to the Adelaide Hills community of the expectation that Council manages situations/ events/internal controls that could give rise to fraud, corruption, maladministration or misconduct by public officers in order to safeguard public confidence and Council's resources.

➤ **Sustainability Implications**

Not specifically applicable.

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

Consultation on the development of this report was as follows:

Council Committees: Audit Committee – 17 February 2020

Advisory Groups: Not Applicable

Administration: All Staff

External Agencies: Not Applicable

Community: Not Applicable

2. BACKGROUND

Council first adopted the *Fraud and Corruption Prevention Policy* in April 2010 and reviewed the document in the April 2014 to incorporate the requirements of the *Independent Commissioner Against Corruption Act 2012* (ICAC Act).

Due to recent legislative changes including repeal of the *Whistleblowers Protection Act 1993*, being replaced by the *Public Interest Disclosures Act 2018*, changes, including a name change to the *Fraud, Corruption, Misconduct and Maladministration Policy* are suggested

The Policy has been based on a template developed by the LGA, amended to suit the Council's operating environment.

3. ANALYSIS

In undertaking the policy review, the requirements of applicable legislation, Local Government Association guidance/templates and the policies of key councils (Onkaparinga, Marion, Charles Sturt and Playford) were reviewed to determine any required/desirable changes to ensure Council's policies are compliant and contemporary.

The policies have served Council well and the Administration has not identified any shortcomings or potential improvements that require significant change.

However as there are significant differences both content and structure-wise from the current *Fraud and Corruption Prevention Policy*, these have not been shown in mark-up form, rather as detailed as a Policy in its own right.

The Audit Committee reviewed the Draft Fraud, Corruption, Misconduct and Maladministration Policy at its 17 February 2020 meeting and has recommended the *Draft Fraud, Corruption, Misconduct and Maladministration Policy* to Council.

4. OPTIONS

Council has the following options:

- I. To revoke the 13 June 2017 *Fraud & Corruption Prevention Policy* and to adopt the 28 April 2020 *Draft Fraud, Corruption, Misconduct and Maladministration Policy* as per Appendix 1. (Recommended)
- II. Not to adopt the 28 April 2020 *Draft Fraud, Corruption, Misconduct and Maladministration Policy* as per Appendix 1. (Not Recommended)
- III. To revoke the 13 June 2017 *Fraud & Corruption Prevention Policy* and to adopt the 28 April 2020 *Draft Fraud, Corruption, Misconduct and Maladministration Policy* as per Appendix 1 with amendments. (Not Recommended)
- IV. Should the Council identify the need for substantial amendments to the revised Policy, it is recommended that they be referred to staff for review to allow for analysis of the implications of the amendments, prior to the matter being brought back to the Council for further consideration.


5. APPENDIX

- (1) *Draft Fraud, Corruption, Misconduct and Maladministration Policy*

Appendix 1

*Draft Fraud, Corruption, Misconduct and
Maladministration Policy*

COUNCIL POLICY

 <p>Adelaide Hills COUNCIL</p>	<h2 style="margin: 0;">FRAUD, CORRUPTION, MISCONDUCT AND MALADMINISTRATION POLICY</h2>
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Policy Number:	GOV-02
Responsible Department(s):	Governance & Performance
Other Relevant Policies:	Public Interest Disclosure Policy Employee Code of Conduct Council Member Code of Conduct Council Members Allowances & Benefits Policy Procurement Policy Disposal of Assets Policy Risk Management Policy Internal Audit Policy
Relevant Procedure(s):	Risk Management & Internal Control Procedures
Relevant Legislation:	<i>Public Interest Disclosure Act 2018</i> <i>Criminal Law Consolidation Act 1935</i> <i>Independent Commissioner Against Corruption Act 2012</i> <i>Local Government Act 1999</i> <i>Local Government (Elections) Act 1999</i> <i>Development Act 1993</i> <i>Planning, Development and Infrastructure Act 2016</i>
Policies and Procedures Superseded by this policy on its Adoption:	Fraud & Corruption Prevention Policy, Item 12.2, SP21/17
Adoption Authority:	Council
Date of Adoption:	28 April 2020
Effective From:	13 May 2020
Minute Reference for Adoption:	<i>To be entered administratively</i>
Next Review:	No later than October 2023 or as required by legislation or changed circumstances

FRAUD, CORRUPTION, MISCONDUCT AND MALADMINISTRATION POLICY

1. INTRODUCTION

- 1.1. The Adelaide Hills Council is committed to acting in the best interest of the community and to upholding the principles of honesty, integrity and transparency.
- 1.2. The purpose of this Policy is to ensure that the Adelaide Hills Council:
 - 1.2.1. properly fulfils its responsibilities under the *Independent Commissioner Against Corruption Act 2012* (ICAC Act);
 - 1.2.2. takes appropriate steps towards compliance with relevant legislation, policies and instruments;
 - 1.2.3. provides a clear statement to all employees through practices, policies and procedures that fraudulent conduct, misconduct and/or maladministration is not acceptable and will not be tolerated;
 - 1.2.4. protects Council assets, interests and reputation from the risks associated with fraudulent conduct, misconduct and/or maladministration;
 - 1.2.5. outlines the Council's approach to the prevention, detection and response to Fraud, Corruption, Misconduct and Maladministration;
 - 1.2.6. fosters an ethical environment and culture which is conscious of, actively discourages, does not tolerate and appropriately deals with Fraud, Corruption, Misconduct and Maladministration;
 - 1.2.7. identifies the relevant responsibilities of council members, employees, the Chief Executive Officer, managers and the Audit Committee;
 - 1.2.8. educates employees and council members about their obligations to report conduct reasonably suspected of being Fraud, Corruption, Misconduct and/or Maladministration;
 - 1.2.9. evaluates practices, policies and procedures it has in place in order to further advance Council systems for preventing or minimising Fraud, Corruption, Misconduct and Maladministration; and
 - 1.2.10. develops a consistent approach to the management of relevant conduct across the organisation through the establishment and maintenance of effective systems and internal controls to guard against Fraud, Corruption, Misconduct and Maladministration.

2. OBJECTIVES

- 2.1. Council has established a number of policies and procedures to assist with the prevention and control of Fraud, Corruption, Misconduct and Maladministration, and this Policy forms part of that suite of internal controls. The effectiveness of these policies and procedures will be continuously reviewed and assessed and will remain up to date with any future developments in Fraud, Corruption, Maladministration and Misconduct prevention control techniques.
- 2.2. The Council will review and update this Policy as part of its policy review process.
- 2.3. This Policy applies to all Public Officers of the Council. It is intended to complement and be implemented in conjunction with other relevant Council policies and procedures including , but not limited to these key Policies:
- *Public Interest Disclosure Policy*
 - *Public Interest Disclosure Procedure*
 - *Risk Management Policy*
 - *Internal Audit Policy*
 - *Code of Conduct for Council Employees*
 - *Council Member Conduct Policy*
 - *Council Members Allowances and Support Policy*

3. DEFINITIONS

For the purposes of this Policy the following definitions apply:

- 3.1. **Commissioner** means the person holding or acting in the office of the Independent Commissioner Against Corruption per section 4 of the ICAC Act, who has the powers and functions described at section 7 of the ICAC Act.
- 3.2. **Corruption** in public administration, as provided for in section 5(1) of the ICAC Act, means conduct that constitutes:
- 3.2.1. an offence against Part 7 Division 4 (offences relating to public officers) of the *Criminal Law Consolidation Act 1935*, which includes the following offences:
- i) bribery or corruption of public officers;
 - ii) threats or reprisals against public officers;
 - iii) abuse of public office;

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- iv) demanding or requiring benefit on basis of public office;
 - v) offences relating to appointment to public office; or
- 3.2.2.** an offence against the *Public Sector (Honesty and Accountability) Act 1995* or the *Public Corporations Act 1993*, or an attempt to commit such an offence; or
- 3.2.3.** an offence against the *Lobbyist Act 2015*, or an attempt to commit such an offence; or
- 3.2.4.** any other offence (including an offence against Part 5 (offences of dishonesty) of the *Criminal Law Consolidation Act 1935* committed by a public officer while acting in his or her capacity as a public officer or by a former public officer and related to his or her former capacity as a public officer, or by a person before becoming a public officer and related to his or her capacity as a public officer, or an attempt to commit such an offence; or
- 3.2.5.** any of the following in relation to an offence referred to in a preceding paragraph:
- 3.2.5.1.** aiding, abetting, counselling or procuring the commission of the offence;
 - 3.2.5.2.** inducing, whether by threats or promises or otherwise, the commission of the offence;
 - 3.2.5.3.** being in any way, directly or indirectly, knowingly concerned in, or party to, the commission of the offence;
 - 3.2.5.4.** conspiring with others to affect the commission of the offence.
- 3.2.6.** **Council** means the Adelaide Hills Council
- 3.2.7.** **Directions and Guidelines** means the Directions and Guidelines issued by the Commissioner and as in force from time to time pursuant to section 20 of the ICAC Act and/or section 14 of the *Public Interest Disclosure Act 2018*, which are available on the Commissioner's website (www.icac.sa.gov.au).
- 3.2.8.** **Employee** refers to all the Council's employees whether they are working in a full-time, part-time or casual capacity.
- 3.2.9.** **False disclosure** is a disclosure of information relating to Fraud or Corruption, Maladministration or Misconduct that is made by a person who knows the information to be false.

- 3.2.10.** Fraud includes an intentional dishonest act or omission done with the purpose of deceiving.

Note: There is no statutory or agreed common law definition of Fraud. Offences addressed under Part 5 and Part 6 of the *Criminal Law Consolidation Act 1935* are considered to constitute Fraud offences. An ordinary or lay meaning of Fraud is 'to obtain dishonestly that which the person is not entitled to'. Fraud is a broad label applicable to conduct / practices that involve knowingly dishonest or deceitful behaviour meant to obtain an unjust benefit. Dishonesty is the key element in fraudulent behaviour, as provided for under section 131 of the *Criminal Law Consolidation Act 1935*.

- 3.3.** *ICAC Act* is the *Independent Commissioner Against Corruption Act 2012*.
- 3.4.** *Maladministration* in public administration is defined in section 5(4) of the ICAC Act and
- 3.4.1.** means:
- 3.4.1.1.** conduct of a public officer, or a practice, policy or procedure of a public authority, that results in an irregular and unauthorised use of public money or substantial mismanagement of public resources; or
- 3.4.1.2.** conduct of a public officer involving substantial mismanagement in or in relation to the performance of official functions; and
- 3.4.2.** includes conduct resulting from impropriety, incompetence or negligence; and
- 3.4.3.** is to be assessed having regard to relevant statutory provisions and administrative instructions and directions.
- 3.5.** *Misconduct* in public administration is defined in section 5(3) of the ICAC Act and means:
- 3.5.1.** contravention of a code of conduct by a public officer while acting in his or her capacity as a public officer that constitutes a ground for disciplinary action against the officer; or
- 3.5.2.** other misconduct of a public officer while acting in his or her capacity as a public officer.
- 3.6.** *Office for Public Integrity (OPI)* is the office established under the ICAC Act that has the function to:

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- 3.6.1. receive and assess complaints about public administration from members of the public;
 - 3.6.2. receive and assess reports about corruption, misconduct and maladministration in public administration from inquiry agencies (including the Ombudsman), public authorities (including the Council) and public officers;
 - 3.6.3. refer complaints and reports to inquiry agencies, public authorities and public officers in circumstances approved by the Commissioner or make recommendations as to whether and by whom complaints and reports should be investigated;
 - 3.6.4. give directions or guidance to public authorities in circumstances approved by the Commissioner;
 - 3.6.5. perform other functions assigned to the Office by the Commissioner
- 3.7. **PID Act** means the *Public Interest Disclosure Act 2018*.
- 3.8. **Public administration** is defined at section 4 of the ICAC Act and, without limiting the acts that may comprise public administration, an administrative act within the meaning of the *Ombudsman Act 1972* will be taken to be carried out in the course of public administration. For the purposes of this Policy, references to Corruption, Misconduct and Maladministration are taken to mean references to such conduct in public administration.
- 3.9. **Public Officer** has the meaning given by section 4 and Schedule 1 of the ICAC Act, and includes:
- a council member; and
 - an employee or officer of the Council;
 - persons contracted to perform work for a public authority or the Crown
- 3.10. **Publish** is defined in section 4 of the ICAC Act, and means publish by:
- 3.10.1. newspaper, radio or television;
 - 3.10.2. internet or other electronic means of creating and sharing content with the public or participating social networking with the public; or
 - 3.10.3. any similar means of communication with the public.
- 3.11. **Relevant Authority** for the purposes of the PID Act means the person or entity that receives an appropriate disclosure of public interest information in accordance with the PID Act.

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

3.13. *SAPOL* is the South Australian Police

3.14. For the purposes of the ICAC Act, misconduct or maladministration in public administration will be taken to be ***serious or systemic*** if the misconduct or maladministration —

3.14.1. is of such a significant nature that it would undermine public confidence in the relevant public authority, or in public administration generally; and

3.14.2. has significant implications for the relevant public authority or for public administration generally (rather than just for the individual public officer concerned).

Note: further information about serious or systemic misconduct or maladministration is available at the ICAC website: <https://icac.sa.gov.au/glossary>

4. POLICY STATEMENT

Prevention

4.1. The Council recognises that the occurrence of Fraud, Corruption, Misconduct and Maladministration will be more likely to prevail in the local government environment where opportunities exist for waste and abuse.

4.2. The Council also recognises that the most effective way to prevent the occurrence of Fraud, Corruption, Misconduct and Maladministration is to instil and continually reinforce a culture across the Council of acting lawfully, ethically and in a socially responsible manner, and to support this culture with the implementation of appropriate internal control mechanisms.

4.3. The Council further recognises the development and maintenance of a robust suite of internal controls and conducting review of risk assessments is another effective way to prevent the occurrence of Fraud, Corruption, Misconduct and Maladministration.

4.4. The Council expects Public Officers will assist in facilitating a sound ethical culture and preventing Fraud, Corruption, Misconduct and Maladministration by:

4.4.1. understanding the responsibilities of their positions;

4.4.2. familiarising themselves with Council policies and procedures and adhering to them;

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- 4.4.3.** understanding what behaviour constitutes Fraudulent or Corrupt conduct, Misconduct and/or Maladministration;
 - 4.4.4.** maintaining an awareness of the strategies that have been implemented by Council to minimise Fraud, Corruption, Misconduct and Maladministration;
 - 4.4.5.** being continuously vigilant to the potential for Fraud, Corruption, Misconduct and Maladministration to occur in the Council environment; and
 - 4.4.6.** reporting suspected or actual occurrences of Fraud, Corruption, Misconduct and Maladministration in accordance with Part 6 and 7 of this Policy.

5. EDUCATING FOR AWARENESS

- 5.1.** The Council recognises that the success and credibility of this Policy will largely depend upon how effectively it is communicated throughout the organisation and beyond.
- 5.2.** The Council will, therefore, from time to time take proactive steps towards ensuring that the wider community is aware of the Council's zero-tolerance stance towards Fraud, Corruption, Misconduct and Maladministration, including by:
 - 5.2.1.** promoting the Council's initiatives and policies regarding the control and prevention of Fraud, Corruption, Misconduct and Maladministration on the Council website and at Council offices;
 - 5.2.2.** referring to the Council's Fraud, Corruption, Misconduct and Maladministration initiatives in the Council's Annual Report; and
 - 5.2.3.** facilitating public access to all of the documents that constitute the Council's Fraud, Corruption, Misconduct and Maladministration framework, including those documents identified at clause 2.3 of this Policy.

6. REPORTING CORRUPTION, OR SYSTEMIC OR SERIOUS MISCONDUCT AND MALADMINISTRATION

6.1. Any Public Officer who has or acquires knowledge of actual or suspected Corruption, or Systematic or Serious Misconduct or Maladministration in the Council or in other public administration must report this information to the OPI as soon as practicable.

6.2. All reasonable suspicions of Corruption or Systematic or Serious Misconduct or Maladministration must be reported to the OPI in accordance with the Commissioner's reporting requirements as identified in the Commissioner's *Directions and Guidelines*.

6.2.1. A report to the OPI must be made using the online report form available at: <https://icac.sa.gov.au/opi>

Note: Particulars of what a report should include are available in the ICAC Directions and Guidelines.

6.3. When reporting actual or suspected Corruption, or Systematic or Serious Misconduct or Maladministration, in the Council or in other public administration, to the OPI under the ICAC Act, any requirements of other documents that form part of the Council's Fraud, Corruption, Misconduct and Maladministration Policy (including those documents identified as part of this Policy) should also, to the extent possible, be adhered to.

6.4. Nothing in this section is intended to prevent a Public Officer from reporting suspected Corruption or Systematic or Serious Misconduct or Maladministration in the Council or in other public administration to a Relevant Authority, like a Council's Responsible Officer, for the purposes of the PID Act. Such a disclosure may be protected under the PID Act and, if made to the Council's Responsible Officer, will be managed in accordance with the Council's Public Interest Disclosure Policy and Procedure. Public Officers are encouraged to have regard to the Council's *Public Interest Disclosure Procedure* when determining where to direct a disclosure.

6.5. Further information about reporting requirements is available at the ICAC website: <https://icac.sa.gov.au/>

7. REPORTING FRAUD, MISCONDUCT OR MALADMINISTRATION

7.1. Where an employee, council member, contractor or volunteer has or acquires knowledge of actual or suspected Fraud or other similar conduct that does not constitute Corruption or Systematic or Serious Misconduct or Maladministration (and is therefore not required to be reported to OPI), that knowledge should be reported to one of the Council's Responsible Officer(s). Such a disclosure may be

protected under the PID Act and will be managed in accordance with the Council's *Public Interest Disclosure Policy* and *Public Interest Disclosure Procedure*.

8. CONFIDENTIALITY AND PUBLICATION PROHIBITIONS

- 8.1.** A person who receives information knowing that the information is connected with a matter that forms or is the subject of a complaint, report, assessment, investigation, referral or evaluation under the ICAC Act must not disclose that information, other than in the limited circumstances set out in section 54(3) of the ICAC Act.
- 8.2.** A person must not, other than as authorised by the Commissioner or a court, publish or cause to be published any of the following:
- 8.2.1.** information tending to suggest that a particular person is, has been, may be, or may have been, the subject of a complaint, report, assessment, investigation or referral under the ICAC Act;
 - 8.2.2.** information that might enable a person who has made a complaint or report under the ICAC Act to be identified or located;
 - 8.2.3.** the fact that a person has made or may be about to make a complaint or report under the ICAC Act;
 - 8.2.4.** information that might enable a person who has given or may be about to give information or other evidence under the ICAC Act to be identified or located;
 - 8.2.5.** the fact that a person has given or may be about to give information or other evidence under this Act; or
 - 8.2.6.** any other information or evidence which the Commissioner has prohibited from publication.
- 8.3.** A failure to comply with the requirements in this part can constitute an offence.
- 8.4.** In addition to the requirements in this part, Public Officers should also be mindful of the confidentiality provisions in the Council's *Public Interest Disclosure Policy*.

9. ACTION BY THE CHIEF EXECUTIVE OFFICER

- 9.1.** Unless otherwise directed by OPI or SAPOL, the CEO or their delegate will investigate the alleged Corruption, Fraud, Misconduct or Maladministration occurred to determine the cause for the breakdown in controls and identify if any

recommendations as to changes in policies, procedures or internal controls should be made to the Council. The investigation should:

- 9.1.1.** occur as soon as practicable after the alleged incident; and
 - 9.1.2.** not impose on or detract from any investigation being undertaken by the OPI or SAPOL;
 - 9.1.3.** have regard to any recommendations in any report received from the Commissioner or SAPOL on the incident.
- 9.2.** The CEO or their delegate will, in directing the investigation and deciding whether and how to report on the investigation to Council, have regard to the provisions of the Public Interest Disclosure Policy, and any confidentiality requirements under the PID Act and/or ICAC Act.
- 9.3.** Action taken by the CEO or their delegate following an investigation into alleged Corruption, Fraud, Misconduct or Maladministration will follow all relevant legislative, policy and procedure requirements.

10. FALSE DISCLOSURE

- 10.1.** A person who knowingly makes a false disclosure or a false or misleading statement in a complaint or report will be guilty of an offence under the ICAC Act and the PID Act.

11. DELEGATIONS

- 11.1.** The Chief Executive Officer has the delegation to:
- 11.1.1.** Approve, amend and review any procedures that shall be consistent with this Policy; and
 - 11.1.2.** Make any formatting, nomenclature or other minor changes to the Policy during the period of its currency.

12. AVAILABILITY OF THE POLICY

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

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 April 2020
AGENDA BUSINESS ITEM**

Item: 12.11

Responsible Officer: Steven Watson
Governance & Risk Coordinator
Office of the Chief Executive

Subject: Review of Confidential Items

For: Decision

SUMMARY

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

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

RECOMMENDATION

DECISION 1

Council resolves that the report be received and noted.

DECISION 2

1. Pursuant to Section 91(7) of the *Local Government Act 1999*, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(d) of the Act:

- The Report of 07 May 2019, Item No. 19.1, Unsolicited Approach to Purchase Community Land

On the grounds that the document(s) (or part) relates to commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party.

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

DECISION 3

1. Pursuant to Section 91(7) of the *Local Government Act 1999*, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(d) of the Act:

- The Report of 22 August 2017, Item No. 19.1, Adelaide Hills Region Waste Management Authority Tender Landfill Compactor

On the grounds that the document(s) (or part) relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council and would, on balance, be contrary to the public interest.

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

DECISION 4

1. Pursuant to Section 91(7) of the *Local Government Act 1999*, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(b) of the Act:

- The Report of 01 August 2018, Item No. 7.1, Retirement Village Review

On the grounds that the document(s) (or part) relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council and would, on balance, be contrary to the public interest.

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

1. GOVERNANCE

➤ Strategic Management Plan/Council Policy

Goal	Organisational Sustainability
Strategy	Governance

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

➤ **Legal Implications**

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

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

To enable management of any order made under Section (90) a Confidential Orders Register is maintained.

➤ **Risk Management Implications**

Reviewing confidentiality orders assists with mitigating the risks of:

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

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

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

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

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

➤ **Financial and Resource Implications**

Not applicable

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

Not applicable

➤ **Sustainability Implications**

Not applicable

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

Council Committees: Not applicable

Council Workshops: Not applicable

Advisory Groups: Not applicable

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

External Agencies: Not applicable

Community: Not applicable

2. BACKGROUND

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

3. ANALYSIS

The Register of Confidential Items has been reviewed and there are three (3) items that require a new confidentiality order applied at this time. An extract of the register is attached (**Appendix 1**) which provides a summary of all existing confidential orders highlighting those orders that require new confidentiality provisions, as follows:

- ***No 343 – Unsolicited Approach to Purchase Community Land***

The Period of Confidentiality for this item concludes 07 May 2020.

'As such it is recommended this item remain in confidence for a further 12 months or until a further report is presented to Council for decision'.

- ***No 309 – Adelaide Hills Region Waste Management Authority Tender Landfill Compactor***

The Period of Confidentiality for this item concludes 04 June 2020.

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

- **No 331 – Retirement Village Review**

The Period of Confidentiality for this item concludes 31 July 2023.

This item has been partially released, although the item is due for an annual review given Council's original resolution detailed *'Until settlement with the exception of Clause 8 and Appendix 2 which shall be retained in confidence until 31 July 2023'*.

It is recommended that a new confidentiality order be applied and that the item *'Remain confidential until 31 July 2023'*.

4. OPTIONS

Council has the following options:

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

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

5. APPENDIX

- (1) Extract of Current Confidential Items Register

Appendix 1

Extract of Current Confidential Items Register

CONFIDENTIAL ITEMS REGISTER
28 APRIL 2020

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

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 April 2020
AGENDA BUSINESS ITEM**

Item: 12.12

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

Subject: Council Resolutions Update including 2 year update to
outstanding resolutions

For: Decision

SUMMARY

The Action List is updated each month by the responsible officer and outlines actions taken on resolutions passed at Council meetings. In some cases actions can take months or years to be completed due to the complexity and/or the level of influence Council has in the matter.

In March 2015, Council resolved that outstanding resolutions passed before 31 March 2013 would be the subject of a report outlining the reasons why the resolutions have not been completed, detailing what actions have been taken and an estimated date of completion.

While the above resolution referred to a date, the duration was two (2) years and the intent of the Council's resolution has been carried forward as a prudent accountability mechanism.

RECOMMENDATION

Council resolves:

1. That the report be received and noted
2. The following completed items be removed from the Action List:

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI
25/02/2020	Ordinary Council	28/20	Storm Water Management Grevillea Way Woodside	None declared
25/02/2020	Ordinary Council	29/20	Gumeracha Main Street Project	none declared
25/02/2020	Ordinary Council	33/20	Strategic Plan for Consultation	none declared
25/02/2020	Ordinary Council	37/20	Safe Environments Policy	none declared
24/03/2020	Ordinary Council	52/20	Petition Assessment of Trees in Mabel Street, Stirling	None declared
24/03/2020	Ordinary Council	54/20	MON Road Safety Warren Road & Martin Hill/Lucky Hit Road For	None declared
24/03/2020	Ordinary Council	57/20	GRFMA Annual Budget & Business Plan 2020 – 2021	None declared
24/03/2020	Ordinary Council	58/20	Election for GAROC 2020	None declared
24/03/2020	Ordinary Council	59/20	Nomination to Adelaide Cemeteries Authority Board	Material - Cr Mark Osterstock
24/03/2020	Ordinary Council	61/20	Mylor Community Survey Report	None declared

1. GOVERNANCE

➤ Strategic Management Plan/Council Policy

Goal Organisational Sustainability
Strategy Governance

The timely completion of Council resolutions assists in meeting legislative and good governance responsibilities and obligations.

➤ Legal Implications

Not applicable

➤ Risk Management Implications

Regular reporting on outstanding action items will assist in mitigating the risk of:

Actions arising from Council resolutions may not be completed in a timely manner

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

➤ **Financial and Resource Implications**

Not applicable

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

Not applicable

➤ **Sustainability Implications**

Not applicable

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

Not applicable

2. BACKGROUND

At its meeting of 24 March 2015 Council resolved:

That the CEO provides a report to the 28 April 2015 Council meeting in relation to outstanding resolutions passed before 31 March 2013 outlining the reasons why the resolutions have not been completed, detailing what actions have been taken and an estimated date of completion.

The contents of this report formed a workshop discussion with Council Members on 3 May 2017.

While the above resolution referred to a date, the duration was two (2) years and the intent of the Council's resolution has been carried forward as a prudent accountability mechanism.

3. ANALYSIS

The Action list has been updated to provide Council with information regarding outstanding actions. Completed resolutions are identified in the recommendation for removal from the Action List.

In total there are zero (0) uncompleted resolutions for which an update is required for Council.

4. OPTIONS

Council has the following options:

- I. Note the status of the outstanding items and the proposed actions
- II. Resolve that other actions are required.

5. APPENDIX

1. Action List

Appendix 1

Action List

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Status (for Council reporting)
22/03/2016	Ordinary Council	69/16	Land Acquisition Colonial Drive Norton Summit	None declared	Negotiate with the Anglican Church and CFS regarding the proposed boundary realignment and the preparation of preliminary plans	Terry Crackett	In Progress	20/04/2020	Final plans and valuation are being considered by the Anglican Church State Diocese and upon confirmation from them a report will be presented to Council for consideration. Council staff met with the State Diocese to discuss the matter and work through some of their queries. It is now in the hands of the State Diocese to present a formal position to Council for consideration. The Norton Summit Church has advised that they are actively working with the State Diocese to progress the matter. 13/2 - no further update from the Norton Summit Church
26/04/2016	Ordinary Council	83/16	Croft & Harris Road Precinct, Lenswood	None declared	2. That the Office for Recreation and Sport and Department of Planning, Transport and Infrastructure be approached to discuss any potential funding opportunities to undertake bituminising works up to where the bicycle access occurs. 3. That a further report be presented on potential road treatments for Croft Road Lenswood and the surrounding road network once additional data has been collected on peak traffic numbers generated through a major event and staff continue	Peter Bice	In Progress	16/04/2020	Following damage sustained in the recent fires, renewed conversations with Forestry SA and Bike SA are now underway to explore options. Sealing of Roads and Parking have been proposed as Priority Projects for funding with State and Federal Government.
24/05/2016	Ordinary Council	105/16	Land at Houghton Request to Purchase	None declared	The acquisition of the land described as CT 5363/842 and CT 5363/452 consisting of two parcels of land, one 819m2 the other 36m2 respectively, and currently owned by R J Day and B E Day for nil consideration. Council to pay all transfer fees, charges and GST that may be applied. To undertake a Section 210 process for the conversion of private road to public road for the land described as CT 5343/355 of 27m2 currently owned by Marinus Maughan and Alick Stephen Robinson. To negotiate and accept a transfer of the land described as CT 5343/354 of 476m2 from the City of Tea Tree Gully for nil consideration. To negotiate and accept a transfer or vesting of the land described as CT 5421/887 from the Department of Planning, Transport & Infrastructure for nil consideration.	Terry Crackett	In Progress	20/04/2020	The acquisition from RJ & BE Day has been completed and registered at the Lands Titles Office. Title for the land held by City of Tea Tree Gully has been reissued in the name of Adelaide Hills Council. The Section 210 process has been completed. The request to DPTI for the transfer of land has been made and DPTI have confirmed their agreement to transfer the land at no consideration subject to Council agreeing to declare the land as public road. Report to Council on 28 April 2020 to declare as Public Road.
24/01/2017	Ordinary Council	7/17	Cromer Cemetery Revocation of Community Land	None declared	a report be prepared and submitted to the Minister for Local Government seeking approval for the revocation of the community land classification of a portion of the land contained in Certificate of Title Volume 5880 Folio 219 identified in red on the plan attached as Appendix 1.	Terry Crackett	In Progress	20/04/2020	DEWNR have requested that the revocation be put on hold whilst they investigate the requirements to alter the trust affecting the land and undertake an assessment of the native vegetation on the land, this is likely to take some months. DEW advised on 4/12/18 that there are some impediments to the progression of the proposed boundary realignment due to the mining operations on the adjacent land, which are being negotiated with the Dept for Mining. Advice is that these negotiations could take considerable time (2yrs). In the interim, consideration will be given to the granting of a right of way to ensure that the cemetery has legal access. DEW staff member dealing with this matter has left DEW so there may be an extended delay whilst it is reallocated and assessed. 13/2 - DEW staff not in a position to progress further at this time until negotiations with Dept for Mining are complete
25/07/2017	Ordinary Council	155/17	Reserve Gifting Proposal - Dunnfield Estate, Mt To	Cr Linda Green (Material)	Subject to the approval of the land division variation application 473/D38/2011 by the Development Assessment Commission and the required Council engineering approvals for the infrastructure, being obtained: 1. That council accepts from Paul & Michele Edwards (the Developer), the donation of additional reserve land as described in Appendix 6 – Amended Plan of Division rev K dated 16.06.2017 Agenda Item 14.1, subject to the following conditions: The Council specified construction standards are met The cost of all works are to be met by the Developer The Developer enters into a legally binding Landscape Maintenance Agreement to agreed maintenance standards for a period of ten (10) years The landscaping works are completed within two (2) years from the date of final approval.	Peter Bice	In Progress	16/04/2020	The LMA has been finalised and distributed to the Developer for signing.

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Status (for Council reporting)
23/01/2018	Ordinary Council	4/18	Road Exchange - Mt Torrens Walking Loop	None declared	To issue a Road Process Order pursuant to the <i>Roads (Opening & Closing) Act 1991</i> to: Close and merge the land identified as "A" in Preliminary Plan No 17/0041 (<i>Appendix 1</i>) with Allotment comprising pieces 81 & 82 in Filed Plan No. 218134 comprised in Certificate of Title Volume 6025 Folio 732 owned by Brian Bruce Willison Open the land identified as "1" in Preliminary Plan No 17/0041 as public road being portion of Allotment comprising pieces 81 & 82 in Filed Plan No. 218134 comprised in Certificate of Title Volume 6025 Folio 732 owned by Brian Bruce Willison The closed road be excluded as Community Land pursuant to the Local Government Act 1999 To undertake the road exchange for nil consideration with the Council to pay all necessary costs to effect this resolution To authorise the Chief executive Officer (or delegate) to finalise and sign all necessary documentation to effect the road exchange and this resolution	Terry Crackett	In Progress	20/04/2020	Documents have been executed by Council and returned to the Conveyancer for lodgement with the Surveyor-General. Awaiting confirmation of completion from Surveyor-General. Documents are in the process of being re-executed for the lodgement with the Surveyor-General
27/02/2018	Ordinary Council	31/18	Arts & Heritage Hub	None declared	That the report be received and noted. That the Business Development Framework for the establishment of an Arts and Heritage Hub in the Old Woollen Mill at Lobethal, contained in Appendix 1, be noted. That the Administration proceeds with the establishment of an Arts and Heritage Hub using the Business Development Framework as a guide. That the development of a Hub Evaluation Framework, as envisaged in the Business Development Framework, occur as early as possible and include key performance and results targets, and mechanisms for review of the implementation by Council to ensure alignment with budget allocations and strategic objectives. That \$50,000 be allocated to the 2017-18 Operating Budget from the Chief Executive Officer's contingency provision to enable the initial actions to be taken. The CEO provides a progress report on the implementation of the Business Development Framework within 6 months from the date of appointment of the Director.	David Waters	In Progress	20/04/2020	Items 1, 2, 3, and 5 are complete. A draft Evaluation Framework (item 4) has been completed and is ready to be presented to the Executive Leadership Team
27/02/2018	Ordinary Council	57/18	Confidential Item - AH Swimming Centre Shade Sa	None declared	As per confidential minute	Terry Crackett	In Progress	20/04/2020	Matter being progressed per resolution
27/02/2018	Ordinary Council	58/18	AH Swimming Centre Shade Sail - Period of Confid	None declared	that an order be made under the provisions of sections 91(7) and (9) of the <i>Local Government Act 1999</i> that the report and the minutes of Council and the discussion and considerations of the subject matter be retained in confidence until the matter is determined but not longer than 12 months. Pursuant to section 91(9)(c) of the <i>Local Government Act 1999</i> , Council delegates the power to revoke the confidentiality order	Terry Crackett	In Progress	20/04/2020	Progressing per confidential minutes

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Status (for Council reporting)
28/08/2018	Ordinary Council	200/18	Proposal to enter 11 AHC Reserves into Heritage A	None declared	<ol style="list-style-type: none"> That the report be received and noted. That the Biodiversity Officer be authorised to enter: Doris Coulls Reserve, 152 Old Mt Barker Road, Aldgate; Heathfield Waste Facility, 32 Scott Creed Road, Heathfield; Kiley Reserve, 15 Kiley Road, Aldgate; Shanks Reserve, 1 Shanks Road, Aldgate; Stock Reserve, Stock Road, Mylor; Leslie Creek Reserve, Leslie Creek Road, Mylor; Mi Mi Reserve, 125 Aldgate Valley Road, Mylor; Aldgate Valley 2 Reserve, 114 Aldgate Valley Road, Mylor; Kyle Road Nature Reserve, Kyle Road, Mylor; Carey Gully Water Reserve, Deviation Road, Carey Gully; Heathfield Stone Reserve, 215 Longwood Road, Heathfield; Mylor Parklands, Mylor all being of significant biodiversity value, into Heritage Agreements. That the Heritage Agreements retain the existing dog access arrangements in place for each of those reserves. 	Peter Bice	In Progress	8/04/2020	<p>Heritage Agreement applications lodged for:</p> <p>Following CTs (13/11/18) TRIM reference OC 18/16631</p> <ul style="list-style-type: none"> Doris Coulls Reserve, 152 Old Mt Barker Road, Aldgate Heathfield Waste Facility, 32 Scott Creed Road, Heathfield Kiley Reserve, 15 Kiley Road, Aldgate Shanks Reserve, 1 Shanks Road, Aldgate Kyle Road Nature Reserve, Kyle Road, Mylor <p>Following CRs (27/11/18) TRIM reference OC18/17474</p> <ul style="list-style-type: none"> Leslie Creek Reserve, Leslie Creek Road, Mylor Aldgate Valley 2 Reserve, 114 Aldgate Valley Road, Mylor Mylor Parklands, Stock Road, Mylor
28/08/2018	Ordinary Council	203/18	Community Wastewater Management Systems Re	Cr Andrew Stratford (Material), Cr Linda Green (Material), Cr Malcolm Herrmann (Material)	<p>The report be received and noted. The CEO undertakes a request for tender process for the divestment of Council's CWMS assets to inform Council's decision to sell or retain these assets. The resolution to undertake a request for tender process is subject to there being no matters of material impact identified through further due diligence and request for tender preparation activities, as determined by the CEO. Subject to Council resolving to proceed to a request for tender for the divestment of Council's CWMS assets, the CEO be delegated to prepare and approve an evaluation plan for the purposes of assessing responses received including but not limited to the following criteria: CWMS customer pricing and fees; Sale price for CWMS assets; Respondents financial capacity; Respondents operational capacity and capability; Network investment and expansion. That ongoing analysis be undertaken on continued Council ownership of CWMS assets for request for tender comparison purposes to inform future decision making. The Prudential Review Report and the Probity Report be received and noted. The Council acknowledges that whilst S48 of the Local Government Act 1999 does not require a prudential review to be undertaken, the report in relation to this project is consistent with the provisions of S48. The</p>	Peter Bice	In Progress	7/04/2020	<p>In collaboration with project partners currently progressing with preparation of request for expression of interest tender process and documentation.</p> <p>Commercial advisory services have been engaged to ensure the approach to market is undertaken in such a manner to maximise return.</p> <p>Council staff continue to work with project partners towards request for tender release forecast to be in March/April 2020.</p>
11/09/2018	Special Council	229/18	Road Exchange McBeath Drive, Skye Horsnell Gully	None declared	<p>In accordance with sections 12 and 15 of the Roads (Opening and Closing) Act 1991, as regards the land within the Adelaide Hills Council area, enter into an Agreement for Exchange with Boral Resources (SA) Ltd and issue a Road Process Order to open as road portions of Section 906 Hundred of Adelaide numbered "1", "2" and "3" on Preliminary Plan No. 17/0066 (Appendix 1) and in exchange to close portions of McBeath Drive marked "A", "B", "C" and "D" on Preliminary Plan No. 17/0066, subject to the following: Boral Resources (SA) Ltd agreeing to pay all costs associated with the road exchange process including but not limited to all survey, valuation and reasonable legal costs; Boral Resources (SA) Ltd agreeing to pay all costs associated with a Council boundary adjustment between Adelaide Hills Council and the City of Burnside to rectify the resulting Council boundary anomaly from the road exchange process. The closed road is excluded as Community Land pursuant to the Local Government Act 1999. Council approves the sale of the differential between the total area of closed road and the total area of opened road of approximately 1,242m² to Boral Resources (SA) Ltd for the amount of \$6,210 as determined by an independent valuation. Subject to the successful completion of the road exchange process, Council undertakes a process in conjunction with the City of Burnside to realign the local government boundary along the</p>	Terry Crackett	In Progress	20/04/2020	<p>Road exchange documentation has been executed and provided to Boral for lodgement with the Surveyor-General. Submission has been prepared and lodged with the Boundaries Commission jointly on behalf of the City of Burnside and Adelaide Hills Council. The Boundaries Commission has agreed to investigate the proposal and that process is underway. Further feedback has been provided to the Boundaries Commission to progress. Boral are negotiating a Land Management Agreement with the State Government which has delayed the completion of the land division and road exchange 13/2 - Boral negotiating works deed with another authority and not yet finalised, land division and boundary realignment can not progress until that is completed</p>

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Status (for Council reporting)
11/09/2018	Special Council	232/18	Revocation of Community Land – Bridgewater Retirement Village	None declared	To commence a process to revoke the Community Land classification of the land located on the corner of Mt Barker Road and Second Avenue Bridgewater known as 511 Mt Barker Road Bridgewater contained in Certificate of Title Volume 5488 Folio 788 (Land) on which a portion of the Bridgewater Retirement Village is located by: Preparing a report as required under section 194(2)(a) of the Local Government Act 1999 and making it publicly available. Undertaking consultation in accordance with its Public Consultation Policy as required under section 194(2)(b) of the Local Government Act 1999. To commence a process to vary the charitable trust affecting the Land by investigating land parcels owned by the Adelaide Hills Council, including Carripook Park, Candlebark Reserve and Vincent Playground Reserve, that may be suitable for the development of a landscaped garden for the benefit of the community and for the construction of a memorial to the Ash Wednesday Bushfires of 1983 as contemplated by the charitable trust over the Land and invite community suggestions and	Terry Crackett	In Progress	20/04/2020	Initial consultation to identify possible locations for the establishment of a garden and memorial concluded on 28 January 2019 with only one submission received being a suggestion from the Retirement Village residents to investigate Carripook Park as their preferred option. Council, at the meeting of 27 August 2019, approved Carripook Park as the location to vary the trust to. Community consultation is open and runs until 20th December 2020. A report is being presented to Council at the January meeting 9/3 - road closure complete and drafting of trust variation scheme progressing
11/09/2018	Special Council	238/18	Ashton Landfill – Confidential Item	None declared	Until 10 September 2019. Pursuant to section 91(9)(c) of the <i>Local Government Act 1999</i> , Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer. Refer to confidential minute	Peter Bice	In Progress	7/04/2020	Matter continues to be progressed. Further update will be provided when a material change occurs.
26/03/2019	Ordinary Council	70/19	Aboriginal Place Naming	Nil	That advice on the potential for Aboriginal place naming be sought from the Reconciliation Working Group, including a proposed approach for progressive implementation	David Waters	In Progress	23/04/2020	This matter will be worked through with the Reconciliation Working Group. It is likely to take some time to work through this matter.
26/03/2019	Ordinary Council	77/19	Randell's Cottages, Beavis Court, Gumeracha	None declared	That, acknowledging that a land division in Watershed (Primary Production) is non-complying, an initial approach be made to the State Commission Assessment Panel to determine the possibility of a land division to create a separate allotment for the potentially local heritage listed building located at 1 Beavis Court, Gumeracha known as Randell's Cottages being supported. That subject to the response from the State Commission Assessment Panel, a Development Application be lodged for a non-complying land division. That, if a land division is not supported, an expression of interest (EOI) process be undertaken in respect of the local heritage listed building located at 1 Beavis Court, Gumeracha known as Randell's Cottages to determine any interest in restoring the building for tourism or other purpose (other than long term residential) under a long term lease arrangement. That the CEO be delegated to prepare the necessary	Terry Crackett	In Progress	20/04/2020	The land sits within the Environmental Food Protection Area and proposed use is not supported. An application will be made to DPTI for a review once the Minister announces the review, likely to be in mid 2020. Subject to a removal of the land from the EFPA, a development application will then be lodged for the division of the cottages (noting that it will be a non-complying development) 13/2 - no further update
26/03/2019	Ordinary Council	78/19	Scott Creek Cemetery Reserve Fund	None declared	That the reserve funds held in relation to the Scott Creek Cemetery be expended to achieve the following outcomes: Marking of unmarked graves with a small and simple identification piece detailing the name and date of death of the deceased; Installation of a single plaque with the names of the deceased who are buried in unmarked graves where the exact location of the graves is unknown; Renewal of existing gravel driveways; and Creation/extension of driveways to facilitate expansion of the cemetery	Terry Crackett	In Progress	20/04/2020	Investigations as to options for marking of graves has commenced and once collated, Council staff have met with the Scott Creek Progress Association Committee to progress. Construction of concrete plinths are progressing and plaques will be finalised for installation
7/05/2019	Special Council	94/19	Stonehenge Reserve Masterplan Update and Findings	None declared	That the report be received and noted. To not proceed with any of the masterplanning options at Stonehenge Reserve at this point in time. To proceed with resurfacing works at both the Stonehenge Reserve and Heathfield sites. To delegate to the CEO to seek variations and finalise arrangements to the grant funding agreements with the Office for Recreation, Sport & Racing, and Tennis SA that allow new court construction at alternative sites. The CEO to report back to Council on those finalised arrangements. To notify those who have registered through the Stonehenge Reserve Project's engagement site of the outcome of	Peter Bice	In Progress	14/04/2020	Administration have begun discussions with the Office for Recreation, Sport & Racing and Tennis SA regarding a variation to the grant funding agreement that allows new court construction at an alternative site.

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Status (for Council reporting)
7/05/2019	Special Council	104/19	Unsolicited Approach to Purchase Community Lan	None declared	that the report, related attachments and the minutes of Council and the discussion and considerations of the subject matter be retained in confidence until the matter is further presented to	Terry Crackett	In Progress	20/04/2020	
25/06/2019	Ordinary Council	158/19	Boundary Reform - Approval to Explore	None declared	That the report be received and noted.To note that correspondence will be sent to the residents of Woodforde and Rostrevor (in the Council area) inviting them to a community meeting to discuss the boundary reform process and the status of the Campbelltown City Council proposal.That in relation to strategic boundary reform:Approve the engagement of a consultant to undertake a high level review of Council's boundaries to identify boundary reform options.Once the review has been undertaken and boundary reform options identified, that a workshop be held with the Elected Body (confidential if necessary) whereby the outcomes of the subject review can be presented prior to a formal report to council for consideration.	Andrew Aitken	In Progress	23/04/2020	Rec 2: Updated correspondence was sent to Woodforde and Rostrevor residents regarding the community meeting - COMPLETED Rec 3(1): C.L. Rowe & Associates engaged to conduct the Strategic Boundary Review - COMPLETED Rec 3(2): Workshop conducted on 17 March 2020, Inform Engagement with neighbouring council Mayors and CEOs (delayed due to COVID-19) with Council report to follow.
25/06/2019	Ordinary Council	173/19	Library Services Review	None declared	That the report be received and noted.That the Administration proceed with the replacement of the mobile library as per the provision in the 2018-19 Capital Works Budget and the Long Term Financial Plan as budgeted for in the 2018/19 Annual Business Plan, with the Council noting that the budget will need to be carried forward into 2019-20.That a Library Services Strategy be developed during 2019-20.That Council consults with the community on any changes to operating hours and services.	David Waters	In Progress	20/04/2020	Tenders for Mobile Library received and being assessed. Development of the library services strategy is resuming following COVID-19 interruptions.
23/07/2019	Ordinary Council	188/19	LED Street Lighting Upgrade	None declared	That the report be received and noted.To approve an increase of \$365k in Council's 2019/20 capital budget to commence the transition of 900 P – category public streetlights to LED with the funding source to be recommended to Council at its next budget review.That Council engage SAPN to commence the changeover of P-Category lights to LED public lighting on Council roads and that authority is given to the CEO to finalise a contract with SAPN and sign that agreement.That Council enter into a PLC tariff agreement for public lighting with SAPN until 30 June 2020 and subsequently move to the tariff set by the Australian Energy Regulator from July 2020.That Council continues to liaise with SAPN and DPTI on the changeover of Council public lighting on roads under the care and control of the State Government.That a further report be provided to Council on the outcome of the continued discussions with SAPN and DPTI.	Peter Bice	In Progress	7/04/2020	Validation of current Council light on state government roads being undertaken . DPTI request for all new lights to be V3 or V4 standard for DPTI roads. Meeting with DPTI and SAPN undertaken to discuss main road requirements. Assessment of requirements being investigated. Phase One roll-out of P Category street lights on Council roads has been completed. SAPN Letter of Offer accepted. Hardware supplier agreed and notified. SAPN final contract offer being reviewed. Procurement process for hardware installation has commenced. Subject to availability of hardware, installation on site is proposed to commence prior to the end of the calander year. Follow-up contact made with SAPN to progress contract and management of roll-out including any design work, communications and project management.
27/08/2019	Ordinary Council	223/19	Review of Primary Produciton Incentive Grant Fun	None declared	1. That the report be received and noted. 2. That the Primary Production Incentive Grant be discontinued and the balance of the funds be redirected to community education on rural land management issues and European Wasp control for the benefit of the primary production sector.	Marc Salver	In Progress	14/04/2020	Topics for education of the community on rural land management issues have been identified by the RLMAG its recent meetings. Staff will now prepare relevant material in this regard to put on Council's media channels. Further, wasp eradication numbers to date have been low and therefore none of these funds are anticipated to be used for this purpose.

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Status (for Council reporting)
17/09/2019	Special Council	239/19	Circular Procurement Pilot Project	None declared	Council resolves:That the report be received and noted.To approve participation in the Circular Procurement Pilot Project.That the Chief Executive Officer be authorised to execute the Memorandum of Understanding as contained in Appendix 1 of this report.That the Council endorses, in principle, the following targets:subject to the procurement needs and requirements of Council in 2020/21 purchasing recycled plastic products or materials equivalent to 10% of the weight of plastic collected within the Council area, which is equivalent to approximately 25 tonnes based on 2017/18 data.subject to the procurement needs and requirements of Council, commencing in 2021/22 Council will incrementally increase its purchasing of recycled plastic products or materials thereafter until it is equivalent to 50% of the weight of plastic collected within the Council area, which is equivalent to 124 tonnes based on 2017/18 data.That a report be provided to Council in early 2021/22 providing an update on the Council's participation in the Circular Procurement Pilot Project for the period 2020/21.	Peter Bice	In Progress	7/04/2020	The Circular Procurement Project is now underway, and the Memorandum of Understanding has been executed. Amendments to Council's procurement processes has been completed to provide effect to Council's participation in the Circular Procurement trial. Staff training in the Circular Procurement Project has been undertaken.
24/09/2019	Ordinary Council	252/19	Kenton Valley War Memorial Park	None declared	That the report be received and notedThat no further action be taken at this time to progress the revocation of community land classification for the land located at the intersection of Kenton Valley and Burfords Hill Roads known as the Kenton Valley War Memorial Park, being Allotment 64 in Filed Plan No. 155479 contained in Certificate of Title Volume 5718 Folio 775 ("Land")That Council staff provide assistance to the proposed community group to form plans for the use and maintenance of the Land within existing budget and resources, including assistance to identify grant opportunities that may be available to the groupA review be undertaken with the community working group in 12 months and an update report be provided to Council by 31 December 2020.	Terry Crackett	In Progress	20/04/2020	No action required until August 2020. Working Group notified of Council's decision.
24/09/2019	Ordinary Council	253/19	Oakbank Soldiers Memorial Hall	None declared	That the report be received and notedThat the Council provides financial and administrative assistance to the Oakbank Soldiers Memorial Hall Inc ("Association") to make an application to the Supreme Court for a trust variation scheme to vary the charitable trust that exists over the Oakbank Soldiers Memorial Hall ("OSM Hall") located at 210 Onkaparinga Valley Road Oakbank contained in Certificate of Title Volume 5846 Folio 513.That the Council and the Association enter into a binding agreement regarding the level of financial and administrative support being provided, to a maximum of \$40,000, to undertake the trust variation scheme, and land division if deemed financially viable, with all agreed financial and administrative support to be reimbursed to Council upon sale of the OSM Hall.That the Council agree to enter into a trust variation scheme that would result in the trust being varied from the OSM Hall to the Council owned Balhannah Soldiers Memorial Hall ("BSM Hall") that would bind the BSM Hall to be held in perpetuity as a Memorial Hall in memory of the residents of the township and district of Oakbank who enlisted for and made the supreme sacrifice in the Great War 1914 - 1918 and preserve the same upon trust for the general benefit of the residents of the township of Oakbank and district, and including the Balhannah township and district, and accept monies from the Association to be held on trust for that purpose. 5. That the Mayor and CEO be authorised to sign all necessary documents, including affixing the common seal, to give effect to this resolution	Terry Crackett	In Progress	20/04/2020	Initial discussions held with the Balhannah Soldiers Memorial Hall Committee about the proposal. Oakbank Soldiers Memorial Hall Committee has undertaken additional notification of the proposal with the Oakbank community. Council has received some contact from community members raising some concerns about the proposal. It has been requested that the committee hold a community meeting to enable community members to express their concerns. 13/2 - meeting has been held with the committee and their lawyers to progress. Community meeting being arranged with the assistance of Council's communications team 20/4 - community meeting was unable to progress due to Covid19 situation. An alternate means of consultation is being investigated.

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Status (for Council reporting)
22/10/2019	Ordinary Council	244/19	MON (Cr Parkin) Publishing Recordings of Council	None declared	I move that Council resolves to request the Chief Executive Officer to provide a report to a future Council meeting on the practices of Australian local government entities for publishing Council Meeting audio recordings on their websites with a view to assessing the risks and benefits of adopting this practice at Adelaide Hills Council.	Andrew Aitken	In Progress	23/04/2020	Report will be produced for the May 2020 meeting albeit the proposal has been overtaken by the current electronic participation arrangements.
22/10/2019	Ordinary Council	247/19	Local Heritage Grant Fund	None declared	That the report be received and noted.To approve the Local Heritage Grant Fund Guidelines Procedure as detailed in <i>Appendix 1</i> of this report subject to inclusion of the following sentence at the end of the definition of Conservation Works in Section 4.2 of the Procedure - "The Grant Funds may be used to cover some of the costs (up to \$1,000) for obtaining professional advice from a heritage architect or tradesperson for the proposed works to be undertaken as part of the grant application."That the Chief Executive Officer be authorised to make minor amendments, not affecting the intent of the Guidelines or the Fund, as required from time to time.That recommendations for successful grant recipients be reported to Council for consideration before any grants are awarded.That any remaining grant funds in a particular financial year be rolled over to the next financial year over the intended 3 year life of the Grant Fund.	Marc Salver	In Progress	14/04/2020	At the request of a number of potential applicants, the closing date was extended to 21 February 2020. Eight applications have been received and staff have reviewed these with Council's Local Heritage Advisor. As a result, additional information is being sought from some of the applicants. The recommendations will then be reported to Council for consideration at its meeting in May.
22/10/2019	Ordinary Council	249/19	Crown Land Review	None declared	That the report be received and notedThat Council commence a community land revocation process in relation to the following land: CR 5752/186, Lot 32 Fullgrabe Road, CrafersCR 5753/725, Section 1609 Illert Road, Mylor CR 5753/729, Section 1657 Scott Creek Road, Scott CreekCR 5753/741, Sections 53 and 54 Sandy Waterhole Road, WoodsideCR 5753/742, Section 547 Schuberts Road, LobethalCR 5753/744, Section 553 Pedare Park Road, WoodsideCR 5753/745, Section 556 Tiers Road, WoodsideCR 5753/746, Section 565 Old Carey Gully Road, StirlingCR 5753/751, Section 489 Chapman Road, InglewoodCR 5753/754, Section 511 North East Road, Inglewood CR 5753/758, Section 262 Reserve Road, ForretonCR 5763/631, Section 1591 Silver Road, BridgewaterCR 5763/634, Section 71 Magarey Road, Mount TorrensCR 5763/635, Section 72 Magarey Road, Mount TorrensCR 5763/636, Section 84 Forreton Road, ForretonCR 6142/329, Lot 501 Greenhill Road, BalhannahCR 5926/487, Lot 20 Bell Springs Road, CharlestonCR 5753/718.	Terry Crackett	In Progress	20/04/2020	Consultation Report is being prepared prior to going for community consultation
22/10/2019	Ordinary Council	250/19	Road Reserve adj Piccadilly Road Piccadilly	None declared	That the report be received and noted.To make a Road Process Order pursuant to the <i>Roads (Opening & Closing) Act 1991</i> to close the piece of land identified as "A" in the Preliminary Plan attached to this report.Subject to the closure of the road identified in the Preliminary Plan attached, that:The closed road be included as Community Land dedicated as Civic Purpose pursuant to the <i>Local Government Act 1999</i> ; andThe piece marked "A" be retained by Council as reserve Authorise the Chief Executive to finalise and sign all necessary documentation to close and retain the above portion of closed road pursuant to this resolution	Terry Crackett	In Progress	20/04/2020	Final documentation and plans are being progressed with the surveyor and Surveyor-General
26/11/2019	Ordinary Council	277/19	MON Water Usage from Bores	None declared	1. That the CEO investigates any circumstances where Council provides water to or receives water from a person/organisation. 2. Following the investigation, a report detailing, among other things, any contractual arrangements, costs, risks and liabilities, be provided to Council by 30 April 2020	Terry Crackett	In Progress	20/04/2020	Investigations as to various arrangements is being undertaken

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Status (for Council reporting)
26/11/2019	Ordinary Council	278/19	Pomona Road Bike Trial	Perceived - Cr Leith Mudge	That the report be received and noted. Allow the Pomona BMX Track to remain in place for the Community, and suggested improvements be reviewed by staff and considered as part of future Annual Business Planning processes	Peter Bice	In Progress	14/04/2020	Council resolved at its meeting on 26 November 2019 to allow the Pomona BMX Track to remain in place for the Community, and suggested improvements be reviewed by staff and considered as part of future Annual Business Planning processes. A water meter has been ordered and will be installed by SA Water
17/12/2019	Ordinary Council	309/19	Mylor BMX Bike Track	Perceived - Cr Leith Mudge	1. That the report be received and noted. 2. That broad community consultation be undertaken in accordance with the consultation plan set out in this report 3. That, following completion of community consultation and further investigations by Council staff, a further report is presented to Council for consideration. 4. That consultation excludes any areas identified in the Community Land Management Plans as being for conservation purposes in the Mylor Parklands as a site considered for any potential BMX track in the Mylor region 5. To reaffirm its commitment to the Heritage Agreement application in its current form, which is in progress for the Mylor Parklands 6. To thank all community groups and volunteers who have contributed to the preservation and conservation of the Mylor Parklands over many years 7. That compliance action be taken to stop further illegal use in Mylor Parklands, signs be placed informing visitors appropriately of activities that are, and are not, allowed in accordance with Community Land Management Plans.	Peter Bice	In Progress	8/04/2020	Consultation Plan 1. February Signage erected for Parklands 2. Better to wider community / incl. local stakeholders to alert them of the process + update EHQ site enable people to engage through this 3. Meet with groups individually to bring people into process and set the context + Get representatives from three groups 4. March Commence working group. The aim is to: understand what is important to each group, what could future look like and develop some design principles 5. April/ May Wider consultation with community invited to see proposals 6. May/ June Report to council on consultation outcomes Some delays to this plan given the Covid19 situation. Email sent on the 8/4/2020 to Mylor Parklands Bushcare Group to thank the volunteers who have contributed to the preservation and conservation of the Mylor Parklands over many years.
17/12/2019	Ordinary Council	311/19	MON Range Road South, Houghton, Pedestrian M	None declared	I move that the CEO liaises with the CEO of the City of Tea Tree Gully and users, and investigate how pedestrian movement can be improved on Range Road South, Houghton and provide a	Peter Bice	In Progress	16/04/2020	Staff from AHC and TTG collaborated on an assessment and the subsequent report is planned for the Council Meeting Agenda in April 2020. as per discussion with Cr Hermann
17/12/2019	Ordinary Council	312/19	Community Energy Program	Material - Cr Linda Green Perceived - Cr Ian Bailey, Cr Nathan Daniell, Cr Chris Grant, Cr Leith Mudge, Cr	That the reports be received and noted That resources developed under the Community Energy Program will be published for use by the community, industry and local government sector, and Council involvement be wound up (Option 2).	Peter Bice	In Progress	7/04/2020	The resources are still being developed and are likely to be completed in April 2020.
17/12/2019	Ordinary Council	314/19	Road Exchange Montacute Road Montacute	None declared	1. That the report be received and noted 2. To execute under seal a Deed of Assignment of Rights to Occupation to bring land identified as proposed Allotment 11 in DP 72622 under the <i>Real Property Act 1886</i> 3. To, in conjunction with Giuseppe Meccariello, Filomena Sanche, Vincenzo Meccariello and Telstra Corporation Ltd, undertake the road widening process in accordance with the plan attached as Appendix 2, to vest allotments 12 and 14 as public road for nil consideration 4. The road to be closed as identified as "A" in Preliminary Plan 05/0056 be excluded as Community Land pursuant to the Local Government Act 1999 5. To authorise the Chief Executive Officer and Mayor to finalise and sign all documentation, including under seal if necessary, to give effect to this resolution.	Terry Crackett	In Progress	21/04/2020	8/1/2020 - Preparing documents for Council execution 10/2/2020 - Documents executed by Mayor and CEO - returned to Clelands Lawyers for signing by Meccariello family and lodgement with LTO 9/3/2020 - awaiting completion of NUA land process 21/4/2020 - Surveyors Updating Plans. Awaiting completion of NUA land process.
28/01/2020	Ordinary Council	7/20	Citizen of the Year Location	None declared	That the Administration explores the feasibility of rotating the presentation of Citizen of the Year throughout the Council area, commencing January 2021. That the location be influenced by where the recipient of the Citizen of the Year is from. That Council recognises that this presentation is a celebration of citizens who make an enormous contribution to the Adelaide Hills community and recipients should be able to be recognised within the local community which has nominated them.	David Waters	In Progress	9/04/2020	Staff anticipate bringing options to the Council for consideration at the May 2020 meeting.

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Status (for Council reporting)
28/01/2020	Ordinary Council	11/20	Revocation of Community Land - Bridgewater Reti	None declared	That the report be received and notedSubject to the Supreme Court issuing an order granting approval for a trust variation scheme, a report be prepared and submitted to the Minister for Planning seeking approval to revoke the community land classification of Allotment 220 in Filed Plan No. 8131 known as 511 Mount Barker Road Bridgewater.The Mayor and CEO be authorised to sign all necessary documentation to give effect to this resolution.	Terry Crackett	In Progress	20/04/2020	Application to the Minister for Planning will be made once the trust variation scheme has been approved by the Supreme Court
28/01/2020	Ordinary Council	12/20	Naming of Houghton Village Green	None declared	That the report be received and notedTo name of the reserve bounded by Horn, Blackhill and Lower North East Road, Houghton as the "Houghton Square" To notify all relevant government authorities of the naming of the reserveTo erect a sign on the reserve identifying the name of the reserve, consistent with the updated Council branded signage used at Wooragee & Bushland Park 5. To install a plaque on the site acknowledging the significant contribution Mr & Mrs Day made to its redevelopment and beautification program and their subsequent donation of the land	Terry Crackett	In Progress	9/03/2020	Council staff met with Mr Day to discuss the proposed plaque. Mr Day declined the offer for a plaque acknowledging his development and gift of the reserve. Installation of the sign is being progressed.
28/01/2020	Ordinary Council	13/20	Road Closure adj 307 Scott Creek Road Longwood	None declared	1. That the report be received and noted 2. To make a Road Process Order pursuant to the <i>Roads (Opening & Closing) Act 1991</i> to close and merge the pieces of land identified as "A" in the Preliminary Plan No. 19/0047 attached to this report with Allotment 61 in Filed Plan No. 159338 comprised in Certificate of Title Volume 5776 Folio 896. 3. Subject to the closure of the road identified in the Preliminary Plan attached, that:The closed road be excluded as Community Land pursuant to the <i>Local Government Act 1999</i> ; andThe piece marked "A" be sold to Mr Paul Reed, the owner of the property with which it is merging for the amount of \$69,500 plus GST (if applicable) and all fees and charges associated with the road closure process. 4. Authorise the Chief Executive to finalise and sign all	Terry Crackett	In Progress	20/04/2020	Final survey plans and documents are being progressed. 21/4 - Final Plans have been executed, and are with the Surveyor for lodgement with the Surveyor-General's office. Payment of the road closure value has been invoiced, and currently awaiting payment.
28/01/2020	Ordinary Council	16/20	CEO PRP Independent Membership	None declared	That the report be received and noted That in relation to the CEO Performance Review Panel:To undertake a recruitment process for the selection of one Independent Ordinary Member for the CEO Performance Review Panel for a term of 24 months, indicatively commencing 1 March 2020.To appoint Cr Mark Osterstock & Cr Kirsty Parkin and the Executive Manager Organisational Development as members of the CEO Performance Review Panel Independent Member Selection Panel.	Andrew Aitken	In Progress	23/04/2020	Advertisements placed. Expressions of interest closed on 20 February 2020. Selection Panel has been convened shortlist however COVID-19 restrictions have impacted the process. The CEO PRP has recommended a deferral of the process and this will be in a report to the April 2020 Council meeting.
28/01/2020	Ordinary Council	19/20	Natural Disaster Provision	None declared	The CEO provide information to a 20/21 budget workshop that reviews the appropriateness of the current \$3m provision established to meet costs associated with natural disasters.	Terry Crackett	In Progress	23/04/2020	Included in Workshop agenda originally scheduled for 27 & 28 March 2020. Will be reconsidered as part of revised 2020-21 Annual Business Plan and Budget timetable.
25/02/2020	Ordinary Council	27/20	MON Bushfire Recovery - Lobethal	None declared	That the CEO provides a report on implementing the issues raised by Mr Lynton Vonow representing the Lobethal Community Association at the Council meeting held on 28 January 2020 vizprovide a fresh avenue of trees along Woodside Road leading into Lobethalprovide a subsidy program to assist businesses put a fresh coat of paint on their buildings, replace signageMr Vonow also raised the matter of holding a possible "Healing of the Land" ceremony near the bottom lake. The advice of the Adelaide Hills Reconciliation Working Group should be sought during the investigation. Should the findings have financial implications, the report should inform the budget workshop on 27-28 March 2020.	David Waters	In Progress	23/04/2020	The specific proposals raised were discussed in the CCBF Recovery Report contained in the 24 March 2020 agenda. The Council workshop envisaged in the resolution did not proceed due to COVID-19 impacts. The ideas will instead be considered among other Bushfire Recovery priorities as part of the budget build.

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Status (for Council reporting)
25/02/2020	Ordinary Council	28/20	Storm Water Management Grevillea Way Woodside	None declared	That the CEO investigates storm water management in Grevillea Way Woodside and provides information for consideration with the preparation of the 2020/21 draft budget workshop on 27/28 March 2020.	Peter Bice	Completed	16/04/2020	Council staff have included assessment and design as part of 2020/21 Annual Business Plan.
25/02/2020	Ordinary Council	29/20	Gumeracha Main Street Project	none declared	That the report be received and noted. That the Detailed Design for streetscape improvements for Albert Street, Gumeracha be endorsed with the middle protuberance being option 2 which is between 20B & 27 Albert Street.	Peter Bice	Completed	10/03/2020	Detailed design has been adopted and will be tendered for construction.
25/02/2020	Ordinary Council	30/20	West Street Mylor	none declared	Council resolves: 1. That the report be received and noted 2. To approve an increase in the 2019/20 capital expenditure budget by \$162k and fund the upfront cost of designing and constructing West Street Mylor including associated stormwater works 3. That Council recoup the costs of up to \$54k by entering into Infrastructure Agreements with the affected landowners along West Street Mylor, to a maximum value of \$9k each. That Council will not commence these works until such time as	Peter Bice	In Progress	9/04/2020	Project staff are proceeding to tender phase of this project whilst planning staff complete the infrastructure agreements.
25/02/2020	Ordinary Council	33/20	Strategic Plan for Consultation	none declared A report on the consultation outcomes and the final draft of the Strategic Plan for Council's consideration will form part of the 28 April Council Meeting agenda.	Council resolves: That the report be received and noted To endorse the draft 2020-24 Strategic Plan, as contained in Appendix 1 for community consultation in accordance with Section 122 of the Local Government Act 1999 That the CEO be authorised to: Make any formatting, nomenclature or other minor changes to the Plan prior to being released for public consultation and Determine the consultation timings, media and processes while ensuring consistency and compliance with the provisions of applicable legislation and Council's Public Consultation Policy.	Andrew Aitken	Completed	23/04/2020	Consultation occurred over the period 2 March 2020 to 29 March 2020 via an online survey on Council's Engage HQ platform. A report on the consultation outcomes and the final draft of the Strategic Plan for Council's consideration will form part of the 28 April Council Meeting agenda.
25/02/2020	Ordinary Council	37/20	Safe Environments Policy	none declared	Council resolves: That the report be received and noted. With an effective date of 10 March 2020, to revoke the 5 June 2019 Safe Environments Policy and to adopt the 25 February 2020 Safe Environments Policy as per Appendix 1. That the Chief Executive Officer be authorised to make any formatting, nomenclature or other minor changes to the 25 February 2020 Safe Environments Policy prior to the effective date.	Terry Crackett	Completed	23/04/2020	Policy actioned in accordance with resolution.
24/03/2020	Ordinary Council	52/20	Petition Assessment of Trees in Mabel Street, Stirling	None declared	Council resolves that the petition signed by 82 signatories, requesting the assessment of trees along Mabel Street Stirling, be received and noted and the Head Petitioner advised of a	Peter Bice	Completed	25/03/2020	Letter sent to Head Petitioner giving summary of Arborists Report.
24/03/2020	Ordinary Council	53/20	MON Credit Card Usage	None declared	Council resolves that the Chief Executive prepare a report, for the Audit Committee's consideration and advice to Council, providing an assessment of the status and coverage of the Adelaide Hills Council's Procurement Framework against the recommendations arising from the South Australian Auditor-General's March 2020	Terry Crackett	In Progress	22/04/2020	Whilst a review has commenced, completion has been delayed as a result of the impact of COVID-19. This report will continue to be progressed and brought to the Audit Committee as soon as possible.
24/03/2020	Ordinary Council	54/20	MON Road Safety Warren Road & Martin Hill/Luck	None declared	That the CEO requests the Minister for Transport, the Hon Stephan Knoll MP, take immediate action to improve safety for vehicular movements at the DPTI controlled intersection	Peter Bice	Completed	16/04/2020	
24/03/2020	Ordinary Council	55/20	Arts & Heritage Collection	None declared	That the report be received and noted. That Council approve the development of the draft Arts and Heritage Collection Policy for consideration at a future Council meeting.	David Waters	In Progress	9/04/2020	Development of the Arts and Heritage Collection Policy is in progress

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Status (for Council reporting)
24/03/2020	Ordinary Council	56/20	Cudlee Creek Bushfire Service & Project Continuity	None declared	<ol style="list-style-type: none"> That the report be received and noted. That the actions contained in the Recovery Action Plan contained in Appendix 1 be endorsed, in principle, subject to funding being made available where applicable. That the Chief Executive Officer be authorised to amend and develop the Recovery Action Plan to respond to emerging needs and to spend up to \$2m net of committed income on initiatives supporting the recovery effort. That the list of initiatives and service impacts contained in Appendix 2 be noted and endorsed. That in relation to the \$1.225m Federal Government funding, for the purposes of a program submission to the National Bushfire Recovery Agency, the Chief Executive Officer be authorised to nominally allocate the funding to elements of the Council's Bushfire Recovery Action Plan where costs are unlikely to be able to be sought or recovered from other sources. That the Council makes a submission to the Royal Commission into National Natural Disaster Arrangements in the terms contained in Appendix 3, with the Chief Executive Officer being authorised to make minor amendments prior to submission to reflect any decisions made in relation to this matter and undertakings made within the meeting, and subsequently make the submission on the Council's behalf. That the Council makes a submission to the independent review into South Australia's 2019-20 bushfire season in the terms contained in Appendix 4, with the Chief Executive Officer being authorised to make minor amendments prior to submission 	David Waters	In Progress	23/04/2020	Submissions have been made to both the Royal Commission and the independent state enquiry. Staff are working with staff from State Treasury on finalising the form of submission required to the Commonwealth in respect to the \$1.225m funding.
24/03/2020	Ordinary Council	57/20	GRFMA Annual Budget & Business Plan 2020 – 20;	None declared	<p>That the report be received and noted.</p> <p>To advise the Board of the Gawler River Floodplain Management Authority that it has reviewed its 2020/21 Annual Business Plan and approves the Adelaide Hills Council's contribution of \$25,193</p>	Andrew Aitken	Completed	23/04/2020	
24/03/2020	Ordinary Council	58/20	Election for GAROC 2020	None declared	That the report be received and noted To delegate to the Mayor to determine the preferred candidate and to mark the ballot paper accordingly and to lodge the completed ballot paper in accordance with the process set out in <i>Appendix 1</i> .	Andrew Aitken	Completed	3/04/2020	Mayor cast vote and lodged documents with LGA
24/03/2020	Ordinary Council	59/20	Nomination to Adelaide Cemeteries Authority Board	Material - Cr Mark Osterstock	That the report be received and noted To endorse the nomination of Cr Mark Osterstock for the Adelaide Cemeteries Authority Board and authorise the Chief Executive Officer to lodge the completed nomination form(s) to the Local Government Association by COB 6 April 2020.	Andrew Aitken	Completed	3/04/2020	Documentation lodged with LGA
24/03/2020	Ordinary Council	61/20	Mylor Community Survey Report	None declared	<ol style="list-style-type: none"> That the report be received. That Council notes the results of the recent Mylor Community Survey, in particular, the local community's overwhelming support for the annual Mylor Community Bonfire Night, and in particular the Firework Display. That, subject to there being no material or substantial changes to the event, the Council provides ongoing and in-principle support for the Mylor Community Bonfire Night [and Firework Display]. Support by Council is subject to the annual receipt of an event application from the organisers and the subsequent approval, under delegated authority, by Council administrative staff. 	David Waters	Completed	9/04/2020	Carried unanimously
20/04/2020	Audit Committee	21/AC20	2020-2024 Strategic Plan - Revised Draft	None declared	<ol style="list-style-type: none"> That the report be received and noted. To advise Council that the Committee has reviewed the draft 2020-24 Strategic Plan (the Plan), as contained in Appendix 1, in terms of the assumptions underpinning the Plan, its consistency with the Long Term Financial Plan and Asset Management Plans and the adequacy of the plans in the context of maintaining financial sustainability. That, on the basis of the Committee's review, to recommend the Plan's adoption to Council. 	Andrew Aitken	Not Started	21/04/2020	

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Status (for Council reporting)
21/04/2020	Special Council	63/20	6.1 Electronic participation in Council Meetings (Nc	None declared	That the report be received and noted In accordance with the Minister for Transport, Infrastructure and Local Government's <i>Electronic Participation in Council Meetings Notice (No 1) 2020</i> (Notice No 1), pursuant to Section 302B of the <i>Local Government Act 1999</i> , Council amends the following documentation to facilitate participation by Council Members via electronic means: Effective immediately to suspend the 28 January 2020 <i>Code of Procedure for Council Meeting Procedures</i> and to adopt the revised April 2020 <i>Code of Procedure for Council Meeting Procedures</i> , as contained in Appendix 3. Effective immediately to suspend the 23 April 2019 <i>Code of Practice for Access to Council, Council Committee and Designated Informal Gathering Meetings & Documents</i> and to adopt the revised April 2020 <i>Code of Practice for Access to Council, Council Committee and Designated Informal Gathering Meetings & Documents</i> , as contained in Appendix 4. Effective immediately to suspend the 22 November 2016 <i>Informal Council and Council Committee Gatherings and Discussions</i> and to adopt the revised April 2020 <i>Informal Council and Council Committee Gatherings and Discussions</i> , as contained in Appendix 5. That, upon the expiry of the provisions of Notice No 1, the revised documents in 2. above cease and the suspended documents in 2. above be reinstated. That, as from 21 April 2020 and until the expiry of the provisions of Notice No 1, meetings of the Council will take place by electronic means using the audio and visual functionality of the Zoom virtual meeting room as the electronic location.	Andrew Aitken	In Progress	22/04/2020	Policies are being updated for the website, training to be provided.
21/04/2020	Special Council	64/20	6.2 Public Access and Public Consultation (Notice 2	None declared	Decision 1 Council resolves the report be received and noted. Decision 2 1. Pursuant to Section 45(2) of the <i>Local Government Act 1999</i> , as substituted under the <i>Public Access and Public Consultation Notice (No 2) 2020</i> , being satisfied that it is reasonably necessary as a result of the public health emergency declared by the Chief Executive of the Department for Health and Wellbeing on 15 March 2020 (and the related major emergency declared under the <i>Emergency Management Act 2004</i> on 22 March 2020 and extended on 2 April 2020), the Council, for the period the <i>Public Access and Public Consultation Notice (No 2) 2020</i> has effect to close the Principal Office and all other Satellite Offices of the Council to public access effective from 21 April 2020. 2. The Council makes the following alternative arrangements to enable the local community to access the services of the Council which are ordinarily available at the principal office of the Council: a. Council's website – www.ahc.sa.gov.au b. Payments may continue to be made electronically. c. Library services website - https://onecard.network/client/en_AU/adelaidehills/ Any other matters please email Council via mail@ahc.sa.gov.au , call Customer Service on 08 8408 0400, or contact us - https://www.ahc.sa.gov.au/contact-us	Andrew Aitken	In Progress	22/04/2020	Policies being updated for website, training to be provided.

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 April 2020
AGENDA BUSINESS ITEM**

Item: 13.1

Responsible Officer: Natalie Westover
Director Community Capacity - Acting
Community Capacity

Subject: COVID-19 Organisation Response

For: Information

SUMMARY

The purpose of this report is to provide a summary of the impact of the COVID-19 (CV19) pandemic on the Adelaide Hills Council, as an organisation, including the affect on the delivery of services, programs and access to facilities to our community.

RECOMMENDATION

Council resolves that the report be received and noted.

1. GOVERNANCE

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

Goal	Organisational Sustainability
Strategy	Work health and safety
	Financial sustainability
	Customer service commitment
	Risk and responsibility
	Governance

The CV19 pandemic impacts every aspect of the community and the organisation and has required a raft of changes to the way the Council delivers its services and programs, including the cancellation of some services and programs and the closure of facilities.

➤ **Legal Implications**

The CV19 pandemic brings a range of impacts to the way in which Council meets its legislative obligations, some which have required legislative change. Emergency variations to the *Local Government Act 1999* have been introduced by the State Government to deal with some of the immediate issues such as the conducting of council meetings (including committee meetings) by electronic means, access to a Council's Principal Office, public access to documents and the manner in which a council consults on its draft annual business plan:

- *Electronic Participation in Council Meetings Notice (No 1) 2020* (provided in the 21 April agenda)
- *Public Access and Public Consultation Notice (No 2) 2020* (provided in the 21 April agenda)

In addition, there have also been updates to the *Development Act 1993* as a result of the CV19 pandemic and the *Development (Public Health Emergency) Variation Regulations 2020* came into effect on 9 April 2020. The key changes under this legislation are as follows:

- Restrictions on delivery hours for all businesses have been temporarily suspended to allow this to occur at any time
- Development related documents (e.g. development applications on public notification, Development and Land Management Agreement Registers, copies of approved plans) can now be viewed on council websites
- Conducting of Council Assessment Panel meetings via audio visual means
- State Agency responses to development applications are now required to be provided within 20 (previously 30) business days
- Temporary call in powers for any development applications by State Commission Assessment Panel (SCAP) where councils are unable to process such applications due to CV19, including where they are of economic significance
- No longer a right for councils to provide comments to SCAP (where it is the relevant authority) on a development application. However, SCAP may still request comments from councils if it chooses to do so.

The State Government has also introduced the *COVID-19 Emergency Response Act 2020* which covers a range of issues predominantly associated with non-local government areas however there are provisions relating to commercial leases and charges for sewerage services to sporting associations that may affect some Council arrangements. The Council has a limited number of commercial leases that may be impacted and this will be monitored with those individual tenants. At the time of writing this report, the Minister has not issued a notice in the Government Gazette to waive prescribed costs for water, sewer or stormwater management costs to specified sporting clubs or classes.

➤ **Risk Management Implications**

As stated in this report, the CV19 pandemic has required unprecedented decision making regarding the delivery of services and programs, access to Council and community facilities and the way in which the Council's workforce is managed to meet the requirements of the directions from both the Federal and State Government.

Risk assessments were undertaken early in the outbreak in South Australia taking into account the demographic of the residents in the Adelaide Hills Council area. Some services such as the community bus and programs at the Positive Ageing and Community Centres were suspended early given the age demographic of the attendees of these services and programs.

The suspension of face to face services and alteration of the manner of delivery of services will assist in mitigating the risk of:

An infected staff member delivering, or community member accessing, Council services, programs and facilities leading to a spread of infection in the community and organisation.

Inherent Risk	Residual Risk	Target Risk
Extreme (5B)	Extreme (5B)	Medium

The decision to facilitate the majority of the office based workforce to work from home will assist in mitigating the risk of:

An infected staff member infecting co-workers in the workplace or community members via face to face delivery of services/programs leading to a spread of infection in the community and organisation.

Inherent Risk	Residual Risk	Target Risk
Extreme (4B)	Extreme (4B)	Medium

These mitigation actions are new and specific to this situation however may have relevance to circumstances in the future.

➤ **Financial and Resource Implications**

Since early March significant resources have needed to be allocated to monitor, plan and then implement changes to align with Federal and State Government directions/recommendations and ensure appropriate work health and safety measures were being implemented. At this time, however, these resource allocations have largely been delivered through the ‘business as usual’ functions of the Council, and as such have not resulted in significant additional cost.

The full financial implications of the CV19 pandemic will be considered as part of the Council’s Annual Business Plan and budget development that is currently underway.

As set out in **Appendix 1**, there have been significant changes to some of the services and programs that Council delivers to its community. This includes access to Council facilities to undertake those programs and receive services.

Information regarding changes to how the Council’s workforce is managed is covered later in the report.

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

As set out in **Appendix 1**, there have been significant changes to some of the services and programs provided and delivered by Council. This has been unavoidable.

Council staff have made alterations to the delivery of services and programs to still serve our community where possible. Details of those changes are set out in **Appendix 1**. Council staff continue to develop materials and programs that can be shared with the community through electronic mediums to connect and engage with our community.

The restrictions imposed by the Federal and State Governments has resulted in multiple community events being cancelled including Lights of Lobethal Thankyou Parade, Harmony Day picnic, Sustainability Fair, Stirling Market and Laneways, Medieval Fair, Beer & Bites Festival and the Gumeracha Civic Complex 20th year anniversary. It is acknowledged that the cancellation/deferral of these community events, particularly for a community recovering from the bushfire, has a detrimental impact on the community.

It is recognised that there are significant community implications of the CV19 pandemic and as announced by the Prime Minister on 16 April 2020, the 6 month restriction period will run until the June/September quarter at least so we are in the early stages of the impact timeframe suggested by the Federal Government. Over the coming weeks we expect to receive more definitive information as to the length of time restrictions are likely to be imposed.

➤ **Sustainability Implications**

The CV19 pandemic is already having implications on the economic and social environment of our community, many of whom are also in the recovery phase of the recent bushfire.

The full impact is difficult to determine at this time given we are not yet aware how long current restrictions may be in place.

Decisions made by Council (and indeed all levels of government), in particular those decisions made over the next two months, are likely to have a significant impact on our organisation's sustainable strategic, financial and operational performance into the longer term. These decisions will also impact on our community's social, economic and environmental sustainability.

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

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not Applicable
<i>Council Workshops:</i>	Not Applicable
<i>Advisory Groups:</i>	Not Applicable
<i>Administration:</i>	Executive Leadership Team
<i>External Agencies:</i>	Not Applicable
<i>Community:</i>	Not Applicable

2. BACKGROUND

The CV19 virus was first notified to the World Health Organisation on 31 December 2019, with Australia recording its first case on 25 January 2020 and the World Health Organisation characterised the CV19 virus as a global pandemic on 11 March 2020.

The Australian Federal Government and the South Australian Government have issued various directions and implemented legal changes that have required some Council services to be suspended/cancelled/modified and facilitates closed.

3. ANALYSIS

The following is a summary of the impact of the CV19 pandemic on Council's services/programs, facilities and workforce management.

Office Based Workforce

- A range of processes have been implemented to manage the workforce including, establishing a pilot group of employees to begin working from home from 23 March 2020. With rapid changes in requirements by the government, the large majority of Council's office based employees were working from home by Friday 3 April 2020.
- There are some staff members working in the office environment where this is necessary either due to the role (libraries & records management) or due to the inability of the staff member to work from home. Where staff are working in Council facilities, additional measures have been put in place to ensure that the staff comply with the directions of the Federal and State Governments and have access to cleaning and sanitisation facilities and products.

Outdoor Workforce

Field and regulatory employees continue to provide essential services and attend worksites. Consistent with social distancing and associated guidelines, additional precautions have been undertaken, including one person per vehicle, staggered start and finish times and utilising three separate bases across the district.

Community Capacity Directorate

- On 13 March 2020, the Federal Government issued a direction that all events of 500+ people were banned from Monday 16 March 2020. As a result, event organisers started cancelling events such as the Lights of Lobethal Thankyou Parade, Stirling Markets, Stirling Laneways, Sustainability Fair, Medieval Fair. Social distancing measures were implemented.
- On 17 March 2020, a number of services and programs were suspended or cancelled including those offered in our Positive Ageing Centre at Woodside, our community bus, home care visits, mobile library service, children and adult library programs, youth leadership programs and those at our community centres. This was driven by a risk assessment of the demographic of people attending these types of programs and being proactive in ensuring we did not contribute to the risk to the health of these community members.
- The Harmony Day Picnic was postponed, to be run later in the year.
- On 18 March 2020, the Federal Government issued measures that included limiting non-essential gatherings to less than 100 people.
- On 22 March 2020, the Federal Government issued additional measures including "all non-essential indoor gatherings of less than 100 people must have no more than one person per 4sqm.
- On 23 March 2020, Council's libraries and community centres were closed to the public. The 'call and collect' and home delivery functions in the libraries were maintained with measures put in place to ensure that interactions between staff and the community complied with social distance and good hygiene guidelines. A procedure to quarantine all returned library materials for a minimum of 5 days was implemented which was consistent with the approaches taken by Australia Post and other delivery agencies.
- On 25 March 2020, in line with the Federal Government direction, non-essential local government facilities (such as libraries, community centres, swimming pool) were closed completely. The closure of the libraries also required the closure of the Council's customer service centres as these are contained within the libraries.

- On 25 March 2020, the Federal Government also directed that all community halls, sports and social clubs, RSL halls and all indoor and outdoor playspaces were to be closed.
- As a result of the above, Council staff have adapted the provision of services as set out in **Appendix 1**.

Corporate Services Directorate

- As indicated above the majority of office based employees have transitioned to working from home, and with the exception of staff that are supporting the processing of external mail, this includes all of the Corporate Services Directorate.
- ICT support has been critical to ensure uninterrupted delivery of services across the Council, and whilst there have been a number of challenges in delivering support to an additional 120 home sites, the systems in place have been working extremely well.
- Fines and interest on overdue rates are not being raised at this time to provide an additional level of support to the community and business sectors. The focus for the rates team has been to keep business as usual happening in preparation for the next quarter notices as well as next year's rating (including the processing of revaluations by the Valuer General).
- The processing of invoices has moved to the capture of all documentation electronically, and whilst this has had some challenges, it will have ongoing benefit to the organisation. At the same time we have moved to the weekly payment of invoices to assist the business community with ongoing cash flow.
- The Interim Audit of Financial Controls was undertaken by Galpins using electronic means only and worked extremely well with minimal issues experienced.
- Whilst always of paramount importance, the Organisational Development area has sought to support the additional physical and mental wellbeing needs of our staff at every stage of the pandemic to minimise any additional safety risk that have been recognised.
- Property Services staff have been able to progress most business from home, though modified arrangements have been implemented to ensure interments can be undertaken within revised guidelines to support social distancing. Key capital projects are progressing to plan with onsite visits being undertaken where required.

Development and Regulatory Services Directorate

- Any meetings with customers now occur via audio visual means as opposed to face to face
- Site inspections for assessment work are being kept to a minimum and staff are using other technological means (e.g. aerial photography and Google Street View) to undertake assessments
- Environmental Health, Development and Building Compliance Inspections are still being undertaken but with new protocols in place to maintain social distancing
- New legislative changes as a result of the *Development (Public Health Emergency) Variation Regulations 2020* and to the *Development Act 1993*, as mentioned earlier in this report, have resulted in changes to the delivery of certain aspects of the Development Assessment Service
- Environmental Health Officers now have additional powers to assist SAPOL and the State Government in ensuring community and business compliance with CV19 restrictions

- Regulatory Services Staff (i.e. the Rangers) are still continuing to deliver wasp nest eradication, animal management, bushfire compliance inspections and parking control services to the community whilst practicing social distancing protocols.

Infrastructure and Operations Directorate

- Programme and Project delivery is continuing in most areas in the Infrastructure and Operations Area, with Field employees continue to provide essential services and attend worksites where necessary.
- Consistent with social distancing and associated guidelines, additional precautions have been undertaken, including implementing a one person per vehicle approach (with a small number of vehicles hired at low cost, to facilitate work in the field), staggered start and finish times, and utilising three separate bases across the district (Heathfield, Gumeracha, Woodside).
- Some staff have been refocussing their efforts on matters specifically relating to CV19 response or support, or reprioritised projects based on current need.
- Significant efforts from staff are still being invested in Bushfire Recovery efforts.

Office of the Chief Executive

- The Mayor and Chief Executive have attended a number of briefing and coordination meetings with the Local Government Association and State Government on matters relating to service provision and financial implications associated with the CV19 impact and potential responses.
- Utilising the provisions with their respective Terms of Reference, the Audit Committee and CEO Performance Review Panel have conducted their recent meetings via electronic means. This has involved all committee members and presenting officers utilising Zoom meeting capability.
- On 21 April 2020, Council conducted a Special Meeting via electronic means under the revised legislative provisions and resolved to conduct all further meetings electronically until the expiry of the provisions of Notice 1. These meetings will be live-streamed via the Council's website to enable the public to access proceedings.

4. OPTIONS

Council has the following options:

- I. Receiving the Report (Recommended)

5. APPENDIX

- (1) Summary of Impacts

Appendix 1

Summary of Impacts



SERVICE IMPACTS FOR COUNCIL

Service/Facility	Status	Impact	Alteration to delivery
Positive Ageing Centre	Closed	All Positive Ageing programs are suspended The community bus service has been suspended.	Maintaining communication with community members by phone. Developing activity bags that can be delivered to community members containing a number of activities that they can participate in at home. Maintaining regular contact with community members to assist to negate some of the effects of social isolation.
In-Home Support Services	Ongoing	Services that can be delivered without face to face contact are not impacted. Some services that require entry into clients' homes require additional measures to ensure the safety of both the client and the service delivery person.	Continuing to provide some in-home support services in line with government regulations and directives. Maintaining communication with clients by phone.
Fabrik Arts & Heritage	Closed	No in person art classes or exhibitions can be held. Scheduled programs have been cancelled. Likely impact on SALA.	Developing creative ways to bring the community together without gathering face to face such as online art classes, programs and activities.
Community Consultation	Ongoing	Some scheduled 'in-person' consultation events cancelled. Consideration being given as to appropriate time to consult on various matters given the focus of the community on the COVID-19 situation.	Continuing to undertake community consultation online.

SERVICE IMPACTS FOR COUNCIL

Service/Facility	Status	Impact	Alteration to delivery
Youth Programs and Events	Suspended	In-person programs and events suspended.	Have put School Holiday Program online. Providing online preschool programs. Investigating online author talks.
Library Services	Libraries - closed Library services - altered	All libraries are closed for in-person transactions. The Mobile Library has been suspended for the foreseeable future. All programs, event and activities delivered at the libraries are suspended for the foreseeable future.	A 'call/click and collect' service is available. Customers can phone or email and staff will assist in selecting items which can then be collected from the foyer of one of the library locations. Home Library services are continuing through a 'no contact' service. An increase in the uptake of these services by the community has been identified and accommodated to ensure the provision of library materials to as many of the community as possible. Developing online alternatives like the current digital School Holiday Program, participation videos for small children, information videos for adults and identifying sites for online experiences e.g. Museums & Art Galleries.
Community Centres	Closed	Community centres programs are suspended.	Continuing to provide online options were possible. Maintaining contact with volunteers and class participants to understand how they're being impacted. Developing creative options for people to stay connected while physically distant. Maintaining regular contact with community members to assist to negate some of the effects of social isolation.
Volunteering	Suspended	Volunteering program is suspended for the foreseeable future.	Maintaining connection with volunteers through newsletters and telephone calls.



SERVICE IMPACTS FOR COUNCIL

Service/Facility	Status	Impact	Alteration to delivery
Service Centres	Closed	All service centres are closed.	Customers can continue to contact Council by phone, email or online via the website.
Community buildings and facilities	Closed	Halls, Sports Clubs, Social Clubs and RSL Buildings are closed.	
Open Space facilities	Varied	<p>Playgrounds, skate parks, and BMX tracks are closed.</p> <p>Community BBQs have been disconnected for the time being.</p> <p>Parks, ovals, courts and dog parks remain open and are able to be used in line with government directives on social distancing.</p> <p>Public toilets remain open.</p>	Additional cleaning regimes have been implemented for public toilets.
Development Services	Ongoing	Development assessment services are continuing with some adjustments.	<p>In-person meetings are no longer occurring. All communication regarding planning and development advice and development applications can be made via telephone, video call, email or the website.</p> <p>Lodgements can be made via email or the online portal.</p> <p>CAP meetings are being undertaken electronically.</p>
Waste Management	Ongoing	<p>Heathfield Resource Recovery Centre opening hours adjusted to allow for additional staff hygiene practices.</p> <p>The collection of normal domestic waste, recycling and green waste is continuing as scheduled. At call hard waste collections remain unchanged.</p>	Green waste drop off days continuing with staff no longer assisting customers to unload their green waste.

Item 18 Minutes of Committees

**ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL COMMITTEE
MINUTES OF MEETING
THURSDAY 9 APRIL 2020
63 MT BARKER ROAD STIRLING**

In Attendance

Presiding Member: Cr Mark Osterstock

Members:

Ms Paula Davies	Independent Member
Mayor Jan-Claire Wisdom	
Cr Nathan Daniell	
Cr Kirsty Parkin	

In Attendance:

Andrew Aitken	Chief Executive Officer
Lachlan Miller	Executive Manager Governance & Performance
Megan Sutherland	Executive Manager Organisational Development

1. COMMENCEMENT

The meeting commenced at 6.01pm.

2. APOLOGIES/LEAVE OF ABSENCE

2.1 Apology - Nil

2.2 Leave of Absence

Nil

2.3 Absent

Nil

Presiding Member _____ 4 June 2020

**ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL COMMITTEE
MINUTES OF MEETING
THURSDAY 9 APRIL 2020
63 MT BARKER ROAD STIRLING**

3. MINUTES OF PREVIOUS MEETINGS

3.1 CEO Performance Review Panel Meeting – 14 November 2019

Moved Mayor Jan-Claire Wisdom
S/- Cr Nathan Daniell

PRP 1/20

That the minutes of the CEO Performance Review Panel meeting held on 14 November 2019 as distributed, be confirmed as an accurate record of the proceedings of that meeting

Carried

4. PRESIDING MEMBER'S OPENING COMMENTS

Presiding Member, Cr Mark Osterstock, acknowledged that this is the first Panel meeting with electronic participation by all Members. Cr Osterstock thanked the Administration for putting the necessary arrangements in place.

5. DELEGATION OF AUTHORITY

The CEO Performance Review Panel operates in accordance with the relevant sections of the *Local Government Act 1999*, and its Terms of Reference.

6. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF THE COMMITTEE

Nil

7. OFFICER REPORTS – DECISION ITEMS

**ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL COMMITTEE
MINUTES OF MEETING
THURSDAY 9 APRIL 2020
63 MT BARKER ROAD STIRLING**

7.1 2019 – 2020 CEO Performance Targets Update

**Moved Cr Kirsty Parkin
S/- Paula Davies**

PRP 2/20

The CEO Performance Review Panel resolves:

- 1. That the report be received and noted**
- 2. To recommend to Council that the Community Perception Survey performance target be deferred until the impact of the COVID-19 restrictions have sufficiently abated.**
- 3. To recommend to Council that the Boundary Reform performance target be modified for the final stage of consultation to be deferred until the social distancing restrictions associated with COVID-19 are sufficiently reduced/removed, and once the consultation is complete, the final report will be brought to Council for consideration.**
- 4. To recommend to Council that the Community and Recreation Facilities Framework performance target be modified to reflect the overall complexity of this target; and for delivery of a community consultation implementation plan to be presented by 30 June 2020 instead.**

Carried

7.2 CEO Performance Review Panel – Independent Member Recruitment Deferral

**Moved Mayor Jan-Claire Wisdom
S/- Paula Davies**

PRP 3/20

The CEO Performance Review Panel resolves:

- 1. That the report be received and noted**
- 2. To recommend to Council to defer the recruitment of an Independent Ordinary Member until the social distancing restrictions associated with COVID-19 are sufficiently reduced/removed.**

Carried

**ADELAIDE HILLS COUNCIL
CEO PERFORMANCE REVIEW PANEL COMMITTEE
MINUTES OF MEETING
THURSDAY 9 APRIL 2020
63 MT BARKER ROAD STIRLING**

7.3 CEO PR Panel Process Determination and Schedule for 2020

Moved Cr Nathan Daniell
S/- Mayor Jan-Claire Wisdom

PRP 4/20

The CEO Performance Review Panel resolves:

1. That the report be received and noted
2. To recommend to Council to undertake the 2020 CEO Performance Review and TEC package review using an external consultant.
3. That the 2020 CEO Performance Review Panel Meeting and Process Schedule (as amended), as contained in Appendix 1, be adopted.

Carried

8. MOTIONS WITHOUT NOTICE

Nil

9. QUESTIONS WITHOUT NOTICE

Nil

10. CONFIDENTIAL ITEMS

Nil

11. NEXT MEETING

The next ordinary meeting of the CEO Performance Review Panel will be held on 4 June 2020 at 63 Mt Barker Road Stirling.

12. CLOSE MEETING

The meeting closed at 6.26pm.

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF MEETING
MONDAY 20 APRIL 2020
36 NAIRNE ROAD WOODSIDE**

In Attendance**Members:**

Cr Malcolm Herrmann (via audio-visual link)	Presiding Member
Peter Brass (via audio-visual link)	Independent Member
David Moffatt (via audio-visual link)	Independent Member
Paula Davies (via audio-visual link)	Independent Member
Councillor Leith Mudge (via audio-visual link)	Council Member

In Attendance:

Andrew Aitken	Chief Executive Officer
Terry Crackett	Director Corporate Services
Lachlan Miller	Executive Manager Governance & Performance
Mike Carey	Manager Financial Services
Steven Watson	Governance and Risk Coordinator Minute Taker

1. COMMENCEMENT

The meeting commenced at 6.00pm.

2. APOLOGIES/LEAVE OF ABSENCE**2.1. Apology**

Nil

2.2. Leave of Absence

Nil

2.3. Absent

Nil

3. MINUTES OF PREVIOUS MEETINGS

Presiding Member _____ 25 May 2020

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF MEETING
MONDAY 20 APRIL 2020
36 NAIRNE ROAD WOODSIDE**

6.01pm Cr Mudge left the meeting

3.1. Audit Committee Meeting – 17 February 2020

**Moved Peter Brass
S/- Paula Davies**

18/AC20

That the minutes of the Ordinary Council meeting held on 17 February 2020 as supplied, be confirmed as an accurate record of the proceedings of that meeting.

Carried Unanimously

6.02pm Cr Mudge re-joined the meeting

4. Delegation of Authority

In accordance with the Audit Committee Terms of Reference, the Committee has no delegated decision-making powers. The Recommendations in Item(s) 6.2 and 6.3 are to be submitted to Council for consideration.

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

Nil

6. OFFICER REPORTS – DECISION ITEMS

6.1. Action Report & Work Plan Update

**Moved Paula Davies
S/- Peter Brass**

19/AC20

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

Carried Unanimously

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF MEETING
MONDAY 20 APRIL 2020
36 NAIRNE ROAD WOODSIDE**

6.2. 2020-21 Long Term Financial Plan – Revised Draft

Moved David Moffatt
S/- Cr Leith Mudge

20/AC20

The Audit Committee resolves:

1. That the report be received and the Committee notes that the financial impacts of two significant events for Council, namely the Cudlee Creek Bushfire Recovery and the COVID-19 pandemic will not be fully understood for a reasonable period of time, however it is likely to be substantial. This impact from both an expenditure and funding perspective will therefore be a matter for future LTFP consideration.
2. To advise Council that the Committee has reviewed the draft *2020-21 Long Term Financial Plan (LTFP)*, as contained in Appendix 1, in terms of the assumptions underpinning the LTFP, its consistency with the Strategic Plan and Asset Management Plans and the adequacy of the plans in the context of maintaining financial sustainability
3. That, on the basis of the Committee's review, to recommend the LTFP's adoption to Council.

Carried Unanimously

6.3. 2020-2024 Strategic Plan – Revised Draft

Moved Paula Davies
S/- Peter Brass

21/AC20

The Audit Committee resolves:

1. That the report be received and noted
2. To advise Council that the Committee has reviewed the draft *2020-24 Strategic Plan (the Plan)*, as contained in Appendix 1, in terms of the assumptions underpinning the Plan, its consistency with the Long Term Financial Plan and Asset Management Plans and the adequacy of the plans in the context of maintaining financial sustainability.
3. That, on the basis of the Committee's review, to recommend the Plan's adoption to Council.

Carried Unanimously

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF MEETING
MONDAY 20 APRIL 2020
36 NAIRNE ROAD WOODSIDE**

6.4 Annual Business Plan Update

**Moved Cr Mudge
S/- Paula Davies**

22/AC20

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

Carried

7. NEXT MEETING

The next ordinary meeting of the Audit Committee will be held on Monday 25 May 2020 from 6.00pm at 63 Mt Barker Road, Stirling.

8. CLOSE MEETING

The meeting closed at 7.09pm.