



ORDINARY COUNCIL MEETING

NOTICE OF MEETING

To: Mayor Jan-Claire Wisdom

Councillor Kirrilee Boyd
Councillor Adrian Cheater
Councillor Nathan Daniell
Councillor Pauline Gill
Councillor Chris Grant
Councillor Malcolm Herrmann
Councillor Lucy Huxter
Councillor Leith Mudge
Councillor Mark Osterstock
Councillor Kirsty Parkin
Councillor Louise Pascale
Councillor Melanie Selwood

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

Tuesday 9 May 2023
6.30pm
63 Mt Barker Road Stirling

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

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

A handwritten signature in blue ink, appearing to read 'David Waters', with a long horizontal flourish extending to the right.

David Waters
Chief Executive Officer



ORDINARY COUNCIL MEETING

AGENDA FOR MEETING
Tuesday 9 May 2023
6.30pm
63 Mt Barker Road Stirling

ORDER OF BUSINESS

1. COMMENCEMENT

2. OPENING STATEMENT

Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kaurna people. They are Custodians of this ancient and beautiful land and so we pay our respects to Elders past, present and emerging. We will care for this country together by ensuring the decisions we make will be guided by the principle that we should never decrease our children's ability to live on this land.

3. APOLOGIES/LEAVE OF ABSENCE

3.1. Apology
Apologies were received from

3.2. Leave of Absence

- Mayor Jan-Claire Wisdom 14 August – 24 September 2023, approved by Council 11 April 2023
- Cr Leith Mudge 17 June – 25 June 2023, approved by Council 26 April 2023.
- Cr Pauline Gill 6 May – 28 May 2023, approved by Council 26 April 2023

3.3. Absent

4. MINUTES OF PREVIOUS MEETINGS

Council Meeting – 26 April 2023

That the minutes of the ordinary meeting held on 26 April 2023 as supplied, be confirmed as an accurate record of the proceedings of that meeting.

5. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF COUNCIL

6. MAYOR'S OPENING REMARKS

7. QUESTIONS ADJOURNED/LYING ON THE TABLE

- 7.1. Questions Adjourned
Nil
- 7.2. Questions Lying on the Table
Nil

8. PETITIONS / DEPUTATIONS / PUBLIC FORUM

- 8.1. Petitions
- 8.1.1. Sealing of Croft Road Lenswood

- 1. *That the petition signed by 285 signatories requesting the sealing of Croft Road Lenswood from Coldstore Road to at least the Fox Creek Bike car park be received and noted.*
- 2. *That the CEO advise the principal signatory of the Council's noting of the petition and that the Council has applied for Special Local Roads Program funding for 50% of the cost of sealing the road and that the remaining 50% is included in the Council's Draft Capital Works Budget for 2023-24.*

- 8.2. Deputations
Nil

- 8.3. Public Forum

9. PRESENTATIONS (by exception)

- 9.1.1. Department of Environment & Water, Tim Groves re Burning on Private (Council) Lands Program

10. QUESTIONS ON NOTICE

- 10.1. Adelaide & Rural Settlement Landscapes World Heritage Report (Cr Kirsty Parkin)
- 10.2. Beautification of Mount Torrens (Cr Malcolm Herrmann)

11. MOTIONS ON NOTICE

- 11.1. East Waste Kerbside Audit (Cr Lucy Huxter)

- 1. *The release of East Waste's kerbside audit for 2022*
- 2. *Its performance across the Council region in relation to diversion from landfill, green waste and recycling management*
- 3. *Its role in influencing a shift in behavioural change of residents to help improve proper waste disposal within households*

12. ADMINISTRATION REPORTS – DECISION ITEMS

12.1. Burning on Private (Council) Lands program

1. *That the report be received and noted.*
2. *To endorse the investigation of additional Council sites under the DEW Burning on Private Lands Program.*

12.2. Library Opening Hours

1. *That the report be received and noted.*
2. *With an effective date of 1 July 2023, to adopt the Final Proposal – Libraries Opening Hours, as contained in Appendix 1.*
3. *That the Chief Executive Officer be authorised to make any (minor) changes to library opening hours provided they do not increase or decrease the total weekly staffed opening hours at each library branch.*
4. *That nothing in this resolution derogates from the Chief Executive Officer's ability to change library opening hours from time to time for operational reasons.*

12.3. Building Upgrade Finance

1. *That the report be received and noted.*
2. *To undertake a two year pilot program of Environmental Upgrade Agreements, nominally commencing 1 July 2023.*
3. *To appoint Sustainable Australia Fund, trading as Better Building Finance, to work collaboratively with Council to establish, administer and support the delivery of Environmental Upgrade Agreements.*
4. *To delegate the power to the Chief Executive Officer to:*
 - a. *finalise the commencement date for the pilot program*
 - b. *enter into an Environmental Upgrade Agreement on behalf of Council and*
 - c. *declare and levy an environmental upgrade charge.*
5. *To report back to Council on the outcomes of the two year pilot by 30 June 2025.*

12.4. Revocation of Community Land – Bridgewater Retirement Village

1. *That the report be received and noted.*
2. *That the Community Land classification over the land comprised in Certificate of Title Volume 5488 Folio 788 being Allotment 220 in filed plan 8131, known as the Bridgewater Retirement Village, be revoked.*

- 12.5. Policy - Review of Cemetery Operating Policy & Memorials within Council Cemeteries
1. *That the report be received and noted.*
 2. *With an effective date of 16 May 2023, to revoke the 20 December 2022 Cemetery Operating Policy and to adopt the 9 May 2023 Cemetery Operating Policy as per Appendix 1.*
 3. *That the Chief Executive Officer be authorised to make any formatting, nomenclature or other minor changes to the 9 May 2023 Cemetery Operating Policy as per Appendix 1 prior to the date of effect.*
 4. *With an effective date of 16 May 2023, to revoke the 23 November 2021 Memorials within Cemeteries Cemeteries Policy and to adopt the 9 May 2023 Memorials within Council Cemeteries Cemeteries Policy as per Appendix 2.*
 5. *That the Chief Executive Officer be authorised to make any formatting, nomenclature or other minor changes to the 9 May 2023 Memorials within Council Cemeteries Cemeteries Policy as per Appendix 2 prior to date of effect.*
- 12.6. Draft Annual Business Plan for Consultation
1. *That the report be received and noted.*
 2. *To endorse the draft Annual Business Plan 2023-24 (ABP), as contained in Appendix 1 for community consultation in accordance with Section 123 of the Local Government Act 1999.*
 3. *That the CEO be authorised to:*
 - a. *Make any formatting, nomenclature or other minor changes to the ABP prior to being released for public consultation and*
 - b. *Determine the consultation timings, media and processes while ensuring consistency and compliance with the provisions of applicable legislation and Council's Public Consultation Policy.*
- 12.7. Strategic Plan Engagement Strategy
1. *That the report be received and noted.*
 2. *To endorse the draft Strategic Plan – engagement strategy, as contained in Appendix 1 to guide the development of the Strategic Plan*
- 12.8. Attendance at National General Assembly, Canberra
1. *That the report be received and noted.*
 2. *To approve Mayor Jan-Claire Wisdom's physical attendance in a representative capacity at the National General Assembly of Local Government in Canberra in June 2023 and coverage of related costs estimated at \$4,200 in accordance with the Council Member Training and Development Policy.*
 3. *To approve Cr..... attendance in a development capacity at the National General Assembly of Local Government in Canberra in June 2023 and coverage of related costs estimated at \$4,200 in accordance with the Council Member Training and Development Policy.*
- 12.9. Status Report – Council Resolutions Update
- Refer to Agenda*

13. ADMINISTRATION REPORTS – INFORMATION ITEMS

Nil

14. QUESTIONS WITHOUT NOTICE

15. MOTIONS WITHOUT NOTICE

16. REPORTS

16.1. Council Member Function or Activity on the Business of Council

16.2. Reports of Members/Officers as Council Representatives on External Organisations

16.3. CEO Report

17. REPORTS OF COMMITTEES

17.1. Council Assessment Panel
Nil

17.2. Audit Committee
Nil

17.3. CEO Performance Review Panel
Nil

17.4. Boundary Change Committee
Nil

18. CONFIDENTIAL ITEMS

18.1. Sale of Retirement Village

19. NEXT MEETING

Tuesday 23 May 2023, 6.30pm, 63 Mt Barker Road, Stirling

20. CLOSE MEETING

Council Meeting & Workshops 2023

DATE	TYPE	LOCATION	MINUTE TAKER
MAY 2023			
Wed 10 May	CAP	Stirling	Karen Savage
Mon 15 May	Audit	Stirling	TBA
Tues 16 May	Professional Development	Stirling	N/A
Tues 23 May	Council	Stirling	Pam Williams
JUNE 2023			
Mon 5 June	Workshop	Woodside	N/A
Tues 13 June	Council	Stirling	Pam Williams
Wed 14 June	CAP	Stirling	Karen Savage
Mon 19 June	Special Audit	Stirling	TBA
Tues 20 June	Professional Development	Stirling	N/A
Tues 27 June	Council	Stirling	Pam Williams
JULY 2023			
Mon 3 July	Workshop	Woodside	N/A
Tues 11 July	Council	Stirling	Pam Williams
Wed 12 July	CAP	Stirling	Karen Savage
Tues 18 July	Professional Development	Stirling	N/A
Tues 25 July	Council	Stirling	Pam Williams
AUGUST 2023			
Mon 7 August	Workshop	Woodside	N/A
Tues 8 August	Council	Stirling	Pam Williams
Wed 9 August	CAP	Stirling	Karen Savage
Tues 15 August	Professional Development	Stirling	TBA
Mon 21 August	Audit	Stirling	TBA
Tues 22 August	Council	Stirling	TBA

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

Conflict of Interest Disclosure Form

CONFLICTS MUST BE DECLARED VERBALLY DURING MEETINGS

Date: _____

Meeting Name (please tick one)

- | | | | |
|------------------------------|--------------------------|---------------------------|--------------------------|
| Ordinary Council | <input type="checkbox"/> | Audit Committee | <input type="checkbox"/> |
| Special Council | <input type="checkbox"/> | Boundary Change Committee | <input type="checkbox"/> |
| CEO Performance Review Panel | <input type="checkbox"/> | Other: _____ | <input type="checkbox"/> |

Item No **Item Name:**

(Only one conflict of interest entry per form)

I, Mayor / Cr _____ have identified a conflict of interest as:

GENERAL

MATERIAL

GENERAL

In considering a General Conflict of Interest (COI), an impartial, fair-minded person might consider that the Council Member’s private interests might result in the Member acting in a manner that is contrary to their public duty.

MATERIAL

In considering a Material Conflict of Interest (COI), a member of a council has a material conflict of interest in a matter to be discussed at a meeting of the council if a class of persons as defined in s75(1)(a-l) in the Act would gain a benefit, or suffer a loss, (whether directly or indirectly and whether of a personal or pecuniary nature) depending on the outcome of the consideration of the matter at the meeting.

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)

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

- I intend to **stay** in the meeting (please complete details below)
- I intend to **stay** in the meeting as exempt under s75A (please complete details below)
- I intend to **leave** the meeting (*mandatory if you intend to declare a Material conflict of interest*)

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

(This section must be completed and ensure sufficient detail is recorded of the specific circumstances of your interest.)

Office use only: Council Member voted FOR / AGAINST the motion.

8. DEPUTATIONS

For full details, see Code of Practice for Meeting Procedures on www.ahc.sa.gov.au

1. A request to make a deputation should be made by submitting a Deputation Request Form, (available on Council's website and at Service and Community Centres) to the CEO seven clear days prior to the Council meeting for inclusion in the agenda.
2. Each deputation is to be no longer than ten (10) minutes, excluding questions from Members.
3. Deputations will be limited to a maximum of two per meeting.
4. In determining whether a deputation is allowed, the following considerations will be taken into account:
 - the number of deputations that have already been granted for the meeting
 - the subject matter of the proposed deputation
 - relevance to the Council agenda nominated – and if not, relevance to the Council's powers or purpose
 - the integrity of the request (i.e. whether it is considered to be frivolous and/or vexatious)
 - the size and extent of the agenda for the particular meeting and
 - the number of times the deputee has addressed Council (either in a deputation or public forum) on the subject matter or a similar subject matter.

8.3 PUBLIC FORUM

For full details, see Code of Practice for Meeting Procedures on www.ahc.sa.gov.au

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

Item 4 Minutes of Council

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
WEDNESDAY 26 APRIL 2023
63 MT BARKER ROAD STIRLING**

In Attendance

Presiding Member: Mayor Jan-Claire Wisdom

Members:

Councillor Adrian Cheater
Councillor Nathan Daniell (7.14pm)
Councillor Chris Grant
Councillor Malcolm Herrmann
Councillor Lucy Huxter
Councillor Leith Mudge
Councillor Mark Osterstock
Councillor Louise Pascale
Councillor Melanie Selwood

In Attendance:

David Waters	Chief Executive Officer
Peter Bice	Director Infrastructure & Operations
Natalie Armstrong	Director Development & Regulatory Services
Rebecca Shepherd	A/Director Community Capacity
Lachlan Miller	Executive Manager Governance & Performance
Mike Carey	Manager Financial Services
Kira-marie Laverty	Corporate Planning & Performance Coordinator
Pam Williams	Minute Secretary

1. COMMENCEMENT

The meeting commenced at 6.31pm.

2. OPENING STATEMENT

Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kaurna people. They are Custodians of this ancient and beautiful land and so we pay our respects to Elders past, present and emerging. We will care for this country together by ensuring the decisions we make will be guided by the principle that we should never decrease our children's ability to live on this land.

3. Apology

Cr Pauline Gill
Cr Kirrilee Boyd
Cr Kirsty Parkin

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
WEDNESDAY 26 APRIL 2023
63 MT BARKER ROAD STIRLING**

3.1 Leave of Absence

- Mayor Jan-Claire Wisdom 14 August – 24 September 2023, approved by Council 11 April 2023

**Moved Cr Mark Osterstock
S/- Cr Chris Grant**

88/23

- 1 That a Leave of Absence from all duties of office be granted to Cr Leith Mudge from 17 June to 25 June 2023.**
- 2 That a Leave of Absence from all duties of office be granted to Cr Kirrilee Boyd from 26 April to 2 May 2023.**
- 3 That a Leave of Absence from all duties of office be granted to Cr Pauline Gill from 6 May to 28 May 2023.**
- 4 That any committee or panel membership currently held by Cr Leith Mudge, Cr Kirrilee Boyd and Cr Pauline Gill be undertaken by the Deputy during the leave of absence.**

Carried Unanimously

3.2 Absent

Nil

4. MINUTES OF PREVIOUS MEETINGS

4.1 Council Meeting – 11 April 2023

**Moved Cr Lucy Huxter
S/- Cr Malcolm Herrmann**

89/23

That the minutes of the Ordinary Council meeting held on 11 April 2023 as supplied, be confirmed as an accurate record of the proceedings of that meeting.

Carried Unanimously

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
WEDNESDAY 26 APRIL 2023
63 MT BARKER ROAD STIRLING**

5. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF COUNCIL

5.1 General Conflict of Interest, Cr Louise Pascale - Item 11.1, MON Western Border Suburbs of Council

Under section 75B of the *Local Government Act 1999* Cr Louise Pascale disclosed a General (section 74) Conflict of Interest in Item 11.1, MON Western Border Suburbs of Council, the nature of which is as follows:

- Lives in the suburb of Woodforde

Cr Louise Pascale intends to remain in the Chamber and vote when this item is discussed.

5.2 General Conflict of Interest, Cr Melanie Selwood - Item 18.1, Amy Gillett Bikeway Stage 4 Agreement

Under section 75B of the *Local Government Act 1999* Cr Melanie Selwood disclosed a General (section 74) Conflict of Interest in Item 18.1, Amy Gillett Bikeway Stage 4 Agreement, the nature of which is as follows:

- Has signed a contract for a property that adjoins an existing section of the Amy Gillett Bikeway

Cr Melanie Selwood intends to remain in the Chamber and vote when this item is discussed.

6. PRESIDING MEMBER'S OPENING REMARKS

Mayor Jan-Claire Wisdom welcomed everyone to the Council Meeting. Mayor Wisdom commented on the outstanding attendance at the many ANZAC Day services held throughout the Adelaide Hills Council district. She also advised Council of the thank you letter, certificate and memento from Renmark Paringa Council to thank Council for the valuable staff assistance during the recent River Murray flooding.

7. QUESTIONS ADJOURNED/LYING ON THE TABLE

7.1 Questions Adjourned

Nil

7.2 Questions Lying on the Table

Nil

**ADELAIDE HILLS COUNCIL
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8. PETITIONS/DEPUTATIONS/PUBLIC FORUM

8.1 Petitions

Nil

8.2 Deputations

Nil

8.3 Public Forum

Sarah Pollard, Hello Mt Torrens, undergrounding power in Townsend Street Mt Torrens

9. PRESENTATIONS

Nil

10. QUESTIONS ON NOTICE

10.1 Coronation of King Charles III

Cr Malcolm Herrmann - Can the Acting CEO identify ways in which the Council can celebrate the coronation of King Charles III on 6 May 2023?

Response

Staff have undertaken cursory research into what other Councils may be doing to mark the coronation. To date, no clear themes, patterns or ideas are emerging. It is likely to be a low-key event in Australia with no formal role played by Councils or Australian governments. Indeed, the formal aspects were more around the ascension and proclamations which occurred upon the death of Queen Elizabeth II.

The Administration has recently obtained an official portrait of the King to be displayed at formal ceremonial occasions such as citizenship ceremonies. It is proposed that this portrait be displayed at the Council Meeting on 9 May 2023 (just days following the coronation) and suggested that Council move an appropriate motion to recognise the coronation of the sovereign.

Any community groups proposing to hold events to mark the occasion will be supported in the usual manner by Council.

**ADELAIDE HILLS COUNCIL
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11. MOTIONS ON NOTICE

11.1 Western Border Suburbs of Council

Moved Cr Louise Pascale
S/- Cr Mark Osterstock

91/23

I move that:

1. That the Adelaide Hills Council undertake a safety audit with footpath study for Heather Ave connecting Kintyre Road and Morialta Road, Woodforde, with the outcome informing future capital works budget proposals.
2. That the Adelaide Hills Council audit the suburb signage for Woodforde, Rostrevor and Teringie and the CEO report to Council costs and logistics for increasing signage along the western border of Adelaide Hills Council.
3. That Adelaide Hills Council invite Managing Director Damon Nagel from Kite Property to present to Council the planning and design of Hamilton Hill at a Councillors Workshop held at the Norton Summit Community Centre prior to the Regional Planning briefing Workshop.
4. That the Chief Executive Officer form an internal working group to explore opportunities to establish and support connections between the residents of the newly developed part (Hamilton Hill) and established part of Woodforde by July 2023 and report back to Council in a workshop on the outcome.

Carried Unanimously

Cr Louise Pascale voted “for” the motion. The majority of persons who were entitled to vote at the meeting voted in favour of the motion.

12. OFFICER REPORTS – DECISION ITEMS

7.14pm Cr Nathan Daniell attended the meeting

**ADELAIDE HILLS COUNCIL
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12.1 Long Term Financial Plan for Adoption

Moved Cr Leith Mudge
S/- Cr Chris Grant

92/23

Council resolves:

1. That the report be received and noted.
2. To adopt the 2023-24 Long Term Financial Plan, as contained in Appendix 1 to this report, in accordance with *Section 122 of the Local Government Act 1999*.
3. That the CEO be authorised to make any formatting, nomenclature or other minor changes to the Plan prior to being published.

Carried Unanimously

12.2 PLEC and Main Street Projects

Moved Cr Malcolm Herrmann
S/- Cr Melanie Selwood

93/23

Council resolves that:

1. The report be received and noted.
2. Strategic Prioritisation criteria for Main Street upgrades and activation to support placemaking outcomes be workshopped with Council Members to guide implementation priorities moving forward.
3. Council staff submit an application for undergrounding of power lines for Lobethal Stage 3 for construction following 2024-25, as well as requesting Mount Torrens and Woodside Stages to be considered for future rounds.
4. The refurbishment of the southern side of Aldgate Main Street and the roundabout at the intersection of Mount Barker Road and Strathalbyn Road, be undertaken in 2023-24 in a style consistent with paving and landscaping on the northern side, with funding obtained from Local Roads and Community Infrastructure Program Phase 4 supplemented by operational budgets where appropriate.

Carried Unanimously

**ADELAIDE HILLS COUNCIL
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12.3 Development of a Behavioural Support Policy

Moved Cr Mark Osterstock
S/- Cr Leith Mudge

94/23

Council resolves:

1. That the report be received and noted.
2. To determine not to develop a Behavioural Support Policy at this point in time.
3. To request the Chief Executive Officer to prepare a report on the operation of the Behavioural Management Framework, specifically as it relates to the Adelaide Hills Council, for its April 2024 meeting.
4. That the Chief Executive Officer (or another person delegated by them) may make public comment and/or statements to the media on behalf of the Council relating to the policy of Council, its position on particular issues, and operational matters.

Carried Unanimously

12.4 Status Report – Council Resolutions Update

Moved Cr Chris Grant
S/- Cr Adrian Cheater

95/23

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
14/02/2023	Ordinary Council	35/23	MWN Amy Gillett Bikeway completion Mt Torrens to Birdwood	Nil
28/02/2023	Ordinary Council	43/23	Draft 2023-24 LTFP for consultation	Nil
14/03/2023	Ordinary Council	56/23	Advisory Groups	Nil

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14/03/2023	Ordinary Council	58/23	Audit Committee Recommendations to Council	Nil
28/03/2023	Ordinary Council	71/23	Congratulations - Lobethal Cricket Club	Nil
28/03/2023	Ordinary Council	62/23	Petition - Flooding Junction Road Balhannah	Nil
11/04/2023	Ordinary Council	75/23	Sealed footpath Tolmer Road to Gale Street Woodside	Nil
11/04/2023	Ordinary Council	83/23	CEOPRP - Recommendations to Council 23 March 2023	Nil
11/04/2023	Ordinary Council	85/23	Audit Committee Independent Member Appointment - Confidential	Nil
11/04/2023	Ordinary Council	87/23	Audit Committee Independent Member Appointment - Duration of Confidentiality	Nil

Carried Unanimously

13. OFFICER REPORTS - INFORMATION ITEMS

13.1 Service Review Biannual Report – Civil Services

Moved Cr Malcolm Herrmann
S/- Cr Leith Mudge

96/23

Council resolves that the report be received and noted.

Carried Unanimously

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14. QUESTIONS WITHOUT NOTICE

Cr Louise Pascale – replacement trees

15. MOTIONS WITHOUT NOTICE

Having taken into account the Guiding Principles, the Mayor accepted the following Motions Without Notice.

15.1 Condolence Motion for Antonio Loiacono

Moved Cr Malcolm Herrmann
S/- Cr Melanie Selwood

97/23

That

1. Council expresses its sincere condolences to the family of the late Antonio Loiacono.
2. Acknowledges the support for the family from members of the Birdwood Football and Netball Club and the Gumeracha Football Club.

Carried Unanimously

15.2 Coronation of King Charles III

Moved Cr Malcolm Herrmann
S/- Cr Leith Mudge

98/23

That, from existing tree planting resources and with support from local community groups, the A/CEO arranges for the planting of a suitable native tree in Federation Park Gumeracha to commemorate the coronation of King Charles III.

Carried

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16. REPORTS

16.1 Council Member Function or Activity on the Business of Council

Mayor Jan-Claire Wisdom

- 28 March, meeting with Ashton Hurn Member for Schubert, Stirling
- 30 March, filming for Volunteer Week video, Stirling
- 31 March, meeting with Minister Koutsantonis, Adelaide
- 04 April, meeting with Josh Teague Member for Heysen, Stirling
- 13 April, meeting Senator Andrew McLachlan, Stirling
- 13 April, meeting CEO selection panel, Stirling
- 19 April, CEO candidate interviews, Adelaide
- 21 April, LGA meeting procedures workshop, Adelaide
- 22 April, opening of art exhibition, Lenswood
- 24 April, meeting with Jeff Tate re SHLGA strategic plan via Teams
- 25 April, ANZAC Day ceremony, Stirling
- 25 April, ANZAC Day ceremony, Forest Range
- 26 April, CEO candidate interviews, Adelaide

Cr Louise Pascale

- 16 April, Teringie residents street corner meeting with Hon John Gardner, Member for Morialta

Cr Melanie Selwood

- 25 April, Lobethal ANZAC Dawn Service
- 25 April, Forest Range/Lenswood ANZAC Ceremony

Cr Leith Mudge

- 15 April, Street corner meeting with John Gardner MP, Teringie
- 24 April, ANZAC Service, Upper Sturt Soldiers Memorial Hall, Upper Sturt
- 25 April, ANZAC Day Dawn Service, Mylor War Memorial, Mylor

Cr Malcolm Herrmann

- 25 April, ANZAC Day Services, Gumeracha and Birdwood

Cr Adrian Cheater

- 20 – 21 April, Premiers Climate Change Conference

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

Cr Leith Mudge

- 14 April, LGA Ordinary General Meeting, Adelaide Convention Centre, Adelaide

16.3 CEO Report

David Waters, CEO, provided Council with a verbal update, including:

- Future of Stirling Private Hospital
- CPI figures
- Yabby trap bans from 1 July 2023

17. REPORTS OF COMMITTEES

17.1 Council Assessment Panel – 12 April 2023

Moved Cr Leith Mudge

S/- Cr Adrian Cheater

99/23

That the minutes of the Council Assessment Panel meeting held on 12 April 2023 as distributed, be received and noted.

Carried Unanimously

17.2 Audit Committee – 17 April 2023

Moved Cr Melanie Selwood

S/- Cr Malcolm Herrmann

100/23

That the minutes of the Audit Committee meeting held on 17 April 2023 as distributed, be received and noted.

Carried Unanimously

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17.2.1 Audit Committee Recommendations to Council from 17 April 2023 meeting

Moved Cr Malcolm Herrmann

S/- Cr Melanie Selwood

101/23

Council resolves:

1. That the report be received and noted.
2. In relation to Appendix 1 of this report:
 - a. To approve the *2022-23 External Audit Plan* by BDO Audit Pty Ltd.
 - b. To note the *2022-23 Financial Statement Audit – Engagement Letter* and the *2022-23 Internal Financial Control Audit – Engagement*.
3. In relation to Appendix 2 of this report, to receive and note the Q3 2022-23 Quarterly Council Performance Report.

Carried Unanimously

17.3 CEO Performance Review Panel

Nil

17.4 Boundary Change Committee

Nil

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
WEDNESDAY 26 APRIL 2023
63 MT BARKER ROAD STIRLING**

18. CONFIDENTIAL ITEMS

18.1 Amy Gillett Bikeway – Stage 4 Agreement – Exclusion of the Public

Moved Cr Chris Grant

S/- Cr Leith Mudge

102/23

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

- Acting Chief Executive Officer, David Waters
- Acting Director Community Capacity, Rebecca Shepherd
- Director Development & Regulatory Services, Natalie Armstrong
- Director Infrastructure & Operations, Peter Bice
- Executive Manager Governance & Performance, Lachlan Miller
- Project Coordinator Business Analyst, Nigel Scholz
- ICT Support Officer, Mike O'Donnell
- Minute Secretary, Pam Williams

be excluded from attendance at the meeting for Agenda Item 18.1: (Amy Gillett Bikeway - Stage 4 Agreement) in confidence.

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

- (j) Section 90(3)(j) of the *Local Government Act 1999*, the information to be received, discussed, or considered in relation to this Agenda Item is information the disclosure of which –
- (i) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and
 - (ii) would, on balance, be contrary to the public interest.

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

Carried Unanimously

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
WEDNESDAY 26 APRIL 2023
63 MT BARKER ROAD STIRLING**

18.1.2 Amy Gillett Bikeway – Stage 4 Agreement – Duration of Confidentiality

Moved Cr Nathan Daniell

S/- Cr Leith Mudge

104/23

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 18.1 in confidence under sections 90(2) and 90(3)(j) 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* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

Item	Duration of Confidentiality NB: Item to be reviewed every 12 months if not released
Report	Until execution of necessary funding deeds and a public announcement of the project by the State Government (whichever is the later), but no later than 26 April 2024.
Related Attachments	Nil
Minutes	Until execution of necessary funding deeds and a public announcement of the project by the State Government (whichever is the later), but no later than 26 April 2024.
Other (presentation, documents, or similar)	Nil

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

Carried Unanimously

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
WEDNESDAY 26 APRIL 2023
63 MT BARKER ROAD STIRLING**

19. NEXT ORDINARY MEETING

The next ordinary meeting of the Adelaide Hills Council will be held on Tuesday 9 May 2023 from 6.30pm at 63 Mt Barker Road, Stirling.

20. CLOSE MEETING

The meeting closed at 8.55pm.

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 9 May 2023
AGENDA BUSINESS ITEM**

Item: 8.1.1

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

Subject: Petition to seal Croft Road Lenswood

For: Decision

SUMMARY

A petition has been received with 285 signatories stating:

We the undersigned residents of the Adelaide Hills Council and surrounding areas, petition the Adelaide Hills Council to Seal Croft Road Lenswood from Coldstore Road to at least the Fox Creek Bike Car Park. This will provide vehicular access to the Upper Car Park enabling safe entry to South Australia's Premier Bike and Events location. In addition, there will be an economic benefit to the local tourist attractions.

RECOMMENDATION

Council resolves:

- 1. That the petition signed by 285 signatories requesting the sealing of Croft Road Lenswood from Coldstore Road to at least the Fox Creek Bike car park be received and noted.**
 - 2. That the CEO advise the principal signatory of the Council's noting of the petition and that the Council has applied for Special Local Roads Program funding for 50% of the cost of sealing the road and that the remaining 50% is included in the Council's Draft Capital Works Budget for 2023-24.**
-

1. PETITION DETAILS

Council has received a petition organised by Lyn Brock of Lenswood and Andy Warner of Cudlee Creek and signed by 285 signatories.

The Petition states:

We the undersigned residents of the Adelaide Hills Council and surrounding areas, petition the Adelaide Hills Council to Seal Croft Road Lenswood from Coldstore Road to at least the Fox Creek Bike Car Park. This will provide vehicular access to the Upper Car Park enabling safe entry to South Australia's Premier Bike and Events location. In addition, there will be an economic benefit to the local tourist attractions.

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

➤ Relationship/relevance to Council services/activities/plans/strategies/resolutions

This petition is in alignment with Council's desire to see Croft Road sealed. Council has sought funding from other levels of government for upgrading and sealing Croft Road on numerous occasions, including through the (former) Building Better Regions Fund (Commonwealth) and Local Economic Recovery Program (State and Commonwealth). All avenues for funding have been unsuccessful to date and it is the Administration's opinion now that the Council will need to at least part fund the upgrade in order to leverage other government funding.

To this end, an application was recently submitted for matched funding as part of the Special Local Roads Funding Program. The Council's 50% contribution is contained in the draft Capital Works Budget for 2023-24.

The Special Local Roads Funding Program exists to assist councils to rehabilitate local roads which are considered to have strategic importance, i.e. that they do not just serve the local population. Croft Road is clearly a road used heavily by mountain bike riders and those visiting nearby wineries, which is expected to render it highly relevant to the Special Local Roads Funding Program.

The assessment of all applications for this grant round will be undertaken by the Local Government Transport Advisory Panel, with applicants notified of the outcome of the assessment process by September 2023.

➤ Options¹

Council has the following options in relation to the matter(s) raised in the petition:

- I. That the petition be received and noted (Recommended)
- II. That the CEO advise the principal signatory of the Council's noting of the petition and of any resolutions relating to the matter, as well as outcome of the Special Local Roads Funding program application. (Recommended)

¹ Any potential motion arising from the receipt of a petition is a Motion Without Notice and Council has resolved for restrictions on the scope on these types of motions as per clause 3.18 of the *Code of Practice for Council Meeting Procedures*.

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 9 May 2023
AGENDA BUSINESS ITEM**

Item: 10.1 Question on Notice

Originating from: Cr Kirsty Parkin

Subject: Adelaide & Rural Settlement Landscapes World Heritage Report

1. QUESTION

Could the current Elected Body please have an update on the Adelaide Hills Council World Heritage Listing project? Please include:

- What is World Heritage listing?
- Reasons for the initial bid for World Heritage listing
- Parts of the AHC Council the bid potentially covers
- Current status of the bid

2. BACKGROUND

A number of years ago, there was a suggestion that unique rural and village landscape areas within the Adelaide Hills Council could be protected via a World Heritage listing. My understanding is that the intention of this was that it would preserve as much as possible the network of towns and villages that make up much of the district from future development, thus affording some security against any potential rezoning of farmland, and subdivision and urbanization of townships. It would also allow (much as it does in other parts of the world, such as the south of France) promotion of the district as a World Heritage Area for tourism purposes.

3. OFFICER'S RESPONSE – Rebecca Shepherd, Acting Director Community Capacity/Melissa Bright, Manager Economic Development & Growth

In early 2010 a number of councils within the Mount Lofty Ranges were approached by Professor Randy Stringer, of the University of Adelaide, to consider exploring the feasibility of mounting a World Heritage (WH) bid to the United Nations Educational, Scientific and Cultural Organisation (UNESCO). Professor Stringer considered that a series of agricultural landscapes extending from the Fleurieu Peninsula in the south to the Clare Valley in the north could be listed as a WH site. The region was believed to be worthy of listing for its working agricultural landscapes and historic townships on the basis of the unique history of settlement and continuing culture and practice.

Only the Australian government can nominate a site for WH listing, and only sites that are on Australia's Tentative List can be put forward to UNESCO for consideration for nomination. The Tentative List is the official list, required by the World Heritage Committee and developed by each signatory to the UNESCO World Heritage Convention, of properties that are believed by a country to

meet the criteria for World Heritage listing and from which a country may make nominations to the World Heritage List.

It is important to note that following nomination to the Tentative List, the nomination will still need to be written, lodged with the Federal Government via the State Government, reviewed by the Federal Government and then lodged with the World Heritage Centre. It is then the subject of an independent assessment with a resultant report before it is scheduled for a meeting of the World Heritage Committee for a vote on inscription.

At this time it was understood by the Mount Lofty Ranges World Heritage Partner Councils that the Tentative List was taken from sites that are on the National Heritage (NH) List and therefore Stage 1 of the project was to nominate for NH listing. In 2012 the four original councils (Adelaide Hills Council (AHC), Mount Barker District Council (MBDC), the Barossa Council (BC) and the City of Onkaparinga (COO)) agreed to financially commit to progressing Stage 1 of the Project.

In July 2014 Alexandrina Council (AC) also became financially committed to the project (until 2017-18). Without contributing financially, the District Council of Yankalilla also became formally involved in the project in 2014 and in mid-2017 four additional councils (Clare & Gilbert Valleys Council (CGVC), Light Regional Council (LRC), Mid Murray Council (MMC) and the City of Mitcham) also resolved to be involved in the project with LRC, CGVC and MMC providing some small financial support.

The ultimate objective of Stage 1 (to nominate for NH Listing) was achieved in February 2017 and, not including the large amount of in-kind support provided by project partners, funding to this point had totalled \$479,056 (see table below). This funding had contributed to numerous activities including promotional events, presentations, information sheets, conference papers and expert workshops. A list of activities undertaken throughout Stage 1 has been included in Appendix 1.

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
AHC	\$15,000	\$10,000	\$13,500	\$10,000	\$13,636	\$15,000	\$15,000	\$92,136
MBDC	\$15,000	\$10,000	\$13,500	\$10,000	\$13,636	\$15,000	\$15,000	\$92,136
BC	\$15,000	\$10,000	\$13,500	\$10,000	\$15,000	\$15,000	\$15,000	\$93,500
COO	\$15,000	\$10,000	\$13,500	\$10,000	\$13,636	\$15,000	\$15,000	\$92,136
AC			\$10,000	\$10,000	\$13,848	\$15,000		\$48,848
MMC							\$6,500	\$6,500
LRC							\$5,000	\$5,000
CGVC							\$3,500	\$3,500
Other			\$10,200	\$3,000	\$600	\$15,000	\$16,500	\$45,300
TOTAL	\$60,000	\$40,000	\$74,200	\$53,000	\$70,356	\$90,000	\$88,000	\$479,056

Although in-kind contributions through staff time were expected to continue beyond Stage 1, the originating Feasibility Study (2012) did not envisage requiring local government funding beyond Stage 1 and the Memorandum of Understanding (MOU) between councils expired on 13 June 2018. The contractual arrangement with the then Project Consultant also expired on 30 June 2018.

It was at this time that a series of discussions were also being undertaken with the federal agency (Department of Environment and Energy) responsible for NH nominations, relevant State Government Ministerial and agency staff, heritage experts and community members to discuss their views regarding the project. One very clear and consistent message was delivered:

- There is a lack of clarity and agreement on the Mount Lofty Ranges Heritage proposition and narrative, making it difficult to support, communicate and promote the project for National and World Heritage nomination.

Based on this and feedback received from the Australian Heritage Council on the unsuccessful NH submission, it was considered an ideal time to undertake a review of the merits of progressing the WH project. It was recognised that the development of both NH and WH listing nominations is a long iterative process of debate, research and refinement, and with input and guidance from heritage experts. However, the project had been funded on the basis that there is a WH case, and after seven years of research and discussion, it was time to assess the strength of that case. This was undertaken in 2019 by Duncan Marshall and Dr Jane Lennon AM.

The review was very effective in highlighting the core justification for pursuing WH listing, the core parts being:

- the presence of heritage values associated with a ground-breaking 19th century model of colonisation or systematic colonisation; and
- the links to a philosophical movement of universal significance, and the continuing reflection of those original utopian ideals in the contemporary landscape and land management practices.

Other parts of the rationale that were originally referred to, such as the ‘world-renowned food, wine and tourism regions’ were considered background or descriptive information, but lacking in substantial evidence to be considered as the core argument for WH listing. This was a significant shift from the original justification and many people’s understanding of the bid.

The review also identified that while the original advice was that NH should be achieved before WH is attempted, the assessment criteria for each listings is quite different. While the NH step is worth noting in terms of the ideal process, ultimately it may not prove helpful in framing the WH justification and nomination.

Through this review time it also became very clear that a collaborative working relationship with the State Government was a crucial element for the future success of our nominations for both NH and WH listing. The relevant State Minister for the Environment must present the nomination to the Meeting of Environment Ministers (MEM) for support and endorsement to the Tentative List, the first step in the process to WH listing.

It was during this time that the Adelaide City Council expressed interest in pursuing WH listing and engaged Mr Marshall to provide an expert review of the possibility of a World Heritage nomination related to the Adelaide Park Lands and City Layout. The project was to assess whether a nomination is justified, consider its scope, to review, revise or develop key aspects of a possible nomination, to identify gaps, and suggest a workplan to achieve a successful nomination.

A key finding of the review was recognition that a bid that combines the Adelaide plan and the systematic colonisation settlement landscape of South Australia would represent a substantially more complete portrayal of the colonial settlement model and the whole of the settlement system. As a result, Adelaide City Council and the Mt Lofty Ranges partner councils started to explore the merits of a combined bid.

As part of the collaborative work World Heritage expert Duncan Marshall was again engaged to provide further rationale for the joint bid (see Appendix 2). This work produced a single narrative for the combined bid, as follows:

The nineteenth century property comprising Adelaide and its Rural Settlement Landscapes, including the early Adelaide plan, is of Outstanding Universal Value as exceptional evidence of the Wakefield systematic colonisation model, an important and influential model in the history of European free migration and colonial settlement. It is the most complete realisation of British colonial settlement planning in the world, and/or a major achievement of such colonial planning.

Mr Marshall's expert advice suggested that this nomination could satisfy three of the World Heritage criteria, noting that only one would need to be eventually satisfied to be eligible for World Heritage listing status.

In order to share the results of these reviews more widely, a small expert workshop was convened on 25-26 August 2022 in Adelaide and Hahndorf, and online. The workshop comprised a series of presentations as well as group and plenary discussions.

Key observations and messages arising from the workshop and discussions, included:

- the nomination project should proceed. This is an important and worthwhile journey for the South Australia community, and while there is some caution arising from gaps in the currently available research, there is something special about the history of this European settlement in an Aboriginal landscape, and good potential for a successful World Heritage listing;
- there is a need to better recognise and integrate the prior and continuing Aboriginal history, landscape and people into the proposed nomination. This includes substantial engagement with the Aboriginal community and seeking its further support (Free, Prior and Informed Consent);
- the nomination project is potentially an important part of truth-telling about the history of South Australia, aligning to the State Government's commitment to such a process; and
- there is a substantial amount of work still to be done to prepare a nomination, building upon a considerable foundation of previous research.

It is critical that the joint nomination recognises the impact of settlement on Aboriginal people. Truth-telling and Reconciliation are an important and necessary part of the nomination. This complements the stated ambition of the State and Federal Governments regarding recognition, truth-telling and future treaties, and constitutional change. In fact, it could play a strong role. Certainly the history in the nomination needs to address both Aboriginal and settler histories and perspectives, and the overall nomination needs to be pitched with an honest and balanced presentation of the story, and of course with Aboriginal agreement if not actual support.

Since this workshop a couple of key progressions have been made. Firstly the Tentative List submission for Adelaide and its Rural Settlement Landscapes has been drafted. Such a submission is a formal pre-condition under the World Heritage Convention before a nomination can be submitted. This draft submission requires further development and consultations before it is ready for lodgement.

Secondly, and most noteworthy, the joint initiative has recently received support from the Deputy Premier to prepare the Tentative listing document (see Appendix 3) for approval. Being accepted on the Tentative List is step one of the World Heritage process and this recent approval to consider the bid is a significant step.

The funding Mt Lofty Councils have not provided financial resources for a couple of years, however there are funds remaining in the joint account that can be used to further progress the joint bid in the foreseeable future. The World Heritage rationale will continue to be explored and refined where the keys to success will be the governance process and embedding First Nations input. Next steps include:

- Exploring and establishing a joint World Heritage Governance structure to progress the nomination and provide a pathway on how the World Heritage Bid will be managed.
- Developing a project brief on how to best engage with relevant Aboriginal communities and seek their support through a Memorandum of Understanding.
- Developing a First Nations narrative in partnership with the communities to be incorporated into the colonisation story and add value to the truth-telling and inform the Tentative Listing submission.
- Continuing to refine the draft Tentative Listing document.
- Presenting a paper at the International Council on Monuments and Sites (ICOMOS) General Assembly 2023 Conference.

4. APPENDICES

- (1) World Heritage Stage 1 Activities
- (2) Adelaide and Rural Settlements World Heritage Review
- (3) Letter from Deputy Premier

Appendix 1

World Heritage Stage 1 Activities

Stage 1 Activities

Completion of Stage 1 was achieved in February 2017 with the lodgement of the nomination for National Heritage listing. Many activities contributed to this milestone including:

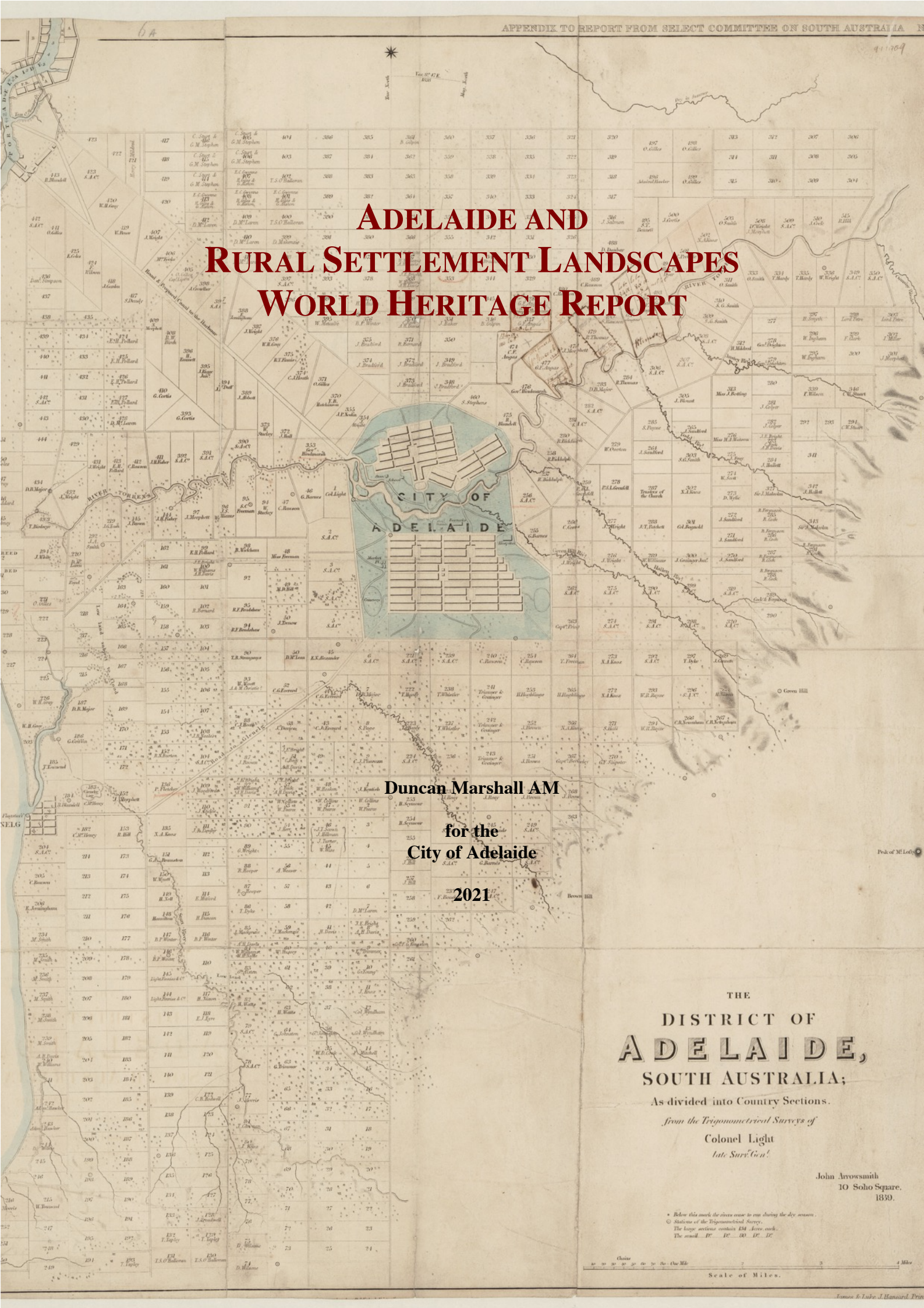
- Establishing and operating six Advisory Groups to provide specialist advice and undertake relevant portions of the work: Community, Economic, Heritage, Indigenous, and Management.
- Presentations at Tasting Australia, AMLRNRM Board, the Australian Garden History Society conference, the ICOMOS Australian National Conference complete with regional Field Trip, Intangible Heritage Seminar at Hahndorf, RDA Adelaide Hills, Fleurieu and Kangaroo Island, UniSA tourism students and to the Langhorne Creek Grape and Wine group and others.
- Promotional Events with International Experts:
 - Professor Amareswar Galla – Executive Director, International Institute for the Inclusive Museum
 - James Rebanks – Consultant on Economic Development benefits of World Heritage listing
 - Dr Jane Lennon, expert Australian voting member on ICOMOS’s International Scientific Committee on Cultural Landscapes, sits on the World Rural Landscape Group
 - Dr Valeria Paul, University of Western Australia
 - Professor (Emeritus) Malcolm Cooper, Tourism Management & Environmental Law, Graduate School of Asia Pacific Studies, Ritsumeikan Asia Pacific University, Beppu, Japan. Ex-resident in the region.
 - Professor Jean-Alain Heraud, Professor of Economics at Université de Strasbourg (UdS), France. A world expert on regional economies, regional development and innovation
- PMG Chair Marc Salver presented a paper on the bid to the Planning Institute of Australia rural and regional conference in Stanthorpe, Queensland in October 2016.
- Landscape Quality Assessment Project – by Dr. Andrew Lothian.
- Showcase of the Mount Lofty Ranges World Heritage Bid at Jamie Briggs’ “Discover: the Adelaide Hills, Fleurieu Peninsula and Kangaroo Island” event at Parliament House in Canberra. The trip incorporated meetings with relevant federal ministers and ministerial advisors.
- Meetings with State Politicians, including John Rau, Leon Bignell, Ian Hunter, etc. and support from Mark Parnell (Greens) and Adelaide City Council (who’s Parklands National Heritage Bid has synergy with this Bid).
- Preparation of Engagement and Marketing Strategies, Project Flyer, two Fact Sheets: #1 Benefits, Processes and Planning Impacts and #2 for Primary Producers, seasonal e-newsletters and a Planning Statement to support the Bid process.
- Mount Lofty Ranges Boundary Workshop: A workshop to discuss the methodology for defining the boundary and in support of fulfilling the requirements of the National Heritage Nomination was held on 27 May 2016 and involved the Project Management Group, chairs of the Landscape and Community Advisory Group, University of Adelaide staff and two interstate guest speakers (Jane Lennon and Jane Ambrose) who advised on the work of the Australian Heritage Council.
- Targeted stakeholder workshops: Three targeted stakeholder workshops were held on 8 September 2016 (Northern region), 15 September 2016 (Southern region) and 10 October 2016 (Central region) with the goal of building support and understanding about the National Heritage listing bid, values, attributes and boundaries; and to analyse and test the values and boundary options from their local perspective and request suggestions on key attributes under each value.

- Community Information Sessions: In addition to the targeted workshops, four community information sessions were held throughout the region on 3 November 2016 (Adelaide Hills region), 10 November 2016 (Southern region), 17 November 2016 (Mount Barker region) and 21 November 2016 (Northern region). Collectively the three workshops and four community information sessions were attended by over 155 people.
- Promotional event at Parliament House, Canberra: On 22 March 2017 an event was held in Canberra with the support of Rebekha Sharkie's office. The event was attended by various South Australian Federal Senators and Members of Parliament and the Minister for Environment and Energy. The event was supported by Jurlique, Pernod Ricard, Peter Lehmann Wines, Maggie Beer Products, Beerenberg, Woodside Cheesewrights, Bird in Hand, The Lane Vineyard and Coriole Winery, whose products were on display at the event.
- Advocacy Meetings with the following key stakeholder individuals and groups:

Parawa Agricultural Bureau; SA Wine Industry Association; Agricultural Bureau of SA; Primary Producers SA Board (which included representatives from Livestock SA, SA Dairy Association, Wine Grape Council SA, Grain Producers SA, Horticulture Coalition SA, Pistachio Growers Association); Farmers Markets representatives including Adelaide Hills Farmers Market Group, Adelaide Showgrounds Farmers Market, Mount Pleasant Farmers Market and Willunga Farmers Market; Apple and Pear Growers Association of South Australia Board; Cherry Growers Association of SA; Board members South Australian Wine Industry Association; Liberal/Opposition government members: Stephen Griffiths, Vicki Chapman, Stephan Knoll Michelle Lensink and Dr Duncan McFetridge; McLaren Vale Grape and Wine Association Tourism Association; Jason Irving, Manager Protected Areas, Department of Environment, Water and Natural Resources (DEWNR); Rebekha Sharkie, Member for Mayo and Gemma Palazzo, Senior Constituent Advisor; Chris Daniels, Presiding Member, Adelaide and Mount Lofty Ranges Natural Resources Management Board and Brenton Gear, Regional Director, Adelaide and Mount Lofty Ranges
- A series of Expert Workshops in August and November 2017, involving DEWNR's Heritage advisor, the Project Team, and a series of nationally notable experts, to address the State Government's concern regarding sufficient academic work to back the Bid.
- Adelaide and Mount Lofty Ranges NRM Board workshop: a workshop on 23 February 2017. Alignments between the bid area and bid objectives and the NRM boundaries and the NRM Plan objectives were explored.
- Advisory Group/Volunteer recognition: May 25, 2017 - The national heritage nomination has involved an enormous number of volunteer hours from highly qualified experts and members of the project's six advisory groups over the past three years since the establishment of those advisory groups. A special event was held to thank and celebrate the milestone of National Heritage nomination submission.
- DEWNR funded Adelaide University technical report: "The roles of Agricultural Biodiversity in the McLaren Vale Landscape" was also supported by the City of Onkaparinga. The technical report was submitted as supporting research to the National Heritage nomination.
- PIRSA funded economic study: "Framework for Quantitative Measures of Economic Impact for WHS Bid" (March 2017) compiled baseline economic data for the Mount Lofty Ranges World Heritage Bid, was undertaken by Dr. Julian Morison of Econsearch in consultation with the Economic Advisory Group (EAG).

Appendix 2

Adelaide and Rural Settlements World Heritage Review



ADELAIDE AND RURAL SETTLEMENT LANDSCAPES WORLD HERITAGE REPORT

Duncan Marshall AM

for the
City of Adelaide

2021

THE
DISTRICT OF
ADELAIDE,
SOUTH AUSTRALIA;

As divided into Country Sections.

from the Trigonometrical Surveys of

Colonel Light
late Sur' Genl.

John Arrowsmith
10 Soho Square,
1839.

* Refer this mark the river course to rise during the dry season.
© Station of the Trigonometrical Survey.
The large sections contain 64 Acres each.
The small 16'' 32'' 64'' 128'' 256''

Scale of Miles.

EXECUTIVE SUMMARY

The City of Adelaide has commissioned this report as a further stage in an overall project related to the potential World Heritage nomination for the city and its associated rural landscapes. An earlier stage involved an expert review of the World Heritage potential of the city, as well as consideration of the merits of a combined bid with the Mount Lofty Ranges reflecting the rural settlement landscapes from colonial times.

The tasks in the current stage addressed in this report are as follows:

- producing a single integrated and higher-level document based on the two expert reviews (for Adelaide and the rural settlement landscapes of the Mount Lofty Ranges), to address a single narrative for the combined bid and the possible name for the nominated property; and
- preparing an integrated workplan covering both the Adelaide component and the associated rural settlement landscapes, based on the expert reviews.

The proposed core World Heritage narrative is,

The nineteenth century property comprising Adelaide and its Rural Settlement Landscapes, including the early Adelaide plan, is of Outstanding Universal Value as exceptional evidence of the Wakefield systematic colonisation model, an important and influential model in the history of European free migration and colonial settlement. It is the most complete realisation of British colonial settlement planning in the world, and/or a major achievement of such colonial planning.

The colonial settlement also significantly impacted Aboriginal peoples, and a World Heritage nomination would address all aspects of the colonial history including recognition of such impacts.

To achieve World Heritage listing, Adelaide and the associated rural settlement landscapes would need to meet at least one World Heritage criterion. Current research suggests it could meet three criteria, and preliminary value statements are provided.

With regard to the property name, it is recommended to adopt a neutral working name for the time being, with a view to reviewing options later in the process as further stakeholder consultation is undertaken. The suggested neutral working name is,

Adelaide and its Rural Settlement Landscapes.



Figure 1. View of the City of Adelaide and its northern Park Lands
Source: Duncan Marshall



CONTENTS

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4. Integrated Workplan for the World Heritage Tentative List Submission and Nomination.....	11
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1. INTRODUCTION

The City of Adelaide has commissioned this report as a further stage in an overall project related to the potential World Heritage nomination for the city and its associated rural settlement landscapes. An earlier stage involved an expert review of the World Heritage potential of the city, as well as consideration of the merits of a combined bid with the Mount Lofty Ranges reflecting the associated rural settlement landscapes from colonial times.

The tasks in the current stage addressed in this report are as follows:

- producing a single integrated and higher-level document based on the two expert reviews (for Adelaide and the rural settlement landscapes of the Mount Lofty Ranges). This is to address a single narrative for the combined bid and the possible name for the nominated property; and
- preparing an integrated workplan covering both the Adelaide component and the associated rural settlement landscapes, based on the expert reviews.

Other tasks addressed separately are:

- planning for and leading a small expert workshop to explore the findings of the expert reviews, further refine the draft Outstanding Universal Value, and explore likely places for inclusion (without being conclusive at this stage). Importantly, the workshop would be an opportunity to help identify key potential experts to further assist with the nomination; and
- in-person meetings and other meetings by video-conferencing.

The consultant who prepared this report is Duncan Marshall AM B.Arch(Hons) BA MICOMOS.

The consultant is grateful to the following people for their assistance.

Rick Hutchins	City of Adelaide
Martin Cook	City of Adelaide
Amanda McConnell	City of Adelaide

Jason Irving	Department for Environment and Water
Melissa Bright	Adelaide Hills Council
Marc Salver	Adelaide Hills Council

Figure 2. View of the Southern Rural Settlement Landscape in the vicinity of Willunga
Source: Duncan Marshall



2. CORE WORLD HERITAGE NARRATIVE AND VALUES FOR ADELAIDE AND THE RURAL SETTLEMENT LANDSCAPES

This chapter presents an overview of the proposed core narrative for a World Heritage nomination for Adelaide and its associated rural settlement landscapes. This is followed by brief background to this core narrative, and preliminary World Heritage value statements.

2.1 CORE NARRATIVE – OVERVIEW

The 1837 Adelaide town plan and associated rural settlement landscapes have substantial World Heritage potential. The suggested core narrative is as follows.

The nineteenth century property comprising Adelaide and its Rural Settlement Landscapes, including the early Adelaide plan, is of Outstanding Universal Value as exceptional evidence of the Wakefield systematic colonisation model, an important and influential model in the history of European free migration and colonial settlement. It is the most complete realisation of British colonial settlement planning in the world, and/or a major achievement of such colonial planning.

The colonial settlement also significantly impacted Aboriginal peoples, and a World Heritage nomination would address all aspects of the colonial history including recognition of such impacts.

2.2 CORE NARRATIVE – BACKGROUND

There are two key themes which underpin the core narrative. Brief background to these themes is provided below.

Evidence of the important and influential Wakefield Systematic Colonisation Model

Migration is a major and enduring theme through much of world history from ancient times to the present day. European emigration coupled with colonisation from about 1500 CE was itself of great historical importance marking the beginning of globalisation, and it arose as a result of the explorations in the Age of Discovery. From 1500-1783 CE there were 1.4 million migrants, and from 1815-1930 CE there were 60 million migrants. The Americas were the major destination, with 32 million people travelling to the USA in 1821-1932 CE. In the same period, Australia received 2.9 million migrants. These migrants could be either free or indentured (contracted).

The systematic colonisation of South Australia saw the arrival of tens of thousands of people in the initial period of the settlement scheme from 1836-1857 CE.

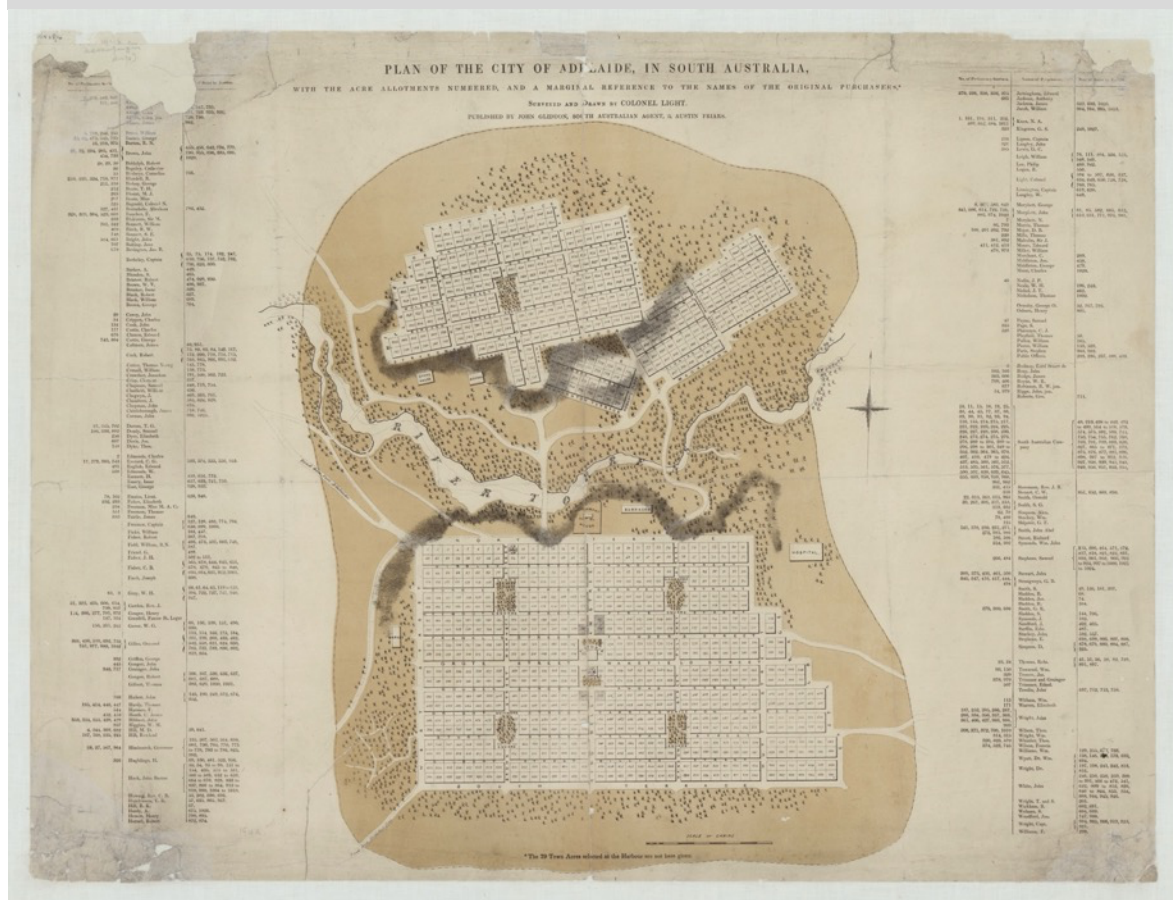
The migrations to other places prior to South Australia tended to involve a number of problems related to land acquisition, labour shortages and the consequent reliance on

unfree labour such as convicts or indentured labour. Previous Australian colonisation efforts were characterised by an unstructured approach. Wakefield's systematic colonisation was informed by Enlightenment ideals and was designed to avoid these problems and result in a superior colony based on free settlement, the sale of land at a sufficient price, funding to assist emigration, and the careful selection of migrants to create a viable colony.

The systematic colonisation of South Australia was an important departure from the unsystematic colonisation which characterised much of European free migration, especially that to the Americas. It was also influential on colonisation projects to other parts of the world.

Figure 3. Plan of Adelaide, 1840, showing original purchasers including those who purchased through the preliminary land order system

Source: <http://adelaideia.sa.gov.au/sites/default/files/images/maps/b1831757.png>



The most complete realisation of British colonial settlement planning in the world, and/or a major achievement of such colonial planning

Research into the urban and rural aspects of colonial settlement planning of Adelaide and its Rural Settlement Landscapes concludes that:

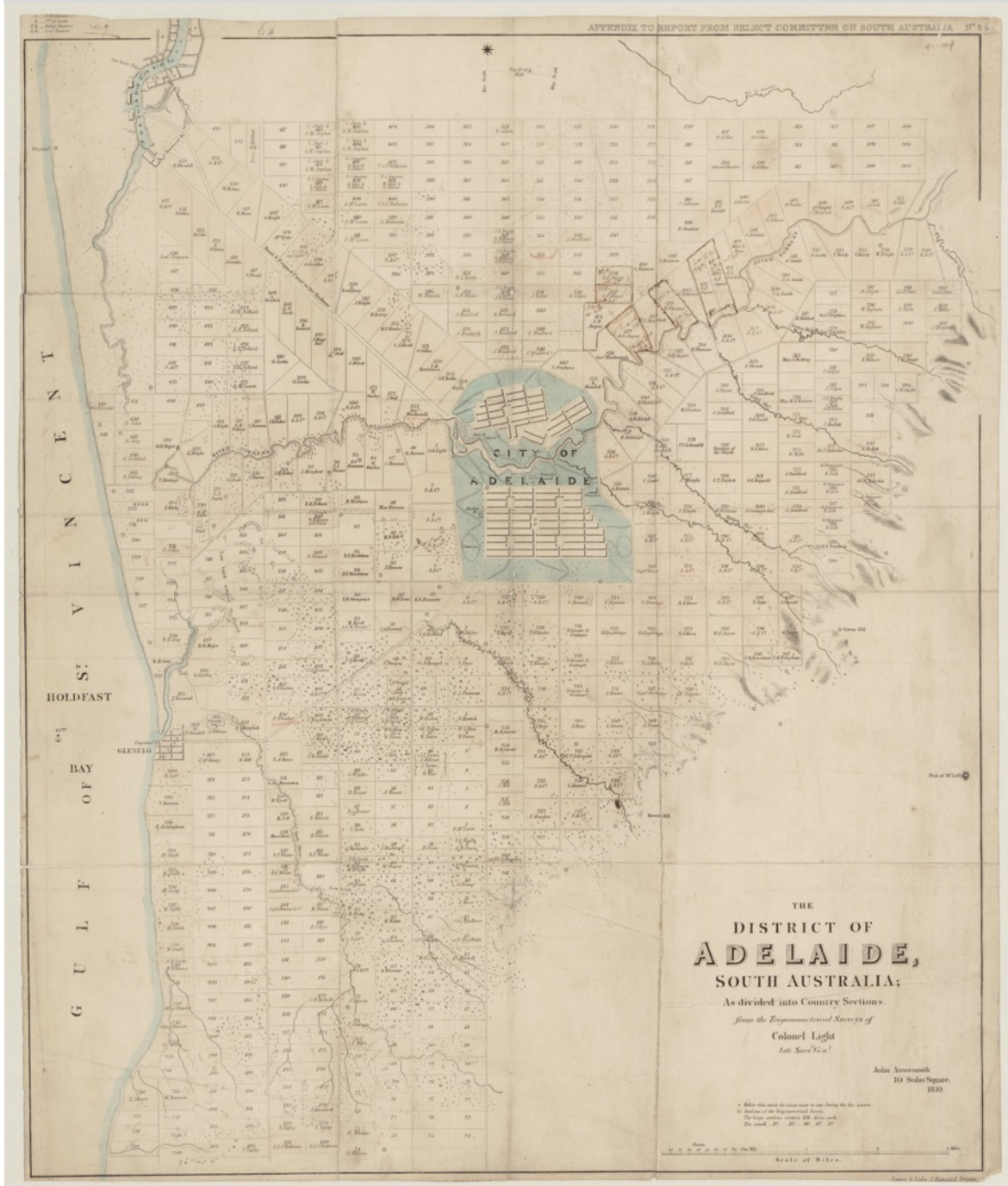
- it includes the most complete realization/a grand example/a major achievement of the colonial town planning model. With parklands framing and encasing urban spaces, the city layout is designed to take full advantage of the topography, an important innovation for the time. Adelaide and the settlement of South Australia have all the essential elements of the 'grand model', an important 17th century utopian plan for colonial settlement, and it is distinguished by encircling parklands and internal public squares, preserved largely intact;



- most of the Adelaide plan's elements were not novel but their arrangement on the ground was an inspired response to site and opportunity, and represented the culmination of the whole colonial planning movement of the time;
- with a grid street pattern, systemic provision of town squares, and defining parkland, Adelaide combined numerous physical planning ideas and innovations of the colonial era;
- Adelaide was itself to be a prototype for the development of other 'parkland towns' in Australia and New Zealand;
- key features in the rural landscapes include concentrated settlement, land rights allocated in a combination of town and country lots, towns planned and laid out in advance of settlement and 80 acre farm units (sections); and
- the rural landscape also demonstrates the vital adaptation of the model to the real and local conditions of the recipient colony, including significant adaptation by immigrants of different cultural groups within the overall settlement enterprise.

Note that the following figure is intended to just give some impression of the early planning for rural landscapes associated with the settlement of South Australia. It is not a portrayal of the likely boundaries for or extent of a World Heritage nomination.

Figure 4. Plan of the District of Adelaide, 1839, showing original rural settlements close to the city
Source: <https://digital.collections.slsa.sa.gov.au/nodes/view/821>



2.3 PRELIMINARY VALUE STATEMENTS AGAINST WORLD HERITAGE CRITERIA

To achieve World Heritage listing, Adelaide and the associated rural settlement landscapes would need to meet at least one World Heritage criterion. Current research suggests it could meet three criteria. Preliminary value statements for these criteria are provided below.

Criterion (ii) exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design

Adelaide and its Rural Settlement Landscapes is the outstanding example of the 19th century Wakefield systematic colonisation model for the creation of a viable settler community based on free migration and a progressive society. Within the context of the major European migrations from about 1500 CE to 1914 CE, it was a radical and influential departure from the prevailing Atlantic and forced migrations, and was the first example of systematic colonisation.

The property was the powerful model for the development of new colonial societies in several other countries from the 19th century. Based on an ideal model developed in the United Kingdom, the rural landscapes also demonstrate the vital adaptation of the model to the real and local conditions of the recipient colony, including significant adaptation by immigrants of different cultural groups within the overall settlement enterprise.

As the planned capital of the colonial society, expressing a key aspect of Systematic Colonisation, the Adelaide plan of 1837 reflects an important interchange given the influence of British colonial town planning in this period of major European colonisation. British colonial activities were a major global theme in the period from the late sixteenth century through to the mid twentieth century, and variously encompassed substantial territory in North America, Africa, India and Australia. Town planning was a key part of this colonisation and settlement, and model town plans evolved and guided British settlers. Adelaide's plan was strongly influenced by the evolved model, and it is the most complete realisation of the colonial town planning model.

In addition, the Adelaide plan was to influence the development of hundreds of smaller towns in South Australia, as well as colonial towns in New Zealand.

The Adelaide plan is also of significance in the history of town planning because of its influence on the founding ideas of the Garden City movement.

Criterion (iv) be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history

Adelaide and its Rural Settlement Landscapes is the outstanding example of the implementation of the 19th century Wakefield systematic colonisation model, which in part took advantage of the pre-existing Aboriginal managed landscape. Key features of the model included land sales synchronised to subsidise immigration of free settlers/labour for the colony, the recruitment of younger families as ideal settlers, concentrated settlement, 80 acre farm units (sections), and broader utopian principles such as religious freedom.

This model is reflected in the city and rural landscapes and marks an important change in the period of major European migrations and associated colonisation towards a progressive society and free migration to the far-distant lands of Australia. The property is the original and most enduring expression of systematic colonisation.

The Adelaide plan as part of systematic colonisation is also the outstanding example of the British colonial town planning model developed during the period of European colonialism. This was a major historical period which grew out of the Age of Discovery and saw European powers establish colonial settlements throughout many parts of the world. This period re-shaped world history and its consequences are still substantial and evident.

British colonialism was a very substantial part of this history from the late sixteenth century. Town planning was part of this colonisation and settlement, and model town plans evolved and guided British settlers. Adelaide's plan was strongly influenced by the evolved model, and it is the most complete realisation and a grand example of the colonial town planning model. It includes key features such as concentrated settlement, land rights allocated in a combination of town and country lots, the town planned and laid out in advance of settlement, wide streets laid out in geometric, grid-iron form, a settlement area of about one square mile, public squares, standard-sized rectangular plots, spacious in comparison with those in British towns of the time, some plots reserved for public purposes (including major public buildings reinforcing the plan), and a physical distinction between town and country by an encircling green belt of park lands.

Another important feature of the Adelaide plan is its distinctive response to the topography and natural qualities of its location, reflecting early environmental planning.

Criterion (vi) be directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance. (The Committee considers that this criterion should preferably be used in conjunction with other criteria)

Adelaide and its Rural Settlement Landscapes is the supreme realisation of the transformational shift in European colonisation in the period from about 1500 CE to 1914 CE. The unprecedented colonisation strategy was based on a progressive political/economic model which evolved from the Enlightenment and championed free settlement and the abolition of slavery, assisted free migration, free markets, gender equality, the secret ballot, religious tolerance and Indigenous rights, in order to create a secular, self-governing, democratic and modern society. However, in practice these utopian ideals were in some cases not fully realised, and some proved a failure, especially in the case of Aboriginal rights.

The property and its associated ideas were highly influential in the creation of other new colonial societies in the period, and these ideas have become central to the concept of modern democratic societies.

The Adelaide plan is directly and tangibly associated with ideas arising from the Philosophical Radicals in Britain during the nineteenth century. With links to the Enlightenment which preceded it, the Philosophical Radicals advanced Jeremy Bentham's utilitarian philosophy which defined the maximisation of happiness as the moral standard for action. The Philosophical Radicals and their ideas were a prominent in Britain and also influential in other parts of the world.

The social and economic planning for the new colony in South Australia which derived from the Philosophical Radicals was coupled with rural as well as urban planning, and a range of features in the Adelaide plan are the tangible expression of their ideas, in particular the provision of open spaces/squares and parklands.

3. SUGGESTED NAME FOR THE NOMINATED PROPERTY

The name for the proposed property to be nominated for World Heritage listing is a small but highly important aspect of the overall project. The name needs to capture a sense of the nominated property, its identity and perhaps values.

A previous suggested name was,

Systematic Colonisation Settlement Landscapes of South Australia.

Variations could be,

Adelaide and the Systematic Colonisation Settlement Landscapes of South Australia

Adelaide and its Systematic Colonisation Settlement Landscapes

Colonial Adelaide and its Settlement Landscapes

Adelaide and its Rural Settlement Landscapes.

While an accurate descriptive term, the use of the term “colonisation” comes with negative connections for some, especially for Aboriginal people, and it is not conducive to this project being an opportunity for “healing” and telling all stories associated with Adelaide’s settlement history.

Another issue is that some options for the name are relatively long.

It may be worthwhile adopting a more neutral working name for the time being, with a view to reviewing options later in the process as further stakeholder consultation is undertaken. The suggested neutral working name is,

Adelaide and its Rural Settlement Landscapes.

4. INTEGRATED WORKPLAN FOR THE WORLD HERITAGE TENTATIVE LIST SUBMISSION AND NOMINATION

This chapter begins with some general comments about Tentative Listing and World Heritage nominations. This is followed by a summary of major research gaps for developing the Tentative List submission and nomination, and then a preliminary work plan for preparing a Tentative Listing and nomination. The chapter concludes with some additional comments about developing the Tentative List submission.

4.1 TENTATIVE LISTING AND NOMINATIONS

There are several initial points to recall in the development of a World Heritage nomination:

- such nominations are the largest and most complex tasks in the heritage sector, usually taking many years, requiring resourcing and persistence, and resulting in a substantial document of many hundreds of pages. There is a set format for the contents of a nomination provided in Annex 5 of the World Heritage *Operational Guidelines*;
- a carefully planned approach is essential, usually involving a team and a lead author, and supported by other experts, stakeholders and political leaders, often structured into groups or committees;
- developing a nomination is invariably an iterative process. For example, Outstanding Universal Value may be drafted, tested, revised, tested, informed by the comparative analysis, revised, informed by issues of integrity, authenticity, protection and management, revised, peer reviewed, and so on. This is normal and part of the strength of the process;
- while the task is large it is commensurate with the rewards of World Heritage listing;
- successful nominations are usually the result of a body of expert work coupled with a campaign to develop a broader international body of expert opinion in favour of the nomination – a critical mass of supportive expert opinion. There are various ways of encouraging such support, and the efforts of other countries provide a range of examples in achieving this;
- successful nominations are also the result of ensuring or developing support within governments and the local community; and
- in the case of the Adelaide plan, the support of the City of Adelaide is very important and complements the support of a range of local governments for the rural settlement landscapes.

The development of the nomination may be broadly divided into the following stages:

- initial research, which will underpin the later Tentative List and nomination stages;
- development of a Tentative List submission, to some extent also drawing on the initial tasks noted below;
- development of the nomination – initial tasks – refine draft Outstanding Universal Value, develop comparative analysis, refine attributes and identify boundaries;
- development of the nomination – later tasks – ongoing refinement of Outstanding Universal Value, comparative analysis, attributes and boundaries, and development of the remaining parts of the nomination; and

- other important tasks (eg. development of a management plan or system which will be vital to support the nomination).

The Tentative List is a formal part of the overall process for the development of the World Heritage List, especially related to nominations to the List. As noted in the *Operational Guidelines for the Implementation of the World Heritage Convention* (UNESCO World Heritage Centre 2019):

A Tentative List is an inventory of those properties situated on its territory which each State Party considers suitable for nomination to the World Heritage List. States Parties should therefore include, in their Tentative Lists, details of those properties which they consider to be of potential Outstanding Universal Value and which they intend to nominate during the following years. (Paragraph 62)

Tentative Lists are a useful and important planning tool for States Parties, the World Heritage Committee, the Secretariat, and the Advisory Bodies, as they provide an indication of future nominations. (Paragraph 70)

Several important points to note are:

- Tentative List submissions are checked for completeness of the documentation, but are not evaluated in terms of the claimed Outstanding Universal Value;
- the submission is usually quite short, perhaps a few pages;
- Tentative List submissions are not meant to be based on a fully developed case for World Heritage listing. There needs to be reasonable expert grounds for believing a property may meet the requirements for World Heritage, but this does not mean absolute certainty is required. Such certainty, or at least greater certainty, only arises through the research to prepare the actual nomination dossier. State Parties have on occasions included properties on the Tentative List which have subsequently been found through such research not to have a good case for Outstanding Universal Value. This is exactly how the Tentative List should operate;
- a property needs to be on the Tentative List for one year before it can be nominated;
- Australia has, over decades, not been able to develop a meaningful Tentative List for many reasons. One of those reasons has been that successive governments have been reluctant to list properties unless the Commonwealth and relevant State or Territory governments were in full agreement. While this is largely a political issue, there is also a technical dimension as the support of Commonwealth, State or Territory heritage authorities is also a factor. This has also sometimes meant that Tentative Listing has only occurred when there has been a full commitment to proceed with a nomination;
- it is noted that other States are also likely to have Tentative List proposals (eg. Victoria with regard to the Goldfields). Tentative Listing is not a competition. State Parties can submit any number of properties and there is no limit. The only limit applies to nominations that can be submitted in any given year – which is one nomination. But recognising that it takes considerable time to develop a nomination, there is actually likely to be no competition between ‘rival’ Australian nominations;
- the development of a Tentative List submission is a much smaller and simpler technical/expert task compared to a nomination. Nonetheless, it requires careful consideration and a good expert foundation; and
- one challenging task may be achieving Commonwealth and State support in terms of politicians and heritage experts within government.

In the case of the Tentative List submission, the connection between this step and National Heritage listing should also be confirmed. In the case of Adelaide, the Park Lands and

City Layout are already on the National Heritage List, although it is suspected the whole of the city within the Park Lands will need to be the basis of a World Heritage nomination. If the latter basis is accepted, then the link between Tentative Listing and National Heritage should probably be confirmed. Previously the policy has been to require National Heritage listing before inclusion on the Tentative List, although more recent developments suggest this is not strictly always the case.

Based on the experience of other nominations of urban areas for World Heritage, a nomination including Adelaide should be for the whole of the urban form, such as related to the 1837 plan, as realised. But this does not necessarily mean that every building in the city, even very modern buildings, need be regarded as an attribute of Outstanding Universal Value. The focus is likely to be on aspects of the pre-colonial landscape as well as colonial era planning, forms and fabric. The boundaries of the rural settlement landscapes to be included are yet to be determined.

4.2 SUMMARY OF RESEARCH GAPS

The following is a summary of the major research gaps for developing the Tentative List submission and nomination. These tend to focus on gaps which relate to the justification of Outstanding Universal Value, and there are no doubt other gaps to be addressed later, once the justification is reasonably robust.

These research gaps relate largely to the Adelaide plan and less to the rural settlement landscapes, and there are overlaps as well.

The gaps are:

- developing an adequate understanding of the impacts of settlement on Aboriginal peoples relevant to underpinning the overall project, noting there is existing research which may partly or largely address this need;
- developing a thematic study of European colonial settlement models;
- exploring whether systematic colonisation might otherwise be expressed as part of, or a major element within, a British colonial settlement model or models;
- confirming that the systematic colonisation model incorporated the prevailing, evolved colonial town planning model, including integral elements, such as the linked town and rural landholdings, as well as the concentrated town settlement physically separated from rural lands by park lands;
- preparing a thematic study of European colonial planned towns, including some comparative analysis (King (1990, pp. 141-2) contains a useful list of British colonies and major cities);
- developing a better understanding of the colonial town planning model in terms of its history and the essential elements of that model or models (eg. is it just the town planning components of the Grand Model?);
- confirming that the town planning components of the Grand Model are the same as or at least connected to the model plan promoted by the British Board of Trade;
- documenting the historical and surviving qualities of other examples of colonial town planning, potentially including Savannah, Philadelphia, Charleston and new towns in Upper Canada, perhaps linked to the thematic study noted above;
- documenting the integrity of comparable and key examples of colonial town planning, perhaps linked to the thematic study noted above;

- developing a conclusive understanding of the influence of the Adelaide plan on the Garden City movement and the associated significance;
- establishing whether the Adelaide plan was influenced by the Spanish town planning instructions codified in the 1570s;
- developing a better understanding of the links between town blocks and rural land purchases in the case of Adelaide, ie. specific and intact examples;
- clearly identifying the standard or common and novel elements of the Adelaide plan;
- seeking to better understand the designed purpose of the Park Lands;
- researching whether other aspects of urban planning, apart from the open spaces/ squares and parklands, can be identified as evidence of the ideas of the Philosophical Radicals; and
- researching the international influence of the Adelaide plan, including numerous New Zealand examples (suggestions include Wellington, Christchurch, Dunedin, Invercargill, New Plymouth, Nelson, Canterbury region, Wanganui, Hamilton, Alexandra, Clyde, Cromwell, Gore and Port Chalmers) as well as any influence in other countries. While some of this influence is discussed in the expert review of the City of Adelaide (Marshall and Lennon 2020), the focus is on the settlement landscapes rather than colonial town plans.

These gaps are addressed in the following preliminary workplan.

Developing the Tentative List submission and nomination will require information on a range of contexts, such as the several thematic studies noted above, and other matters noted in the preliminary workplan below. At this stage, these various contexts seem important to explore as part of developing the justification of Outstanding Universal Value. However, it is worth noting the research may lead to some contexts being more important than others, or refinement of the relevant context/s, all as part of the process to develop a robust justification of Outstanding Universal Value.

Finally, while not part of the work required for a Tentative List submission or a nomination, it may nonetheless be important to simply document a few relevant case studies of other World Heritage cities and landscapes which contain both attributes of Outstanding Universal Value, and non-attributes. This would be to re-assure stakeholders that a World Heritage inscription of the whole of the City of Adelaide and associated rural landscapes will not impose unreasonable constraints on modern existing or future developments.

4.3 PRELIMINARY WORKPLAN

Table 1 below presents an overall preliminary workplan for the stages noted above. Initial tasks are highlighted in green. To some extent, there is some potential or real overlap between the Tentative List tasks and the nomination tasks. Hopefully, at least some tasks may be able to build upon previous work undertaken. Further development of the workplan would include an assessment of previous work and its usefulness for the next phase of the project. No timings for tasks are indicated at this stage, with one exception.

Table 1. Preliminary World Heritage Nomination Workplan

No.	Task	Comments	Timing
Initial Research and Tasks			
	Possibly provide a project status briefing webinar	Given delays due to the pandemic, this possible briefing is intended to inform key experts and stakeholders about the expert reviews and project status, as a lead-in to the expert workshop below.	December 2021 or January 2022
	Undertake an initial Expert Workshop	To: <ul style="list-style-type: none"> review the findings of the expert reviews undertaken for the Mount Lofty Ranges and Adelaide, including further refinement of the draft Outstanding Universal Value explore likely places for inclusion to help identify experts to assist with further stages of the overall project 	February 2022
	Establish a Governance structure	Establish an initial governance structure for the overall project, noting this structure and membership may evolve through time. This structure might include: <ul style="list-style-type: none"> oversight committee (ministerial/ mayoral level) project management group stakeholder group expert reference group lead expert core team <p>The first part of this structure, the project management group, should be established prior to the expert workshop.</p>	December 2021
	Undertake a thematic study of European colonial settlement models	Including: <ul style="list-style-type: none"> exploring whether systematic colonisation might otherwise be expressed as part of, or a major element within, a British colonial settlement model or models confirming that the systematic colonisation model incorporated the prevailing, evolved colonial town planning model, including integral elements, such as the linked town and rural landholdings, as well as the concentrated town settlement physically separated from rural lands by park lands 	
	Undertake a thematic study of European colonial planned towns, including some comparative analysis	Including: <ul style="list-style-type: none"> developing a better understanding of the colonial town planning model in terms of its history and the essential elements of that model or models (eg. is it just the town planning components of the Grand Model?) confirming that the town planning components of the Grand Model are 	

Table 1. Preliminary World Heritage Nomination Workplan

No.	Task	Comments	Timing
		<p>the same as the model plan promoted by the Board of Trade</p> <ul style="list-style-type: none"> • documenting the historical and surviving qualities of other examples of colonial town planning, potentially including Savannah, Philadelphia, Charleston and new towns in Upper Canada • documenting the integrity of comparable examples of colonial town planning 	
	Undertake further research on specific issues related to Adelaide and the rural landscape	<p>Research to include:</p> <ul style="list-style-type: none"> • developing a conclusive understanding of the influence of the Adelaide plan on the Garden City movement and the associated significance • establishing whether the Adelaide plan was influenced by the Spanish town planning instructions codified in the 1570s • developing a better understanding of the links between town blocks and rural land purchases in the case of Adelaide, ie. specific intact examples • clearly identifying the standard or common and novel elements of the Adelaide plan • seeking to better understand the designed purpose of the Park Lands • researching whether other aspects of urban planning, apart from the open spaces/squares and parklands, can be identified as evidence of the ideas of the Philosophical Radicals • researching the international influence of the Adelaide plan, including numerous New Zealand examples (suggestions include Wellington, Christchurch, Dunedin, Invercargill, New Plymouth, Nelson, Canterbury, Wanganui, Hamilton, Alexandra, Clyde, Cromwell, Gore and Port Chalmers) as well as any influence in other countries 	
	Develop initial information about the management implications of World Heritage Listing	This information will help stakeholders understand the implications of listing, focusing on likely practical matters. This information will be helpful for stakeholder and community engagement. The information should be updated as the understanding of the values and boundaries of the property are refined.	

Table 1. Preliminary World Heritage Nomination Workplan

No.	Task	Comments	Timing
	Prepare case studies of other World Heritage cities and landscapes which contain both attributes of Outstanding Universal Value, and non-attributes	This would include documentation of a few relevant cases. This information would be to re-assure stakeholders that a World Heritage inscription of the whole of the City of Adelaide and associated rural landscapes will not impose unreasonable constraints on modern existing or future developments.	
Tentative List Submission			
	Link the clarification of connection between National Heritage listing and inclusion on the Tentative List, and other matters	<p>At present it appears there is some flexibility in the policy linking National Heritage and World Heritage. This flexibility should be confirmed in the case of the proposed property, noting that part of the proposed property (Adelaide Park Lands and City Layout) is already National Heritage listed.</p> <p>Given the creation of the colony on Aboriginal lands, continuing connections to country, and the possible inclusion of Aboriginal managed lands within the property, the requirements of the Commonwealth regarding demonstrating Aboriginal consent should also be clarified.</p>	
	Prepare draft Tentative List submission (number of drafts TBA)	<p>Initial task</p> <ul style="list-style-type: none"> • The submission is quite short, and will draw on the initial research above and the tasks below related to the development of the nomination itself • Identify lead person for the submission and core team • Develop more detailed workplan for the submission • Review of current or possible additional committees or reference groups to support the submission • Strengthen the understanding of Outstanding Universal Value as much as possible, noting this task will continue through the development of the nomination dossier • Refine the understanding of attributes • Give some indication of possible draft boundaries, noting these are subject to further refinement • Develop initial information about likely management implications 	
	Seek expert review/s on draft Tentative List	<p>Initial task</p> <ul style="list-style-type: none"> • Related to the expert reviews for the nomination itself, but with a more limited scope 	



Table 1. Preliminary World Heritage Nomination Workplan

No.	Task	Comments	Timing
		<ul style="list-style-type: none"> Identify experts to support the submission development through reviewing drafts (suggestions might include the International Planning History Society, Global Urban History Project, International Garden Cities Institute and possibly the International Federation of Surveyors) 	
	Develop and implement an Engagement Strategy (Governments/community/ stakeholder engagement)	<p>Initial task</p> <ul style="list-style-type: none"> Develop an Engagement Strategy to promote understanding and encourage government/community/ stakeholder support, including Aboriginal stakeholders and government heritage authorities Implement the Engagement Strategy 	
	Seek Government agencies' review/s of draft Tentative List submission/s	<p>Initial task</p> <ul style="list-style-type: none"> Seek review/s of draft Tentative List submission/s by: <ul style="list-style-type: none"> related local government Councils including the City of Adelaide and rural councils (eg. Adelaide Hills Council etc) SA Heritage Council SA Department for Environment and Water Australian Heritage Council Commonwealth Department of Agriculture, Water and the Environment 	
	Seek State government support/agreement for the Tentative List submission	<p>Initial task</p> <ul style="list-style-type: none"> Build upon earlier engagement with State government agencies as part of other tasks This is the decision point for formal State government support to take the proposal to the Environment Ministers Meeting, which is the forum to be consulted prior to the Commonwealth lodging the submission with the World Heritage Centre 	
	Seek the Environment Ministers Meeting agreement to the Tentative List submission	<p>Initial task</p> <ul style="list-style-type: none"> The SA Government would provide this as an agenda item for a meeting organised by the Commonwealth. The agreement would simply be a decision taken by the Ministers. 	
	Seek final government review of the draft Tentative List submission	Initial task	
	Prepare final Tentative List submission	Initial task	

Table 1. Preliminary World Heritage Nomination Workplan

No.	Task	Comments	Timing
	Despatch of the Tentative List submission to the World Heritage Centre (WHC) by the Commonwealth	Initial task	
Nomination – General Tasks			
	Develop and update the nomination workplan	Initial task <ul style="list-style-type: none"> This workplan is a first draft version, and it would be updated as necessary during the life of the overall project 	
	Overall project coordination	Ongoing task <ul style="list-style-type: none"> Identify lead person for nomination project and core team, to lead and coordinate the overall project Should include a review of current or possible additional committees or steering/reference groups to support the nomination 	
	Develop and implement a Communication Strategy (community/stakeholder consultation)	Initial task <ul style="list-style-type: none"> Develop a communication strategy (this might include an evolving short nomination summary and other fact sheets to address issues, amongst other products) Implement the strategy 	
	Draft Nomination (number of drafts TBA)	Later task	
	Seek expert review/s on the Draft Nomination	Ongoing task <ul style="list-style-type: none"> Maybe worth establishing a panel of reviewers whose support will be needed periodically, including World Heritage and subject matter experts – not clear if this group will meet or work separately Includes international peer review, which might partly be addressed through an international workshop Develop an indicative schedule for expert reviews 	
	Seek Government agencies’ review/s on the Draft Nomination	Later task	
	Print Draft Nomination	Later task	
	Send Draft Nomination to WHC	Later task	
	WHC to review Draft Nomination	Later task	
	Final government review of Draft Nomination	Later task	
	Finalise Nomination	Later task	
	Nomination production	Later task	
	Despatch Nomination to WHC by the Commonwealth	Later task	
Nomination – Components of the Dossier			
1.	Identification of the Property		



Table 1. Preliminary World Heritage Nomination Workplan			
No.	Task	Comments	Timing
1.a	Country (and State Party if different)	Later task	
1.b	State, Province or Region	Later task	
1.c	Name of Property	Initial task <ul style="list-style-type: none"> • Important for the branding/ recognition/publicity of the property, even if it may change later 	
1.d	Geographical coordinates to the nearest second	Later task	
1.e	Maps and plans, showing the boundaries of the nominated property and buffer zone	Initial task <ul style="list-style-type: none"> • Source good quality topographical and cadastral base mapping • Generate base mapping of relevant attributes • Begin mapping of possible boundaries based on identified attributes • Refine as attributes are refined and other issues considered (integrity, authenticity, protection, management) 	
1.f	Area of nominated property (ha.) and proposed buffer zone (ha.) Area of nominated property: _ ha Buffer zone _____ ha Total _____ ha	Later task	
2.	Description		
2.a	Description of Property	Later task	
2.b	History and Development	Later task	
3.	Justification for Inscription		
3.1.a	Brief synthesis	Initial task	
3.1.b	Further research and finalise selection of criteria under which inscription is proposed (and develop justification text for inscription under these criteria)	Initial task <ul style="list-style-type: none"> • Development of the justification text to support/refine the criteria text • Develop text on the broader theme of migration, into which the South Australian example and systematic colonisation can be contextualised • Prepare summary text on the theme of European colonial settlement models, and the place of the Wakefield model within this context • Develop background text on the character of non-systematic colonisation, with examples • Develop background text on the Enlightenment/post-Enlightenment, and the impact on the development of model societies • Develop an understanding of the role of the city of Adelaide (eg. the town 	

Table 1. Preliminary World Heritage Nomination Workplan

No.	Task	Comments	Timing
		<p>acres and more broadly) in the systematic colonisation story</p> <ul style="list-style-type: none"> • Refine the description of the characteristics of systematic colonisation, including the size and variability of sections (farm units) • Ensure the presentation of systematic colonisation reflects both the idealised theory as well as the reality of its implementation, including a fair reading of positive and negative aspects • Develop an overview of the authoritative historical assessments of systematic colonisation, including whether there is a prevailing consensus about its importance • Prepare summary text on European colonial planned towns, and the place of British towns and Adelaide within this context • Otherwise draw on the initial research to inform the justification text • Revise the draft OUV in the light of the comparative analysis 	
3.1.c	Develop a Statement of Integrity	<p>Initial task</p> <ul style="list-style-type: none"> • Integrity is a measure of the completeness or intactness of the attributes that convey Outstanding Universal Value (eg. are all attributes in the property, and also are they impacted by development or neglect?) • Ongoing identification and refinement of attributes • Establish integrity of attributes and overall property 	
3.1.d	Develop a Statement of Authenticity (for nominations made under criteria (i) to (vi))	<p>Initial task</p> <ul style="list-style-type: none"> • Establish authenticity of attributes and overall property 	
3.1.e	Develop text on protection and management requirements	<p>Later task</p>	
3.2	Prepare a Comparative Analysis	<p>Initial task</p> <ul style="list-style-type: none"> • Develop the analysis, especially regarding other examples of systematic colonisation in the world and what landscape evidence exists of these, as well as European colonial planned towns • Also develop the analysis related to agricultural innovation • A close/closer check of Tentative Lists should be included 	



Table 1. Preliminary World Heritage Nomination Workplan			
No.	Task	Comments	Timing
3.3	Develop the Proposed Statement of Outstanding Universal Value	Initial task <ul style="list-style-type: none"> Based on inputs from other tasks 	
4.	State of Conservation and factors affecting the Property		
4.a	Prepare text on the present state of conservation	Later task	
4.b	Prepare text on factors affecting the property	Later task	
4.b(i)	Prepare text on development Pressures (e.g., encroachment, adaptation, agriculture, mining)	Later task	
4.b(ii)	Prepare text on environmental pressures (e.g., pollution, climate change, desertification)	Later task	
4.b(iii)	Prepare text on natural disasters and risk preparedness (earthquakes, floods, fires, etc.)	Later task	
4.b(iv)	Prepare text on responsible visitation at World Heritage sites	Later task	
4.b(v)	Number of inhabitants within the property and the buffer zone Estimated population located within: Area of nominated property Buffer zone Total Year	Later task	
5.	Protection and Management of the Property		
5.a	Ownership	Later task	
5.b	Protective designation	Later task	
5.c	Means of implementing protective measures.	Later task	
5.d	Existing plans related to municipality and region in which the proposed property is located (e.g., regional or local plan, conservation plan, tourism development plan)	Later task	
5.e	Property management plan or other management system	Later task	
5.f	Sources and levels of finance	Later task	
5.g	Sources of expertise and training in conservation and management techniques	Later task	
5.h	Visitor facilities and infrastructure	Later task	

Table 1. Preliminary World Heritage Nomination Workplan

No.	Task	Comments	Timing
5.i	Policies and programmes related to the presentation and promotion of the property	Later task	
5.j	Staffing levels and expertise (professional, technical, maintenance)	Later task	
6.	Monitoring		
6.a	Key indicators for measuring state of conservation	Later task	
6.b	Administrative arrangements for monitoring property	Later task	
6.c	Results of previous reporting exercises	Later task	
7.	Documentation		
7.a	Photographs and audiovisual image inventory and authorization form	Later task	
7.b	Texts relating to protective designation, copies of property management plans or documented management systems and extracts of other plans relevant to the property	Later task	
7.c	Form and date of most recent records or inventory of property	Later task	
7.d	Address where inventory, records and archives are held	Later task	
7.e	Bibliography	Ongoing task	
8.	Contact Information of responsible authorities		
8.a	Preparer Name: Title: Address: City, Province/State, Country: Tel: Fax: E-mail:	Later task	
8.b	Official Local Institution/Agency	Later task	
8.c	Other Local Institutions	Later task	
8.d	Official Web address http:// Contact name: E-mail:	Later task	
9.	Signature on behalf of the State Party	Later task	

Table 1. Preliminary World Heritage Nomination Workplan			
No.	Task	Comments	Timing
Other Tasks			
	Development of management plan/system	Later task	
	Development of tourism management plan, including interpretation	Later task	

4.4 ADDITIONAL COMMENTS ABOUT DEVELOPING THE TENTATIVE LIST SUBMISSION

While it might be possible to proceed with developing a Tentative List submission based on current information, it would seem prudent to firstly undertake the initial research identified in the preliminary workplan above. This will provide a more robust basis for the submission, and the eventual nomination. It will also help persuade the Commonwealth of the merits of the case.

This would also allow time to begin engagement with stakeholders and the local community about the possibilities of World Heritage, especially if more than just the City Layout and Park Lands are likely to be included within the City of Adelaide, which is recommended. This is also relevant for the associated rural landscapes. The key issue may be the management implications if World Heritage inscription is achieved, and early work can be undertaken to begin the development of an understanding of those implications, for use in consultations.

It should be noted the Tentative List submission does not include or require boundary information. Such information is only provided with the nomination. Nonetheless, it is likely there will be keen interest from stakeholders and the local community in the possible/likely boundary and developing a draft boundary should probably be an early priority.

Accordingly, the initial research and work undertaken for the Tentative List submission should usefully:

- strengthen the understanding of Outstanding Universal Value as much as possible, noting this task will continue through the development of the nomination dossier;
- refine the understanding of attributes;
- give some indication of possible draft boundaries, noting these are subject to further refinement; and
- develop initial information about likely management implications.

The tasks on OUV and attributes will be inputs to the submission, and the boundary and management implications information will be helpful for stakeholders including governments, their heritage authorities and the local community.

In order to address the issues noted regarding governments, community and stakeholders, including government heritage authorities, it seems worthwhile also developing a strategy to promote understanding and encourage support for the submission.

10. REFERENCES

- King, A D 1990, *Urbanism, colonialism and the world-economy: cultural and spatial foundations of the world urban system*, Routledge.
- Marshall D & J Lennon 2019, Independent expert review of the Mount Lofty Ranges World Heritage Bid, prepared for the Adelaide Hills Council.
- Marshall D & J Lennon 2020, Review and assessment of the status and feasibility of the City of Adelaide's World Heritage bid for the Park Lands and City Layout, prepared for the City of Adelaide.
- UNESCO 2011, *Preparing World Heritage Nominations*, World Heritage resource manual, second edition.
- UNESCO World Heritage Centre 2019, *Operational Guidelines for the Implementation of the World Heritage Convention*.

Appendix 3

Letter from Deputy Premier

OFFICIAL



Government
of South Australia

Reference: CEW22/01265

The Hon Susan Close MP
Deputy Premier
Minister for Climate, Environment and Water
Minister for Industry, Innovation and Science
Minister for Defence and Space Industries
Level 13, State Administration Centre
200 Victoria Square, Adelaide SA 5000
Tel (08) 8226 8520
Email: OfficeoftheDeputyPremier@sa.gov.au

Lord Mayor and Mayor Adelaide Hills Council
City of Adelaide
Town Hall
128 King William Street
ADELAIDE SA 5000
Email: lordmayor@cityofadelaide.com.au

Dear Lord Mayor and Mayor Wisdom,

On the 2 August 2022 I received a letter from Mayor Wisdom and former Lord Mayor Verschoor regarding the proposal to nominate for World Heritage Listing: the Adelaide Park Lands and city layout, and rural settlement areas of the Mount Lofty Ranges. I apologise for the delay in responding.

As you are aware, the State Government supports investigating a bid for Adelaide and its surrounds to be recognised with World Heritage status.

I have noted the reports from respected World Heritage experts, which conclude that there is a valid basis for pursuing the nomination. I also understand that while there are further avenues for research to validate a compelling proposition, there is consensus among experts engaged so far that a valid case for World Heritage can be explored.

As you appreciate, a World Heritage nomination is a technically rigorous process and requires extensive comparative analysis, community and landowner support, and free, prior and informed consent of First Nations. The first formal step in this process, developing a Tentative Listing document, is itself a rigorous document that must identify the proposed Outstanding Universal Value, likely spatial areas to be nominated, First Nations support, and management considerations, including relationship with planning regimes and existing heritage protections. Only the Australian Government Minister for the Environment and Water, with the support of the State Government, can approve a Tentative Listing.

I support the local government partners developing a Tentative Listing submission for the proposed nomination, and in consultation with the Department for Environment and Water, engaging with the Australian Government to produce a Tentative Listing submission that can be submitted with confidence to the World Heritage Centre.

Given the matters that need to be addressed in developing the Tentative Listing submission, it would be reasonable to expect that a draft submission is ready for approval within the next two years.

I understand that this process will be primarily resourced by the local government partners with in-kind technical advice to be provided by the state government through new project governance arrangements.

The Tentative Listing submission itself will require approval from both the state government and Australian government Minister before it can be submitted. Subsequent support to develop a World Heritage nomination would be contingent on a Tentative Listing being accepted by the World Heritage Centre.

For further information, please contact Jason Irving, A/Director National Parks Programs on 0401 120 880 or by email jason.irving@sa.gov.au.

Thank you for writing to me and I hope this information is of assistance. I would also like to congratulate you both on your re-election and election to the positions of Mayor and Lord Mayor.

Yours sincerely



Hon Susan Close MP
Deputy Premier
Minister for Climate, Environment and Water

23/1 / 2023

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 9 May 2023
AGENDA BUSINESS ITEM**

Item: 10.2 Question on Notice

Originating from: Cr Malcolm Herrmann

Subject: Beautification of Mount Torrens

1. QUESTION

In terms of the presentation by Ms Sarah Pollard, Hello Mount Torrens, to the Council at its meeting on 26 April 2023:

1. What action has been taken on the 17 items listed in the Bruce Harry & Associates Report September 2002 - "Priorities for Action"
2. Where there are outstanding items, what steps can the CEO take to ensure that all the actions are undertaken?
3. Can the A/CEO arrange a meeting with representatives of the Mount Torrens and District Community Association to discuss the Associations priorities?

2. BACKGROUND

Ms Pollard, Hello Mount Torrens, a sub group of the Mount Torrens and District Community Association, made an impassioned presentation in the Public Forum at the council meeting on 26 April 2023. She cited the report "Streetscape Guidelines for the public domain of Mount Torrens 2002 Bruce Harry and Associates (Architects and Heritage Consultants). That report listed 17 "Priorities for Action" for enhancing the historic character of Mount Torrens and facilities for visitors.

While many of the actions relate to council operations, there are some which are the in the remit of other government agencies e.g. the Department of Infrastructure and Transport.

The 17 actions as per the handout

- *Install township entrance signs to emphasise the heritage significance of Mount Torrens* ✓
- *Installation of plaques on key historic buildings and sites*
- *Establishment of the Coachhouse as a Tourist Information Centre*
- *Clean out creek overgrowth*
- *Undergrounding of power lines and installation of heritage style street lighting*
- *Relocate CFS and remodel or remove existing building* ✓
- *Construct additional public toilets (including disabled toilets) at the Coachhouse site.*
- *Reforming and paving of footpaths and verges, kerbs and drainage in Townsend Street (Stage 1 - western side, Stage 2 - eastern side)*
- *Construction of a stone wall or hedge screen in front of the Telephone exchange*
- *Thin out and replace prunus trees in heritage centre only*
- *Reconstruction of stone parapet over creek crossing in Townsend Street*
- *Installation of street seating and rubbish bins* ✓
- *Replacement of street name signs*
- *Establishment of bus parking/picnic area at the Oval with upgraded barbecue and playground facilities* ✓
- *Paint existing roadside guard rails*
- *Replace roadside guard rails with bollards and chains*
- *Construct stone retaining wall to raised footpath adjacent the Uniting Church*

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

The document which was referenced by the Hello Mount Torrens group was the "Streetscape Guidelines for the public domain of Mount Torrens 2002 Bruce Harry and Associates". Whilst there are a number of actions which have not yet been undertaken, this was never a formally adopted plan of Council per se, so it should be noted that there has never been any formal implementation plan or funding associated.

Aspects have been progressing on a number of matters listed as detailed below. Other potential steps to assess or address the different actions have also been listed, and whilst no budget allocations have been made, Council may wish to consider budget allocations in future annual business planning processes.

A Council representative will meet with the Hello Mount Torrens group to discuss these listed items, and explore other aspirations for improving the streetscape that the group

holds. Some of these may be suitable to be potential inclusions in the Council's Local Roads and Community Infrastructure Program – Phase 4 submission.

The below list details what Action has occurred to date, and potential options in future.

- 1. Install township entrance signs to emphasise the heritage significance of Mount Torrens.**
ACTION: COMPLETED
- 2. Installation of plaques on key historic buildings and sites.**
ACTION: PROGRESSED
A number of signs are now in place denoting history of some buildings in the main street. Staff have been liaising with the association to include signage along the Amy Gillett Bikeway to denote the historic Lime Kiln and Barton Springs Tavern. Any additional signage requests can be considered.
- 3. Establishment of the Coachhouse as a Tourist Information Centre.**
ACTION: NIL
The way visitors seek and use information has changed dramatically since 2002 with “bricks and mortar” VICs capturing increasingly smaller shares of the information seeking market. Efforts to provide visitor information services would be better directed towards quality digital information and an active online presence.
- 4. Clean out creek overgrowth.**
ACTION: NIL – Responsibility of individual Property Owners
- 5. Undergrounding of power lines and installation of heritage style street lighting.**
ACTION: Preliminary Assessment Undertaken.
AHC Resolved to submit assessment for future consideration after Lobethal Project
- 6. Relocate CFS and remodel or remove existing building**
ACTION: COMPLETED
- 7. Construct additional public toilets (including disabled toilets) at the Coachhouse site.**
ACTION: WORKS TENDERED – to be completed in 2023-24.
- 8. Reforming and paving of footpaths and verges, kerbs and drainage in Townsend Street (Stage 1 – western side, Stage 2 – eastern side).**
ACTION: PROGRESSED
Stage 1 on the Western Side has seen footpath and kerb renewal in 2019 between Terlinga Road/Onkaparinga Valley Road Intersection and Prescott Road. Further works will be considered in line with Asset Management Plans and Capital Works Program.
- 9. Construction of a stone wall or hedge screen in front of the Telephone exchange.**
ACTION: NIL
This would require liaison with Telstra to determine viability of construction of a wall in this location. Funding would then need to be considered amongst competing priorities.

- 10. Thin out and replace prunus trees in heritage centre only.**
ACTION: NIL
Open Space to assess, could be included as part of the long term strategic tree planting program.
- 11. Reconstruction of stone parapet over creek crossing in Townsend Street.**
ACTION: NIL
Funding would need to be considered amongst competing priorities a capital project.
- 12. Installation of street seating and rubbish bins.**
ACTION: COMPLETED
- 13. Replacement of street name signs.**
ACTION: NIL
Council staff will determine costs and heritage implications for this to be undertaken.
- 14. Establishment of bus parking/picnic area at the Oval with upgraded barbecue and playground facilities**
ACTION: Playspace has been completed.
BBQ Placement to be given consideration in future budget
- 15. Paint existing roadside guard rails.**
ACTION: NIL – Department for Infrastructure and Transport Responsibility
- 16. Replace roadside guard rails with bollards and chains.**
ACTION: NIL – Department for Infrastructure and Transport Responsibility
Council staff will explore options with DIT, including painting, replacement with bollards and chains or removal.
- 17. Construct stone retaining wall to raised footpath adjacent the Uniting Church.**
ACTION: NIL

The Bruce Harry & Associates report was authored some 20 years ago and it is worth noting that guidelines for heritage areas have evolved in that time. Recently Heritage South Australia in the Department for Environment and Water updated the Heritage Standards for the Colonel Light Gardens State Heritage Area, delivering a comprehensive tool to guide development.

Senior Staff at the Department have indicated that a similar Standard will be developed for Mount Torrens within 12 months. This is likely to include contemporary guidance relating to landscape context and streetscape amenity that will assist in progressing works in the public realm that respond appropriately to and strengthen the heritage context of Mount Torrens. It may be prudent to consider the timing of this project as part of any future works.

4. APPENDIX

Nil

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 9 May 2023
AGENDA BUSINESS ITEM**

Item: 11.1 Motion on Notice

Originating from: Cr Lucy Huxter

Subject: East Waste Kerbside Audit

1. MOTION

I move:

That Council notes:

1. The release of East Waste’s kerbside audit for 2022
2. Its performance across the Council region in relation to diversion from landfill, green waste and recycling management
3. Its role in influencing a shift in behavioural change of residents to help improve proper waste disposal within households

2. BACKGROUND

Nil

3. OFFICER’S RESPONSE – John McArthur, Manager Sustainability Waste and Emergency Management

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

Strategic Plan 2020-24 – A brighter future

Goal A valued Natural Environment

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

Priority N5.1 Support and assist the community to prevent valuable resources going to landfill and reduce contamination in kerbside recycling bins

The outcomes of the audit undertaken by East Waste provide valuable insight into the community’s waste and recycling practices which assists Council to support the community to reduce waste to landfill.

Legal Implications

Not applicable.

➤ **Risk Management Implications**

Noting the outcomes of the East Audit will assist in mitigating the risk of:

Not providing waste and recycling services leading to community dissatisfaction, potential regulatory action against Council and or possible poor public health and environmental outcomes.

Inherent Risk	Residual Risk	Target Risk
Extreme (5A)	Low (1E)	Low (1E)

The report issue is an existing control.

➤ **Financial and Resource Implications**

Recycling and green organic material incorrectly placed in the landfill bin results in unnecessary waste disposal costs.

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

Community behaviour relating to use of the kerbside bin system is a key factor in reducing waste to landfill.

➤ **Sustainability Implications**

Recycling and green organic material incorrectly placed in the landfill bin results in poor environmental outcomes.

➤ **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

External Agencies: Not Applicable

Community: Not Applicable

4. ANALYSIS

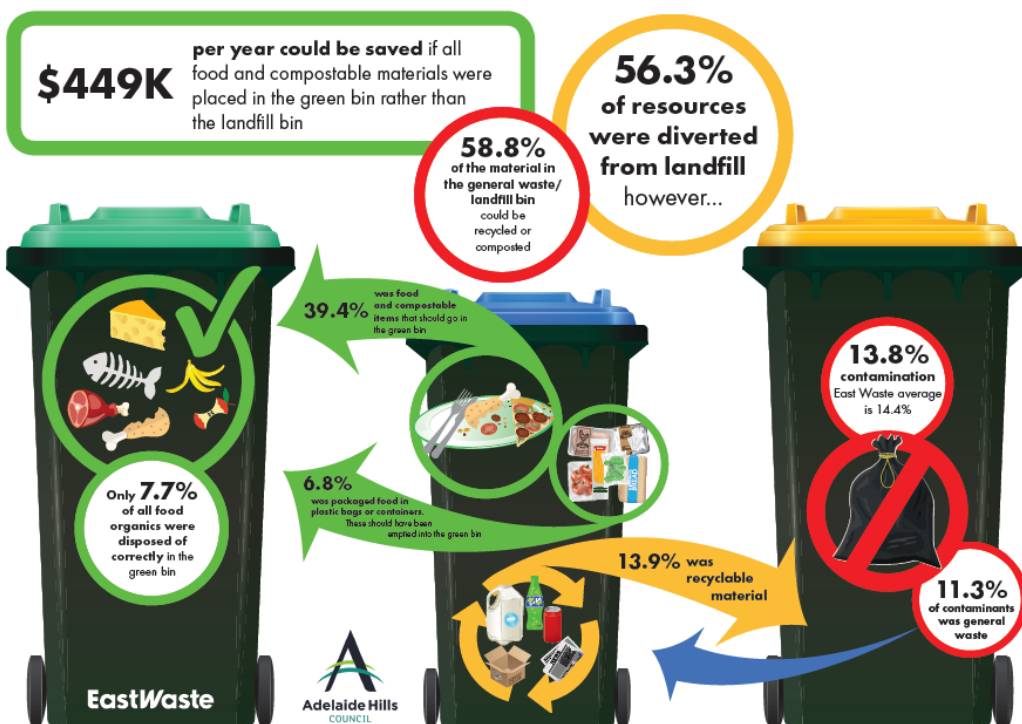
The results of the audit undertaken by East Waste in 2022 are similar to the audit undertaken by East Waste in 2019. Figures 1 and 2 below show summary outcomes of both audits completed by East Waste.

Both audits were undertaken in the township of Lobethal. In both cases, approximately 46% of the blue bin contents was organic material that should have been in the green bin and approximately 13% of blue bin contents should have been in the yellow recycling bin. An increase was recorded in contamination levels found in the yellow bin from 9.7% in 2019 to 13.8% in 2022. Contamination increases in the recycling bin were common across East Waste member Councils however Adelaide Hills Council's result was below the East Waste average of 14.4%.

Figure 1: 2019 Summary of Audit Outcomes



Figure 2: 2022 Summary of Audit Outcomes



Importantly, audits are a snapshot in time of a small number of households (103 properties in 2019 and 75 properties in 2022) and therefore the results need to be considered in that context. The results of the East Waste audits are however consistent with audits undertaken by Council. Repeatedly, the audits undertaken show large volumes of green organic material, mainly food scraps, are being placed in the residual waste bin. Accordingly, removing green organic material and most particularly food scraps from the residual waste bin is the greatest opportunity for Council to focus on.

The outcome of the audits undertaken confirm the importance of continuing to explore changes to bin collection frequency and the provision of a green organic bin to all properties as previously raised with Council Members. In the near future a report will be provided to Council seeking a formal commitment to undertake a trial of changes to the kerbside bin system that is specifically targeting improvements to food scrap and green organic material recycling.

In the interim, Council will continue to provide waste and recycling education activities to the community in conjunction with East Waste. This will include sharing the results of the 2022 audit with the community to assist them with actions they can take to improve resource recovery and decrease contamination.

5. APPENDIX

Nil

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 9 May 2023
AGENDA BUSINESS ITEM**

Item: 12.1

Responsible Officer: Chris Janssan
Manager Open Space
Infrastructure & Operations

Subject: Department for Environment and Water’s Burning on Private
(Council) Lands

Program

For: Decision

SUMMARY

The purpose of this report is to provide a summary of the Department for Environment and Water’s (DEW) strategic fuel reduction program, Burning on Private Lands Program (the Program). The CFS has been working with Bushfire Management Committees and the community to identify areas at the greatest risk of bushfire across the State through the Bushfire Management Area Planning process. Within these areas the State Government has been working with landholders, including the Adelaide Hills Council, to help strategically reduce the bushfire risk that may exist on their lands.

Following the program’s adoption by Council on 24 October 2017, ten sites on Adelaide Hills Council land have been identified through the Bushfire Management Area Planning process and have now had at least one (1) prescribed burn completed. Prescribed burns are proposed primarily for reducing fuel loads, however it is recognised that on many Adelaide Hills Council properties there may be opportunities to deliver secondary benefits including weed management and bush restoration outcomes.

DEW is now seeking permission to investigate a further six sites located on Adelaide Council land and this report seeks Council’s endorsement for same.

RECOMMENDATION

Council resolves:

- 1. That the report be received and noted.**
 - 2. To endorse the investigation of additional Council sites under the DEW Burning on Private Lands Program.**
-

1. BACKGROUND

DEW approached Council in 2016 with a proposal to undertake a prescribed burn in the Heathfield Conservation Reserve (formerly Heathfield Stone Reserve). A report was received by Council at the 28 March 2017 Council Meeting and it was resolved to allow the prescribed burn to proceed.

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ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 28 MARCH 2017
63 MT BARKER ROAD STIRLING

[Please Note: These minutes will be confirmed on Wed 26 April 2017]

14. OFFICER REPORTS – DECISION ITEMS

14.1. Heathfield Stone Reserve Burn Proposal

Moved Cr Ron Nelson S/- Cr Ian Bailey	60/17
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Council resolves:

1. That the report be received and noted
2. That a burn on Heathfield Stone Reserve for the purpose of bushfire mitigation and weed management (to be carried out by DEWNR and CFS), be approved for Autumn 2017.

Carried Unanimously

Following this approval DEW met with AHC staff in May 2017 to propose prescribed burns at a number of additional sites on AHC land. Each site was inspected in conjunction with AHC Biodiversity Team personnel, and contact made with key stakeholders and partners including relevant Landcare and volunteer organisations.

A further report was considered by Council at the 24 October 2017 Council Meeting and it was resolved to endorse the DEW Burning on Private Lands Program.

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ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 24 OCTOBER 2017
63 MT BARKER ROAD STIRLING

12.9. DEWNR Fuel Reduction on Private Lands Program

Moved Cr Val Hall S/- Cr Ian Bailey	250/17
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Council resolves:

1. That the report be received and noted
2. That DEWNR's Strategic Fuel Reduction program is approved for the Adelaide Hills Council region.

Carried Unanimously

The Program represents a joint initiative between DEW, CFS and Adelaide Hills Council. It is consistent with the objectives of the Adelaide Mount Lofty Ranges Bushfire Management Area Plan and in accordance with the DEW Prescribed Burn Plans for each site (including environmental assessments). The sites investigated and treated under the Program include:

- Heathfield Conservation Reserve (formerly Heathfield Stone Reserve) (Heritage Agreement #1654)
- RAA Tower, Hillcrest Avenue, Crafers West
- Heathfield Waste Facility (Heritage Agreement # 1265)
- Yanagin Reserve (Heritage Agreement #1593)
- Mylor Parklands (Heritage Agreement # 1264)
- Melville Reserve (Upper Sturt Tennis Courts)
- Lobethal Bushland Park (Heritage Agreement # 88)
- Mylor Oval remnant vegetation area
- Morgan Road, Ironbank – Blue Marker Site (NVMS 3)

DEW have approached Council and proposed six additional sites for investigation and potential treatment over the next 2-3 years:

- Bradwood Park (Heritage Agreement #1266) - **Appendix 1**
- Red Hill Road, Bradbury (Heritage Agreement # 1594) - **Appendix 1**
- Sedum Place Reserve, Crafers West - **Appendix 2**
- Mylor Parklands (Heritage Agreement (#1264) - **Appendix 3**
- Camp Gooden (Heritage Agreement #1232) - **Appendix 3**
- Stock Road, Mylor (Blue Marker Site (NVMS 52)) - **Appendix 3**

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal 4 A valued Natural Environment

- | | |
|---------------|---|
| Objective N1 | Conserve and enhance the regional natural landscape character and amenity values of our region |
| Priority N1.2 | Manage reserves and open space to support the community, whilst balancing biodiversity conservation, resource use and environmental impacts |
| Objective N2 | Recognise the benefits of ecosystem services and improve environmental resilience by reducing environmental impacts |
| Priority 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 |
| Objective N3 | Nurture valuable partnerships and collaborations and engage the local community in the management of our natural environment |

Priority 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.

Biodiversity Strategy 2019 – 2024

- Goal 1 Protect and maintain areas of high biodiversity or habitat value
- Strategy Ongoing monitoring and management of Council reserves and NVMS sites
- Action Managing fuel loads (weed management programs (DEW Burning on Private Lands Program
- Action Explore fire as an ecological tool (ie DEW Burning on Private Lands Program)

- Goal 2 Increase or maximise habitat value of degraded sites
- Strategy Collaborate with DEW on the Burning on Private Lands Program on Council Lands
- Action Undertake post burn weed management to assist with the secondary benefits of prescribed burning (weed management and bush restoration outcomes)
- Action Investigate opportunities with DEW for ecological burns in other location on Council Lands (not included in the Burning on Private Lands Program) to encourage the emergence of fire responsive native flora species and weed management objectives.

➤ **Legal Implications**

Depending on how the seasons are progressing (mainly with regard to rainfall), the burns are likely to be conducted within the fire danger season. As required under the *Fire and Emergency Services Act 2005* Section 79(2), 80, all prescribed burns conducted within the fire danger season must have an authorised permit and must comply with the conditions and regulations of the permit and Act.

The burns are conducted in accordance with *Native Vegetation Regulations 2017* (Division 3) which allows fuel reduction to be undertaken for the purposes of bushfire mitigation, if approved by the CFS Chief Officer (or authorised delegate). Approval must have regard to the Bushfire Management Area Plan applicable for the area.

➤ **Risk Management Implications**

Council currently undertakes fuel reduction through weed control in high value conservation reserves via a range of methods and programs. Conducting strategic prescribed burning is unlikely to significantly alter the risk profile of weed management in high value conservation reserves but it will provide information on the effectiveness of alternative weed control methods specific to the conditions of the local area. Support for the Program will also likely demonstrate that the Council has taken steps to mitigate bushfire risks strategically across the landscape in line with State Government and CFS objectives.

The endorsement of the Program will assist in mitigating the risk of:

Bushfire carried by elevated fuel levels in Council reserves leading to public reputational damage.

Inherent Risk	Residual Risk	Target Risk
Extreme 4A	Medium 2C	Medium 2C

This is an existing program which has been in operation since 2017 and employed to assist with mitigation of the bushfire risk across the region.

➤ **Financial and Resource Implications**

DEW will conduct burn operations at no cost to the Council (this will include preparing the site, conducting the burn and patrolling the site until declared safe and submission of all approval documentation).

Other actions required at the site (e.g. post burn weed management work) will need to be covered in Council's operational budgets. There will, however, be some level of commitment from DEW in the form of 'weed whacking' days. This amounts to approximately 1 day per annum per site for three years following the burn.

For all existing sites, post burn weed control budgets have been calculated for a period of 8 years following treatments. Budgets are estimated according to factors such as size of the burn, complexity of the site, previous condition of vegetation (ie levels of weed invasion prior to burn). Appropriate budget has been committed for all existing 10 sites included in the Program (the budget for 2022/23 was \$60k but this can vary year to year).

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

Community consultation is undertaken to inform external customers and provide opportunity to ask questions and seek clarification about the project. This extends also to key stakeholders, wider community and the local residents within an appropriate catchment of the burn site.

The following consultation tools have previously been employed since the endorsement of the Program in 2017.

- Social media
- Council website
- Courier, Herald
- Local newsletters (where appropriate) (ie. schools)
- Targeted engagement with key stakeholders (where appropriate)
- Information about the project will be displayed at Council contact centres (libraries)
- Signage placed near the sites advising of the proposed burn
- Mail out to local residents, within a defined catchment around the burn site (usually 1-2 kilometres).

An update on the Program was also provided to the Biodiversity Advisory Group (BIOAG) prior to endorsement of the Program in 2017.

➤ **Sustainability Implications**

To assess the effects of the prescribed burn on a range of environmental and cultural issues, an Environmental Assessment (EA) is undertaken in alignment with DEW policy and procedure.

EA addresses potential threats and benefits to flora, fauna, threatening processes, ecological communities, threatened species habitat, water and flooding, heritage, amenity and other values. They are undertaken within the DEW Fire Information Management System (FIMS) using State Government corporate data and expert input and knowledge.

This DEW EA process has been endorsed by Commonwealth Environment Department to assess the impacts on Nationally threatened species or communities.

➤ **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
External Agencies:	Department of Environment and Water
Community:	Not Applicable

➤ **Additional Analysis**

Prescribed burning is regarded as a vital strategy to improve the protection of built and natural assets from the adverse impacts of bushfire by reducing heavy fuel loads in strategic areas. Fuel reduction burning increases the chances of early fire suppression and can provide a safer environment during bushfires.

Prescribed burns are primarily aimed at reducing fuel loads. However, it is recognised that on many Adelaide Hills Council properties there are opportunities to deliver secondary benefits which include weed management or other ecological benefits, such as bushland regeneration, improvement of wildlife habitat and overall bush restoration outcomes. At many of these sites Council has been restoring biodiversity values for many years, often in partnership with other organisations, including Landscapes Hills & Fleurieu, Trees for Life, Landcare Australia and community voluntary groups.

Despite the often prolific germination of the weed seed bank following a burn, it is recognised that there is a significant opportunity to capitalise on the widespread clearance of weeds. Rapid and targeted follow-up is critical in managing these sites and ensuring that fuel levels are not further elevated by inadequate commitment to post burn weed management. Council has therefore committed funds to assist with weed management at each of the 10 sites targeted in the Program. These management activities will extend for an 8 year period following the initial burns. Likewise, DEW has committed to a three year 'in kind' support at each of the sites. This has already been completed at the majority of the sites.

Flora and fauna monitoring of burn sites will be a necessary component of the Program, to observe and record species' overall response to fire, in particular fire intensity and frequency over time. This is not a service that DEW provide (post fire), and has been initiated by Council. These include:

- Bushrat (Bushland Assessment Methodology) data is collected at 5 year intervals and assesses the condition of vegetation and habitat values.
- Photopoints have been established at a number of burn sites to provide annual observational (qualitative) and quantitative data on native and exotic plant species and the woodland community's response to fire.
- Biannual bird data is collected at each site, prior to the burn and then during Autumn and Spring each year. It is anticipated tht this dataset will help inform Council of the localised and regional impacts of the Program, particualry on woodland birds, which are well recognised as being in significant decline across the Mount Lofty Ranges.

All data is stored with AHC, and provide opportunities to inform the DEW Program into the future as well as data sharing with other organisation, such as Nature Concervation Society of South Australia (NCSSA) and Adelaide University.

3. OPTIONS

Council has the following options:

- I. To endorse the investigation of additional Council sites under the DEW Burning on Private Lands Program (Recommended)
- II. Not to endorse the investigation of additional Council sites under the DEW Burning on Private Lands Program (Not Recommended)

4. APPENDICES

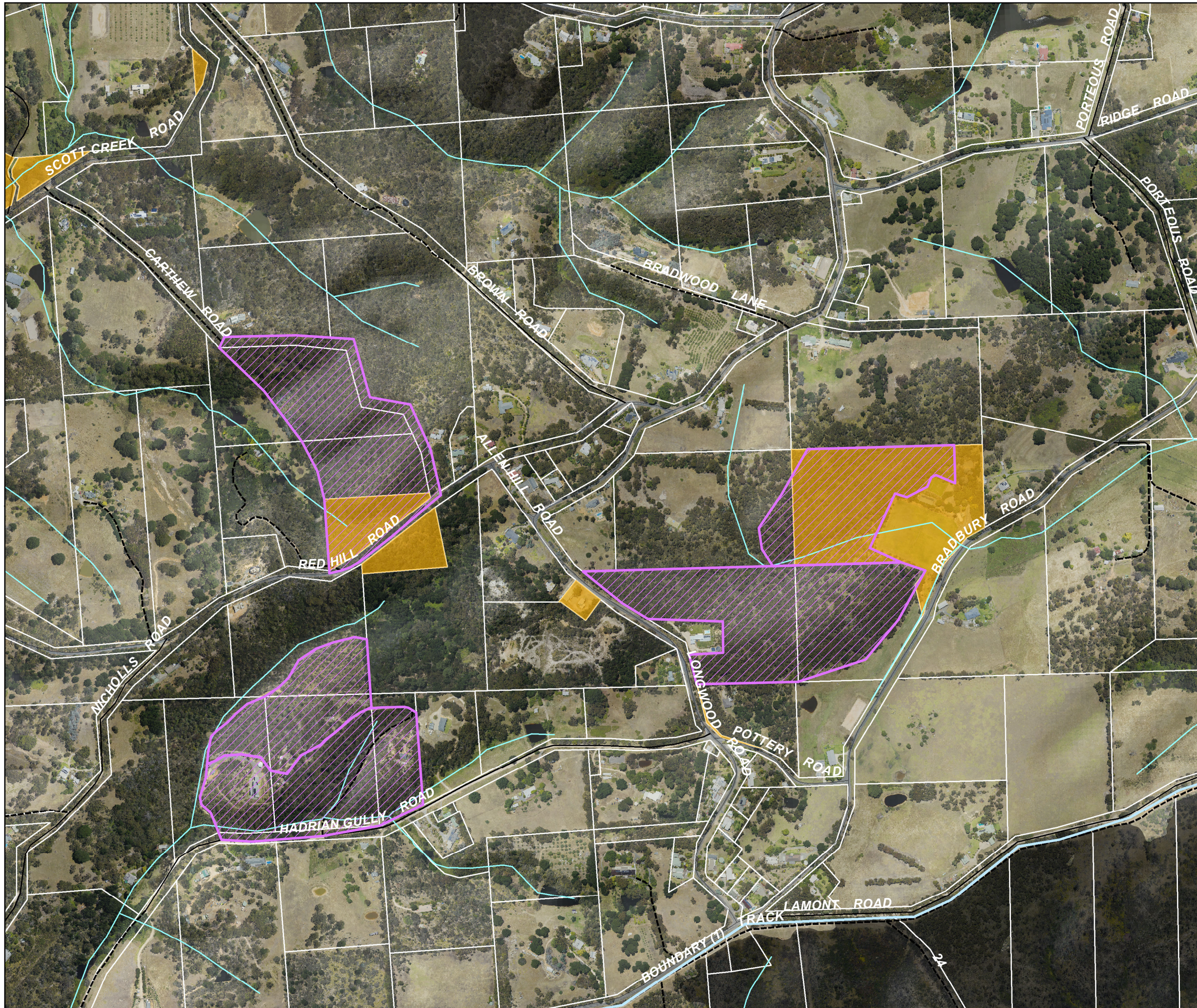
- (1) Location map for Bradwood Park, Red Hill Road, Bradbury
- (2) Location map for Sedum Place Reserve, Crafers West
- (3) Location map for Mylor Parklands & Camp Gooden & Stock Road, Mylor

Appendix 1

*Location map for Bradwood Park, Red Hill Road,
Bradbury*

Bradbury/Scott Creek

Prescribed Burn Investigation Area



- Draft Burns
- SA Water Land
- Council Land
- Fire History (Last 10 Years)**
- Fire History (Last 10 Years)



0 50 100 200 300 400 Meters

Produced by AMLR Fire Mgt
Data Source NPWS
Compiled July 2022
Projection Transverse Mercator
Datum Geocentric Datum of Australia, 2020

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Appendix 2

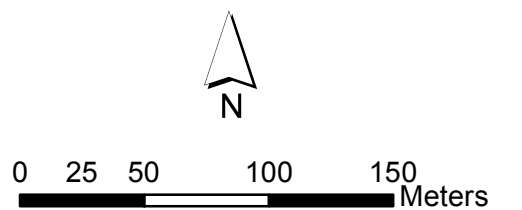
Location map for Sedum Place Reserve, Crafers West

Crafers West Sedum Place

Prescribed Burn Investigation



-  Draft Burns
-  Planned Burns
-  Council Land
- Fire History (Last 10 Years)**
-  Fire History (Last 10 Years)



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Data Source NPWS
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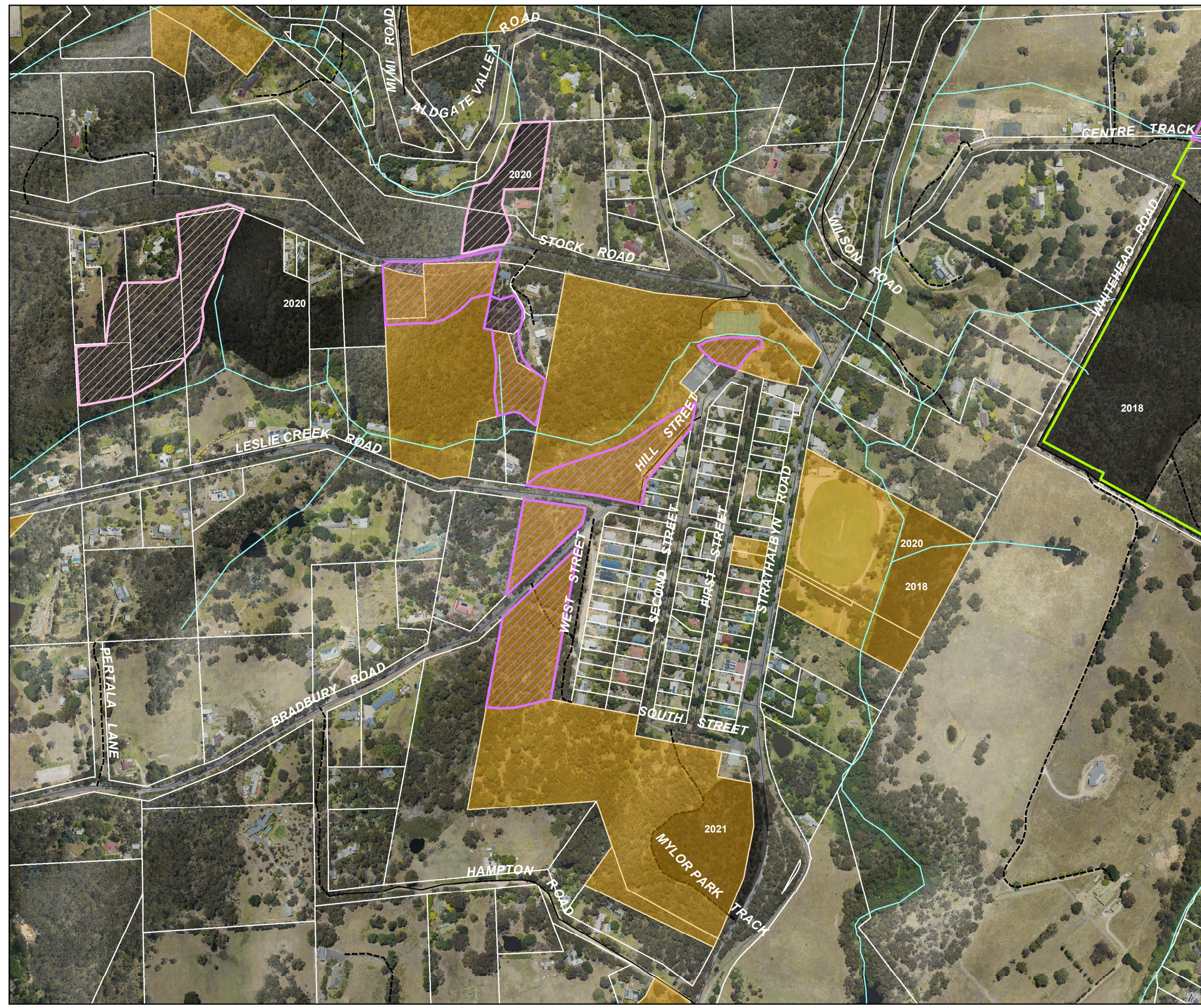
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Appendix 3

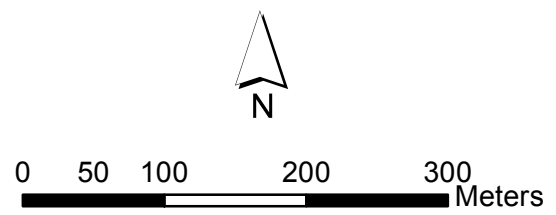
*Location map for Mylor Parklands & Camp Gooden &
Stock Road, Mylor*

Mylor Parklands

Prescribed Burn Investigation Area



-  Draft Burns
-  Planned Burns
-  DEW Reserve
-  Council Land
- Fire History (Last 10 Years)**
-  Fire History (Last 10 Years)



Produced by AMLR Fire Mgt
Data Source NPWS
Compiled July 2022
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**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 9 May 2023
AGENDA BUSINESS ITEM**

Item: 12.2

Responsible Officer: Jess Charlton
Manager Libraries and Customer Service
Community Capacity

Subject: Review of Libraries Opening Hours

For: Decision

SUMMARY

The purpose of this report is to present proposed changes to the opening hours of Adelaide Hills Council Libraries for adoption.

One of the actions in the *Libraries Strategy 2022* is to review opening hours in alignment with community preferences and usage patterns and provide a report to Council. A review has been completed, including analysis of usage trends and patterns and proposed changes to opening hours to better suit demand.

Community feedback was sought on the on the draft proposal and the detailed results of the consultation are provided in the *Library Opening Hours Review – Community Engagement Outcomes Report* (the “Engagement Outcomes Report”) (**Appendix 3**). Some changes were made to the proposed hours in response to community feedback and the final changes for Council consideration are provided in *Final Proposal – Libraries Opening Hours* (**Appendix 1**).

RECOMMENDATION

Council resolves:

1. That the report be received and noted.
 2. With an effective date of 1 July 2023, to adopt the *Final Proposal – Libraries Opening Hours*, as contained in *Appendix 1*.
 3. That the Chief Executive Officer be authorised to make any (minor) changes to library opening hours provided they do not increase or decrease the total weekly staffed opening hours at each library branch.
 4. That nothing in this resolution derogates from the Chief Executive Officer’s ability to change library opening hours from time to time for operational reasons.
-

1. BACKGROUND

At its meeting on 25 June 2019, in receiving a report detailing the outcome of a review of Council's library services, the Council resolved that community consultation be undertaken regarding changes to library opening hours:

12.4 Library Services Review

Moved Cr Ian Bailey
S/- Cr Pauline Gill

173/19

Council resolves:

1. That the report be received and noted.
2. 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.
3. That a Library Services Strategy be developed during 2019-20.
4. That Council consults with the community on any changes to operating hours and services.

Carried Unanimously

At its meeting on 24 May 2022, Council adopted the *Libraries Strategy 2022*, which details objectives, priorities and actions to guide the delivery of library services to the community.

12.2 Libraries Strategy

Moved Cr Linda Green
S/- Cr John Kemp

123/22

Council resolves:

1. That the report be received and noted.
2. To receive and note the *Draft Libraries Strategy – Community Engagement Outcomes Report* contained in *Appendix 1*.
3. With an effective date of 7 June 2022, to adopt the *Libraries Strategy*, as contained in *Appendix 2*.
4. That the Chief Executive Officer be authorised to make any formatting, nomenclature or other minor changes to the *Libraries Strategy* prior to publication.

Carried unanimously

One of the actions in the *Libraries Strategy 2022* is to review opening hours in alignment with community preferences and usage patterns and provide a report to Council.

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal	Community Wellbeing
Objective C1	A community for everyone – that is inclusive, welcoming and accessible
Priority C1.1	Provide welcoming spaces and places for the community through our libraries, community centres, and Council and community facilities

Goal	Community Wellbeing
Objective C3	A community that grows together
Priority C3.1	Provide and support programs and services that encourage and enhance personal growth, lifelong learning and professional development

Reviewing library opening hours in alignment with community preferences supports Council's strategic objectives to provide welcoming and accessible libraries that encourage and enhance lifelong learning, personal growth and development.

Libraries Strategy 2023

Objective L1	A community for everyone – that is inclusive, welcoming and accessible
Priority 1.1	Our service delivery model meets the needs of the community
Action 1.1.1	Review current hours of access in alignment with community preferences and usage patterns and provide a report to Council

The review and proposed changes will ensure our service delivery model meets community needs and will complete Action 1.1.1 of the *Libraries Strategy 2022*.

➤ Legal Implications

Section 7 of the *Local Government Act 1999* outlines the functions of councils. Among other things, these include:

(b) to provide services and facilities that benefit its area, its ratepayers and residents, and visitors to its area (including general public services or facilities (including electricity, gas and water services, and waste collection, control or disposal services or facilities), health, welfare or community services or facilities, and cultural or recreational services or facilities).

Councils are not obliged to provide libraries, however, it is customary to do so in order to meet the abovementioned functions. In some councils, particularly in regional and remote areas, combined school/public community libraries exist, which are co-funded by the State Government and the local council.

While the *Libraries Act 1982* has objectives related to the establishment and maintenance of libraries by councils, it is mainly concerned with the composition and functions of the Libraries Board of South Australia and there are no sections relevant to opening hours or review thereof.

➤ **Risk Management Implications**

Adopting the final proposed changes for libraries opening hours will assist in mitigating the risk of:

Failure to identify and respond to demand for and usage of library services by the community, leading to dissatisfaction with Council services and community needs being unmet.

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

Regular review of library services through data analysis, community feedback, customer surveys and staff insights are existing controls to mitigate the risk of library service not corresponding to community demand.

➤ **Financial and Resource Implications**

The review has considered how existing resources could be used to better align to community needs. As such, the final proposed changes to opening hours do not require additional resources.

The proposed changes to the opening hours of the Stirling and Woodside Libraries, which includes opening at Stirling on Mondays and closing earlier on Thursdays and weekends at both sites, would create an ongoing estimated saving of \$5,000 per year.

The proposed changes to the opening hours of the Gumeracha Library would create an ongoing saving of \$4,000 per year. This is due to a reduction in payable travel allowance as a result of consolidating staffed hours and removing 'split shifts'.

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

This review has considered customer and community needs through analysis of usage data and trends. Community feedback has also been considered through the consultation process.

Council customer service is available from Council Libraries as part of an integrated service. The final proposed changes will not have an impact on the availability of customer service provided at Stirling or Woodside. There are implications for the availability of council customer service at the Gumeracha Library as there will be two weekdays (Wednesday and Friday) when Council customer service is not available. Currently customers can access council services for three hours per day on Wednesdays and Fridays from 9am to 12pm. However with the visitation at this site, the volume of council enquiries per day is very low. The impact is considered to be reasonable, given that customers can continue to contact the customer service team via phone during these times.

➤ **Sustainability Implications**

Not applicable

➤ **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>	A workshop was held on 21 March 2023 at which Council Members were given the opportunity to learn more about the proposed changes to library opening hours and provide input.
<i>Advisory Groups:</i>	Not applicable
<i>External Agencies:</i>	Not applicable
<i>Community:</i>	Public consultation from 31 March to 19 April 2023 (21 days inclusive). 98 online, 11 hardcopy and 2 email responses

➤ **Additional Analysis**

Usage Analysis

Visitation in the 2021 and 2022 calendar years at the three branches at Stirling, Woodside and Gumeracha has been analysed using data from thermal and manual door counters. Reference has also been made to loan and borrower statistics, staff insights and customer feedback from past library surveys. This analysis has revealed trends in usage by location, day of the week and time of day and highlighted quieter periods that are not highly used by the community.

As of March 2023, there are just over 12,000 active Adelaide Hills Council borrowers, with 72% of borrowers registered to the Stirling Library, 17% to Woodside Library, 8% to the Mobile Library and 4% to the Gumeracha Library. The Stirling Library has the highest visitation with approximately 450-500 visitors per weekday. Woodside and Gumeracha Libraries have approximately 95 and 20 customers per weekday respectively.

At Stirling Library, usage is evenly spread between Tuesday and Friday with Sundays the quietest days. Mondays account for 8% of visitation across the week even though the library is technically closed and only the café and reading area, reservation shelf and council services are open to the public. The quietest times are Thursday nights from 7-8pm, with an average of 5 people in, and Saturdays and Sundays from 4-5pm, with an average of 11 people in on each day.

At Woodside Library, usage is evenly spread through the week from Monday to Friday. The quietest times are Thursday nights from 6-8pm, with an average of less than 5 people in, and on Saturdays from 1-2pm, with an average of 4 people in.

At Gumeracha Library, usage is evenly spread through the week from Monday to Thursday with Fridays and Saturdays the quietest days. Data shows that visitation is much quieter during self-service periods. Additionally, feedback from community centre staff highlights that the self-service periods are not 'true' self-service as volunteers are supported by on-site staff.

Draft Proposal

Following analysis of current usage, changes to opening hours were identified to better align to community needs within existing resources. The full details are provided in the *Draft Proposal – Libraries Opening Hours* in **Appendix 2** (the "Draft Proposal") and included the following changes:

- At Stirling, opening on Mondays from 10am to 6pm and closing one hour earlier on Thursday evenings, Saturdays and Sundays.
- At Woodside, changing the Thursday opening hours to 10am to 6pm (from 9am to 8pm) and closing one hour earlier on Saturdays.
- At Gumeracha, consolidating the staffed hours to open four days a week rather than six.

Closing earlier at Stirling and Woodside on Thursday evenings and on weekends when it is currently quieter, would mean that the Stirling Library could open on Mondays from 10am to 6pm without additional resources. Council has received feedback for a number of years that the community would appreciate Stirling being open on a Monday, noting that it is the busiest site with approximately 80% of annual loans and visitation.

There are a number of reasons for the proposed changes to opening hours at Gumeracha. It is considered preferable to provide longer staff periods, rather than three hours per day, so that staff can better support customers with library enquiries and services. This is reinforced with analysis of the current opening hours which shows that self-service times are much quieter than staffed periods. The proposal consolidates self-service access to one day on Wednesdays from 9am to 2pm rather than either side of the staffed periods. This would more easily enable recruitment of library-focused volunteers to support self-service. The proposed hours are aligned to other activities and services available at the Gumeracha 'hub', including kindergym, community centre activities and the History Centre. Further, the proposed changes remove the need for staff to work a split shift between sites, which would benefit rostering processes and realise a modest ongoing saving of \$4000 per year through reduction of travel allowance payments.

Engagement Outcomes Report – Summary

Community consultation was undertaken on the Draft Proposal from 30 March to 19 April 2023 (21 days). The opportunity to provide feedback was promoted through a number of channels including, the Council e-Newsletter Hills Voice, the Library e-Newsletter, social media and direct emails to key stakeholders. There was a good level of participation with 112 people providing responses to the proposed changes, the majority of which responded via the online survey on the Have Your Say website.

Overall, there was a good level of support for the proposed changes to opening hours, with 77% of all respondents in favour of the changes. However, support for the changes varied according to the main library used by respondents.

The majority of those that mainly use the Stirling and Woodside Library supported the proposed changes to opening hours. For Stirling, 89% of respondents were happy with the proposal to open on Mondays and agreed that closing at quieter periods on Thursday evenings and weekends is an acceptable trade-off. For Woodside, 53% of respondents supported the proposal to close earlier on Thursday evenings and Saturdays.

There were mixed responses from those that mainly use the Gumeracha Library, with seven of nine responses (78%) opposing the proposed changes. The reasons for opposing the changes were varied and include: wanting increased opening hours to provide more volunteering opportunities, concern that access to public computers would decrease and liking the current hours and believing change is not necessary. Two of the nine responses (22%) provided partial support with constructive feedback including: wanting more

opportunities for children to attend after school and suggesting additional access outside of standard weekday business hours.

The following comments are made in response to the feedback received regarding the Gumeracha opening hours, noting where feedback has resulted in changes to the proposed opening hours.

Theme	Response/Action
Wanting increased opening hours with an 8am opening time across the week to provide more volunteering opportunities (one respondent)	Current usage does not support increasing opening hours to 8am for this site.
Concern that changes will reduce access to public computers (three responses)	Access to public computers will be available for five hours per day, four days a week from Monday to Thursday and three hours on Saturdays. Analysis shows this level of access is in line with computer usage and demand at the Gumeracha site.
Liking the current hours and believing change is not necessary (one respondent)	Analysis of current usage and feedback from staff indicates there is an opportunity to change the current hours to realise operational efficiencies and improve service delivery.
More opportunities for children to attend the library after school (after 3pm) (two respondents)	<i>Feedback resulted in changes to proposal:</i> Proposed Thursday opening hours changed from 9am to 2pm to 12pm to 5pm to allow more time for families and children to attend after school and pre-school.
Expressing a desire for more family-friendly hours with additional access outside of standard weekday business hours. One respondent suggested changing the proposed Tuesday to 1pm to 6pm, changing the Saturday hours to 11am to 2pm, providing self-service only on Thursdays and opening the library on Sundays for a three-hour window (one respondent)	Usage analysis across all the branches shows that demand is low after 5pm, so a 6pm later close is not currently supported. Given Sunday usage at Stirling is already lower than other days of the week, opening Gumeracha on a Sunday is not supported. <i>Feedback resulted in changes to proposal:</i> Desire for more family-friendly hours has been factored into the final proposal. <ul style="list-style-type: none"> • The suggested Saturday opening hours are supported and have been changed from 10am to 1pm, to 11am to 2pm in the final proposal, to increase ability to attend the library after other morning activities. • Proposed Thursday opening hours changed from 9am to 2pm to 12pm to 5pm to allow more time for families and children to attend after school and pre-school.
Concern about reduction in self-service hours (one respondent)	Usage analysis undertaken for the review showed that self-service periods are under-utilised. Self-service requires volunteer availability and support from Torrens Valley Community Centre staff, ie. it is not 'true' self-service.

	Staff will consider opportunities to increase self-service periods should there be increased community demand and volunteer availability to support service provision.
--	--

Full details of the consultation, including verbatim comments received, are provided in the Engagement Outcomes Report in **Appendix 3**.

Final Proposed Changes

The *Final Proposal – Libraries Opening Hours* in **Appendix 1** details the final changes for consideration by Council and includes changes made as a result of community feedback. No changes have been made from the draft proposal for Stirling and Woodside, given the good levels of community support for the proposal.

In response to the feedback from those that mainly use the Gumeracha Library, the following changes have been incorporated into the final proposal:

- Changing the Thursday opening time from 9am – 2pm to 12pm – 5pm to provide more opportunities for children to use the library in the afternoons after school and/or pre-school.
- Changing the Saturday opening time from 10am to 1pm to 11am to 2pm to provide more opportunities for families to use the library after other weekend activities which are commonly held in the morning.

In addition, staff will also consider additional self-service options in the future, should there be increased community demand and volunteers available to support service provision.

3. OPTIONS

Council has the following options:

- I. Adopt the final proposed changes to opening hours for Libraries as detailed in **Appendix 1** (Recommended)
This option would provide opening hours better aligned to community usage and realise operational efficiencies from the beginning of the 2023-24 financial year.
- II. Retain the current opening hours or make changes to opening hours for Libraries other than those detailed in **Appendix 1** (Not Recommended)
This option limits the opportunity to improve opening hours and realise operational efficiencies from the beginning of the 2023-24 financial year. Should the Council identify the need for substantial amendments to the final proposed changes for opening hours, 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

4. APPENDICES

- (1) Final Proposal – Libraries Opening Hours
- (2) Draft Proposal – Libraries Opening Hours
- (3) Community Engagement Outcomes Report

Appendix 1

Final Proposal – Libraries Opening Hours

Library Opening Hours Changes – Final Proposal

Library Opening Hours to take effect from 1 July 2023

Stirling	Proposed from 1 July 2023
Monday	10 am – 6 pm
Tuesday	10 am – 6 pm
Wednesday	10 am – 6 pm
Thursday	10 am – 7 pm
Friday	10 am – 6 pm
Saturday	10 am – 4 pm
Sunday	1pm – 4 pm
Total hours	50

Woodside	Proposed from 1 July 2023
Monday	9 am – 5 pm
Tuesday	9 am – 5 pm
Wednesday	9 am – 5 pm
Thursday	10 am – 6 pm
Friday	9 am – 5 pm
Saturday	10 am – 1 pm
Sunday	Closed
Total hours	43

Gumeracha	Proposed from 1 July 2023
Monday	9 am – 2pm
Tuesday	12 pm – 5pm
Wednesday	<i>9am – 2pm</i> <i>Self-service</i>
Thursday	12 pm – 5pm
Friday	Closed
Saturday	11 am – 2 pm
Sunday	Closed
Total hours	18 – staffed / 5 – self-service

Appendix 2

Draft Proposal – Libraries Opening Hours

Library Opening Hours Changes – Draft Proposal

Current and Draft Library Opening Hours for Consultation

Stirling	Current Hours	Draft Proposal
Monday	Closed	10 am – 6 pm
Tuesday	10 am – 6 pm	10 am – 6 pm
Wednesday	10 am – 6 pm	10 am – 6 pm
Thursday	10 am – 8 pm	10 am – 7 pm
Friday	10 am – 6 pm	10 am – 6 pm
Saturday	10 am – 5 pm	10 am – 4 pm
Sunday	1pm – 5 pm	1pm – 4 pm
Total hours	45	50

Woodside	Current Hours	Draft Proposal
Monday	9 am – 5 pm	9 am – 5 pm
Tuesday	9 am – 5 pm	9 am – 5 pm
Wednesday	9 am – 5 pm	9 am – 5 pm
Thursday	9 am – 8 pm	10 am – 6 pm
Friday	9 am – 5 pm	9 am – 5 pm
Saturday	10 am – 2 pm	10 am – 1 pm
Sunday	Closed	Closed
Total hours	47	43

Gumeracha	Current Hours		Draft Proposal
Monday	9 am – 12pm	<i>12pm – 3pm Self-service</i>	9 am – 2pm
Tuesday	<i>9am – 2pm Self-service</i>	2pm – 5pm	12 – 5pm
Wednesday	9 am – 12pm	<i>12pm – 3pm Self-service</i>	<i>9am – 2pm Self-service</i>
Thursday	<i>9am – 2pm Self-service</i>	2pm – 5pm	9 am – 2pm
Friday	9 am – 12pm		Closed
Saturday	10 am – 1 pm		10 am – 1 pm
Sunday	Closed		Closed
Total hours	18 – staffed / 16 – self-service		18 – staffed / 5 – self-service

Appendix 3

Community Engagement Outcomes Report

2023



Adelaide Hills Council

engage.sa.gov.au

Proposed Changes to Libraries Opening Hours

Community Engagement Outcomes Report

May 2023

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1 INTRODUCTION

This report presents the qualitative and quantitative feedback from the engagement with the community conducted from 31 March to 19 April 2023 regarding the proposed changes to libraries opening hours.

This report will be presented to Council and made available to those who participated in the consultation.

The consultation comprised an opportunity for the community to provide feedback via online survey, hardcopy feedback form and email, letter or phone contact. A copy of information provided on Councils Have Your Say Engagement Platform and feedback form is available in Appendix A.

A total of 112 participants provided feedback on the proposed changes, with 98 responding via online feedback form, 11 via hardcopy feedback form and 3 via email.

Verbatim comments received through online and hardcopy feedback forms are provided in Appendix B and email submissions are provided in Appendix C.

2 SUMMARY OF ENGAGEMENT

2.1 BACKGROUND

Council has reviewed the opening hours of the three libraries at Stirling, Woodside and Gumeracha to ensure they meet community needs.

Research and analysis of current usage over the last two years shows that there are quieter periods that are not highly used by the community. This presents an opportunity to make changes to better align opening hours to community demand and preferences.

The proposed changes include:

- At Stirling, opening on Mondays from 10am to 6pm and closing one hour earlier on Thursday evenings, Saturdays and Sundays.
- At Woodside, changing the Thursday opening hours to 10am to 6pm (from 9am to 8pm) and closing one hour earlier on Saturdays.
- At Gumeracha, consolidating the staffed hours to open four days a week rather than six. This would provide opening times of Monday 9am – 2pm, Tuesday 12pm – 5pm, Thursday 9am – 2pm and Saturday 10am – 1pm. Library self-service would be available on Wednesdays from 9am – 2pm.

2.2 ENGAGEMENT STRATEGY AND APPROACH

While consultation was not required under Council's Public Consultation Policy, a previous resolution of Council required that consultation be undertaken on any changes to library operating hours. A consultation plan was developed and consultation was undertaken with the community over 21 days from Wednesday 31 March to Wednesday 19 April 2023.

The aim of the consultation was to collect and collate community feedback about whether the community were supportive or opposed to proposed changes to libraries opening hours.

A submission form was provided online and available as a hardcopy at all libraries/customer service centres. Anyone could provide a submission. A copy of the information sheet and submission form is available in Appendix A.

2.3 DISTRIBUTION AND PROMOTION

The opportunity to provide feedback was promoted through a number of channels including

- Council's Community Engagement Hub
- Notice posted on Council's website
- Hills Voice e-newsletter and Library e-newsletter
- Posters, information and hardcopy feedback forms available at the libraries/customer service centres at Gumeracha, Stirling and Woodside.
- Council and library social media

3 PARTICIPANTS

This section provides details about participation during the engagement period and demographic information about Respondents who provided a submission.

3.1 PARTICIPATION RATE

The following table displays the level of engaged participation.

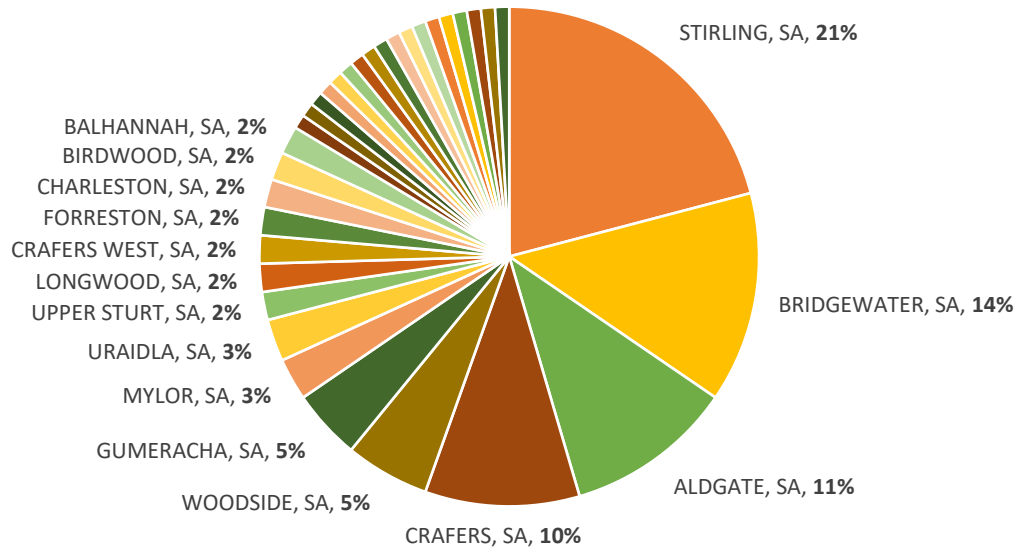
Table 1 Level of Participation

Activity	Number Participating
Online surveys	98
Hardcopy feedback form	11
Written response – email, letter	3
TOTAL CONSULTATION PARTICIPATION	112

3.2 PARTICIPANT CHARACTERISTICS

As is presented below, the majority of respondents came from Stirling (25%), Bridgewater (16%), Aldgate (13%), Crafers (12%), Woodside (7%), Gumeracha (5%), Mylor (3%) and Uraidla (3%).

Two responses were received from residents of each of the following suburbs: Upper Sturt (2%), Longwood (2%), Crafers West (2%), Forrestone (2%), Charleston (2%), Birdwood (2%) and Balhannah (2%). The remaining responses were from the following suburbs (one response each): Verdun, Mount Barker, Stirling North, Harrogate, Mount Torrens, Basket Range, Piccadilly, Lobethal, Hahndorf, Totness, Carey Gully, Kersbrook, Hawthorndene, Woodforde, Heathfield, Adelaide, Hectorville and Ironbank.



4 FEEDBACK

The majority of responses were received through the online survey (98 responses) with additional responses received via hardcopy (11) and email (3).

4.1 OVERVIEW OF FEEDBACK

A review of submissions provided the following information in regard to support and opposition for the proposed changes to libraries opening hours.

Overall, there was a high level of support for the proposed changes, with 77% supporting, 9% partially supporting and 14% opposing the proposal. Those who 'partially supported' liked some aspects of the changes but disliked or expressed a concern about other elements.

The majority of responses were from customers who listed Stirling Library as the main branch they use most often.

- 76% (85 respondents) listed Stirling as their main library
- 15% (17 respondents) listed Woodside as their main library
- 8% (9 respondents) listed Gumeracha as their main library
- 1% (1 respondents) listed Home Library as their main library

Given the response rate varied according to main library branch, it is useful to breakdown support and opposition according to the library that respondents listed as their main location.

Stirling Library Respondents (85 total responses)

There was a high level of support for the proposed changes at Stirling. 89% of respondents were happy with the proposal to open on Mondays and agreed that closing at quieter periods on Thursday evenings and weekends is acceptable. 6% partially supported the proposal and 5% opposed the proposal. Those that partially supported the proposal generally liked the idea of opening on Mondays but disliked the proposed earlier closing times on Thursdays and weekends.

Woodside Library Respondents (17 total responses)

There was a reasonable level of support for the proposed changes at Woodside with 53% of respondents supporting the proposal to close earlier on Thursday evenings and Saturdays.

18% of respondents provided partial support for the proposal. They indicated a level of support for closing earlier on a Thursday but expressed a preference for Saturday hours to either remain unchanged, change to 9am to 1pm or change to 11am to 2pm.

29% opposed the changes to opening hours at Woodside.

Gumeracha Library Respondents (9 total responses)

There were mixed responses for the proposed changes at Gumeracha. Of the 9 responses, 78% opposed the proposed changes. The reasons for opposing the changes were varied and include:

- Wanting increased opening hours with an 8am opening time across the week to provide more volunteering opportunities (one respondent)

- Concern that changes would reduce access to public computers which they rely on (three responses)
- Liking the current hours and believing change is not necessary (one respondent)
- Disliking the proposed closure on Fridays and expressing a desire for self-service to be available from 9-12 on Fridays (one respondent)

Constructive feedback on the proposed changes included:

- Suggesting more opportunities for children to attend the library after school/pre-school (two responses)
- Suggesting changing the proposed Tuesday to 1pm to 6pm, changing the Saturday hours to 11am to 2pm, providing self-service only on Thursdays and opening the library on Sundays for a three-hour window to provide additional access outside of standard weekday business hours (one respondent).

Home Library Respondents (1 total response)

One respondent (1%) listed the Home Library as their main library branch and they supported the proposed changes.

Online and hardcopy feedback is provided verbatim in Appendix B.

The full written responses are available verbatim in Appendix C.

5 CONCLUSION

There was good level of support for the proposed changes to opening hours, with 77% of all respondents in favour of the changes. However, support for the changes varied according to the main library used by respondents.

The majority of those that mainly use the Stirling and Woodside Library support the proposed changes to opening hours of both locations.

In response to the feedback from those that mainly use the Gumeracha Library, the following changes to the proposal include:

- Changing the Thursday opening time from 9am - 2pm to 12pm - 5pm to provide more opportunities for children to use the library in the afternoons after school and/or pre-school.
- Changing the Saturday opening time from 10am - 1pm to 11am - 2pm to provide more opportunities for families to use the library after other weekend activities which are commonly held in the morning.

Staff will also consider additional self-service options should there be increased community demand and volunteers available to support service provision.

This report will be presented to Council in May 2023 and made available on the Council website.

5.1 APPENDIX A – Information Provided and Feedback Form

Proposed Changes to Libraries Opening Hours



We are reviewing the opening hours of our three Libraries in Stirling, Woodside and Gumeracha and **would like to know what you think**.

Our research shows that there are opportunities to change the opening hours to better suit community demand and improve our service delivery.

- At Stirling, we are proposing to open on Mondays from 10am to 6pm and close one hour earlier on Thursday evenings, Saturdays and Sundays.
- At Woodside, we are proposing to change the Thursday opening hours to 10am to 6pm (from 9am to 8pm) and close one hour earlier on Saturdays.
- At Gumeracha, we are proposing to consolidate the staffed hours to open four days a week rather than six. This would mean we are open on Monday 9am – 2pm, Tuesday 12pm – 5pm, Thursday 9am – 2pm and Saturday 10am – 1pm. We would be open Wednesdays from 9am – 2pm for library self-service.

Check out the document library for the current and proposed opening hours for each branch.

Rationale for Changes

Analysis of library usage across all branches over the last two years shows that some of our current opening hours are quiet and not highly used by the community.

- At Stirling, the quietest times are Thursday nights from 7-8pm (average of 5 people in) and Saturdays and Sundays from 4-5pm (average of 11 people in on both days)
- At Woodside, the quietest times are also Thursday nights from 6-8pm (average less than 5 people in) and on Saturdays from 1-2pm (average of 4 people in).

Closing earlier at these quieter times means we could open on Mondays at Stirling within our existing resources. We have received feedback for a number of years that the Stirling Library should be open Mondays, noting that Stirling is our busiest site with approximately 80% of annual loans and visitation.

There are a number of reasons for the proposed changes to the opening hours at Gumeracha.

- We would like to offer longer staffed periods – rather than the current three hours per day – so that staff can better support customers with library enquiries and services. This is reinforced with analysis of the current opening hours which shows that self-service times are much quieter than staffed periods
- Aligning the opening hours to the activities and services available at the Gumeracha 'hub', for example kindergym on Monday mornings, community centre programs and the History Centre opening hours
- Analysis shows that usage is much lower during self-service periods
- Offering self-service on one day – Wednesdays from 9am - 2pm – rather than either side of the staff periods as in the current opening hours

Providing feedback

- Preferably using the online feedback form below
- Sending an email to jcharlton@ahc.sa.gov.au
- Phoning Jess Charlton, Manager Libraries and Customer Service, 8408 0479
- Completing a hardcopy feedback form from any Library/Service Centre at Stirling, Gumeracha or Woodside

Please provide your feedback by 4pm on Wednesday 19 April.



<i>Stirling</i>	<i>Current</i>	<i>Proposed</i>
Monday	Closed	10 am – 6 pm
Tuesday	10 am – 6 pm	No change
Wednesday	10 am – 6 pm	No change
Thursday	10 am – 8 pm	10 am – 7 pm
Friday	10 am – 6 pm	No change
Saturday	10 am – 5 pm	10 am – 4 pm
Sunday	1pm – 5 pm	1pm – 4 pm
Total hours	45	50



Proposed Changes to Libraries Opening Hours - Woodside



<i>Woodside</i>	<i>Current</i>	<i>Proposed</i>
Monday	9 am – 5 pm	No change
Tuesday	9 am – 5 pm	No change
Wednesday	9 am – 5 pm	No change
Thursday	9 am – 8 pm	10 am – 6 pm
Friday	9 am – 5 pm	No change
Saturday	10 am – 2 pm	10 am – 1 pm
Sunday	Closed	No change
Total hours	47	43



Proposed Changes to Libraries Opening Hours - Gumeracha



Adelaide Hills
COUNCIL

<i>Gumeracha</i>	<i>Current</i>	<i>Proposed</i>
Monday	9 am – 12 pm 12 pm – 3 pm (Self service)	9 am – 2 pm
Tuesday	9 am – 2 pm (Self service) 2 pm - 5 pm	12 pm – 5 pm
Wednesday	9 am – 12 pm 12 pm - 3pm (Self service)	9am - 2pm Self service
Thursday	9 am – 2 pm (Self service) 2 pm - 5 pm	9 am - 2 pm
Friday	9 am – 12 pm	Closed
Saturday	10 am – 1 pm	No change
Sunday	Closed	No change
Total hours	18 staffed 16 self service	18 staffed 5 self service



Take a moment to tell us about the proposed changes to library opening hours

This feedback form is available online at engage.ahc.sa.gov.au

Submit your feedback by 4pm, Wednesday 19 April 2023

1. Full Name _____

2. Email (preferred)/phone number _____

3. Suburb / Township _____

If you provide your email address above we will keep you in the loop with the outcomes of the consultation.

4. Which Library branch or service do you use most often?

- Stirling (Coventry Library)
- Woodside Library
- Gumeracha Library
- Home Library
- Mobile Library
- Other Library (please specify which other Council library you use) _____

5. Tell us what you think about the proposed changes to Library Opening Hours?



6. Do you have any other comments about Library Opening Hours?

7. What is your main reason for visiting our Libraries? (please select up to three options below)

- Accessing or researching local history
- Reading newspapers and/or magazines
- Using public computers
- Borrowing books and/or other resources
- Using WiFi
- Space to work or study
- Printing or photocopying
- Council customer service (enquiries and payments)
- Attending activities/programs/events
- Other (please specify) _____

8. Soon we will consult on our Strategic Plan. Would you like to be informed about this consultation?

- Yes
- No

Thank you for providing your feedback!

Your feedback will be considered by the project team. We will keep you informed of the outcome via your email address or you can register via our Community Engagement Hub at: engage.ahc.sa.gov.au

5.2 APPENDIX B – SURVEY SUBMISSIONS (ONLINE AND HARDCOPY)

Gumeracha	I think the Gumeracha. Library should be open lot easier to find more time for Volunteers to work more days. I prefer Monday to Thurs at 8am to 4pm, Fri 8am to 12pm, on Saturday 8am to 2pm
Gumeracha	I wish it was open more till 5pm. There is now only 1 weekday where children can go after school (3pm) to borrow.
Gumeracha	Why mess up something that is working well? What power has the Council to confine the services for which is receives State Government funding? We - the older ones who use the Libraries of the AHC - all pay our rates. Surely all Councils throughout SA have computer services that are open 9-5 as part of Councils "Duty of Care"
Gumeracha	The entrance to our library is agreeably direct from ground level through electrically operated glass doors into a very bright and welcoming foyer where we are greeted by the volunteers who are knowledgeable and very helpful. The libraries are equally excellent. The new hours are restrictive there is no chance of getting our mail from the post office then using our library to respond to Friends and relations, pay accounts etc the same day. (The signal at our home is very poor indeed. We rely on the library terminals very much). The library is for borrowing books, DVDs and computers - kindergym, community centre programs are a separate issue. Our library operates very well and has done so for many years - so may it continue without change. Without the library we are a small town of closed gates and locked front doors. Thank you
Gumeracha	Not Good
Gumeracha	I see no reason to change anything. The current opening hours were decided upon a number of years ago and are a good balance between our wonderful volunteers and the Librarians. We do not have internet connected at home and rely on the Library, attending usually four days during the week. Closing on Friday and not opening Tuesday morning (we already have volunteers Tuesday mornings - why change this) is most unsuitable. Don't fix what isn't broken.
Gumeracha	Regret complete closure Friday am even 2 hrs self serve very valuable. Regret if true non-supervision by TVCC. This joint staffing partnership I saw as "the jewel in the Crown" at Gumeracha. Direct Library Vols phased out in the past except for Mrs Elizabeth Herrmann and Megan (Toy cleaning). Friday closure bitterly regretted by two/3 people to [sic] Friends of Liby [sic].
Gumeracha	Are they really necessary? Why are you changing what works well. The Library/Hall/Community Centre are community facilities and should be open to the public as often as possible. We don't actually gain anything by rearranging the staff hours and we lose self service time on Mon, Tue, Thurs and Friday. When no staff here, self service should be available including to 4 or 5, and on Friday. Tuesday should be self service til 12 Noon. Except for a couple of staff, most of them sit on the stool for a lot of their shift. Holds and boxes don't take 5 hours. Besides a 5 hr shift means they don't get lunch. Wed 9-3 or 4 self-service.
Home Library	good idea Especially opening on Mondays Stirling
Stirling	Great that you have spent time collecting the data. Hence I support the proposed changes to the Stirling library hours
Stirling	No issue.

Stirling	Stirling - while I have used the later Thursday timeslot on occasion, I support the library opening on Mondays
Stirling	I would love it if Stirling Library opened on a Monday.
Stirling	Agree
Stirling	Stirling - I think it would be a welcome change. I have often gone to the library on a Monday not realising they were closed.
Stirling	Excellent idea to open on Mondays at Stirling.
Stirling	Yes, being open on Mondays would be great. I'm not sure about limiting the hours on Wednesdays though. Self service is good, but people use the other facilities at the library as well. Inconsistent hours will cause confusion and prevent people from attending - skewing your survey counts. It would be better to have consistent hours throughout the week - including weekends.
Stirling	I agree, being open on Mondays during the day would be more useful than later hours on other days, I support the change!
Stirling	Stirling. Would be great if opens on Monday
Stirling	Makes good sense to spread opening hours to match clients requirements. I support opening the Stirling library on Monday
Stirling	I'd love to see the Stirling library open on a Monday and have no issues with the proposed reduced hours on other days.
Stirling	Stirling. Would LIKE Stirling library to be open Mondays, please.
Stirling	I support the changes at Stirling. Having the Thursday still a little later than business hours is handy to be able to pop in and grab a book, but I agree the 8pm close is probably unnecessary.
Stirling	I'd be very pleased to see the Stirling library open on Monday, and the earlier closing times on Thursday and weekends would not be a problem for me.
Stirling	Opening the Stirling Library on Mondays is a move that I have wished for over many years, to provide versatility of access to the public.
Stirling	I think it's a great idea to open the Stirling library for full services on a Monday and, if it can be done with current resources, that's even better.
Stirling	I support Stirling opening on Mondays and closing earlier during the week. Would like weekend hours to remain the same, especially on Market days when parking can be a challenge before 4:00
Stirling	Agree with changes to Stirling Library hours
Stirling	Stirling - agree with the proposed changes. No comment re other sites.
Stirling	Agree with proposal for changes to Stirling, sounds more efficient and increases opportunities for borrowers.
Stirling	I think it sounds really sensible to amend the hours at Stirling to enable Monday opening.
Stirling	Please don't close earlier on Thursdays or Saturdays. These are out of work times when I can come. Although, opening earlier on Sunday would be a better alternative.
Stirling	Sounds great to have the library open Monday, the shorter hours Saturday and Sunday are reasonable if it's not busy
Stirling	So does the change in times mean more cost to ratepayers?
Stirling	Stirling - The proposed change seems very sensible. The numbers clearly indicate the need to change. Opening the Library on Mondays will serve many people well.

Stirling	Very happy that the proposed new hours are enacted.
Stirling	Would be great to have Stirling library open on Mondays
Stirling	I volunteer at Stirling library & note that generally the number of people using the library has reduced noticeably over the last few years. I also do not see the need for staff to be put at risk in this day & age at night.
Stirling	Please do not reduce hours at some library branches to increase hours at others. We should be increasing hours at libraries and get more people through their doors. I would suggest increasing activities at places like Woodside for example in the short term to get more people through. I know these things are difficult in terms of Council's and finance, so it may be something worth discussing with friends of the library and local community groups. Also consider expanding the mobile library service to Mount Barker District Council and share costs. Any savings could be put towards longer opening hours at Stirling.
Stirling	Very much in favour of opening Stirling library on Mondays.
Stirling	Fully support proposed changes to the Stirling library
Stirling	I think it's a great suggestion. I was worried that Council were going to reduce hours at Stirling. Opening on a Monday will be great.
Stirling	I fully agree with Stirling Library opening on Mondays and reducing the hours on Thursday evenings and weekends. This proposal is a more effective use of resources and staff to fulfil the demand when needed.
Stirling	It would be wonderful to have the Stirling library open every day.
Stirling	Stirling - excellent to see opening hours will change so that library is open Mondays.
Stirling	Welcome a Monday opening for Stirling. Would like to see openings for weekends til 5pm
Stirling	Yes, please! I can't tell you how many times I've wanted to come in to Stirling on a Monday and then realised it's closed.
Stirling	I* would be very happy if the Stirling library opened on Mondays.
Stirling	I think the changes are very good. Well thought out.
Stirling	I fully support the changes proposed for Stirling library as I'm most often free to access it on Mondays
Stirling	Overall longer staffed times for libraries are a great idea. I support having Stirling Library open every day, good for users. However, it maybe difficult for staff to keep up with housekeeping and have meetings if open every day.
Stirling	I feel is a good idea, have often wanted to use the library at Stirling on Mondays
Stirling	I agree with the proposed changes in Stirling
Stirling	I think they're great and make sense - we'll be so happy to be able to visit on Mondays when I have a day with our little one
Stirling	Stirling. We would absolutely visit on a Monday! Often we do go on a Monday then remember at the last minute it is closed.
Stirling	As I attend mainly during the daytime, it makes no difference closing early to me. Utilising the personnel optimally and savings, the library should operate for maximum efficiency
Stirling	Very positive having the Stirling library open every day is a good idea as I will have greater access
Stirling	Regarding Stirling, I'd really appreciate the library being open on Mondays! I often need a place to study or work on a Monday and would certainly use the

	library if it was available. The proposed earlier closing times on weekends wouldn't affect me at all.
Stirling	i agree with them and feel I will be able to get better use of the library . (Stirling)
Stirling	I'm in support of them, it would be great to have the library open on a Monday
Stirling	I think this sounds totally logical and is supported by the data you have collected. No point in being open when few people use the library. Being opened Monday would be useful.
Stirling	
Stirling	They seem eminently sensible, based on current usage. I love the idea of the Stirling library being open on Monday.
Stirling	The proposed changes to the opening times at Stirling library will still suit me.
Stirling	Ok with proposed hours
Stirling	To be able to rationalise hours and open an extra day is good creative thinking
Stirling	I like the proposed changes for Stirling library.
Stirling	The Stirling changes would be welcome
Stirling	I think it's a good idea and am very happy that you would be open on Mondays in Stirling
Stirling	I think the proposed changes to the Stirling library hours are great and have my full support
Stirling	I agree with the changes proposed for Stirling Monday opening would be really good for me
Stirling	I'm pleased that the Stirling library will be open on Mondays. I do agree that the evenings are probably not as busy as they need to be to make it worthwhile. I really enjoy our library and love being able to sit and read quietly there ! Thank you all for a great service!
Stirling	Site: Stirling I think the changes are a good thing, and losing the opening hours at non-peak times is a worthy trade-off for being open on a Monday.
Stirling	Agree with Stirling proposal.
Stirling	I am happy to be guided by how you feel library resources should be best allocated and so I support the proposal
Stirling	I like the proposed changes at Stirling as they allow to go on Mondays as well
Stirling	We like the proposal to open on Mondays
Stirling	In relation to the Stirling opening times, would prefer it to remain as is. Have gotten used to the library not being open on Monday.
Stirling	Great idea to open on Mondays
Stirling	I like the idea of the Coventry Library being open on Mondays and I would also like to see the library open on Tuesdays
Stirling	Absolutely support the Coventry library opening on Mondays.
Stirling	A good idea to have the library open for at least a few hours on Mondays in Stirling!
Stirling	I am in favour of the proposed changes to Stirling Library opening hours.
Stirling	I think the proposed hours are better suited to the community.
Stirling	I agree with the changes.
Stirling	Would love the library to be open from 9am week days.
Stirling	Although I use the Stirling site -and sometimes the Mt Barker library- I believe that staff has the best view of library usage/opening hours at all sites.

Stirling	Stirling open on Mondays would be helpful to me.
Stirling	I agree with changing the opening hours at Stirling
Stirling	I like it to open on Mondays
Stirling	I think Stirling library should be open everyday.
Stirling	Great! It will be nice to have the Library open on Mondays
Stirling	Very keen for the library to be open Monday - I would definitely visit with my 3 daughters if it was open. I would prefer it to remain open til 5pm on the weekends though, we often visit the library later afternoon then get fish and chisp to eat on the lawn after! :)
Woodside	I am totally against less ours on Thursday and Saturday at Woodside....I have to get my husband who works,to drive from Gumeracha as Gum is pathetic in its hours. I was waiting for this to happen and it is an outrageous move to save money by the AHC.Libraries are a lifeline to those of us who rely on them. I was working in libraries for over 20 years and I know those that hold the purse strings are only interested in money and not serving the public
Woodside	I would like to see a 9am opening at Woodside on a Saturday if there is an earlier closing time.
Woodside	A good idea to change the opening hours on Thursdays and Saturdays. Thank you for giving me a library in Woodside. Wonderful!
Woodside	The change of times at Woodside would not affect me personally and I think that opening on Mondays at Stirling is a good idea. I think there will be a few workers who drop in to Woodside on the only late night, who might be put out especially if they have sports activities that prevent them from getting to the library on Saturdays. But opening for less than 5 people is not a good use of limited funds.
Woodside	I did not realise that Woodside was open later on Thursday night. Even if this scales back to 6pm, it provides an opportunity to grab reservations after work as Saturday is not always convenient
Woodside	Woodside- proposed change in time won't affect me much. Those who work away from the are can probably still get there, 6 pm may be a stretch
Woodside	I think you have provided a good rationale for the proposals and therefore I support the changes.
Woodside	The proposed changes make sense, re Thursday/Saturday opening hours, at Woodside.
Woodside	I think the changes to Woodside's opening hours are fine. I shop at the supermarket at Woodside so I just cross the road to the library. We also drive past the library whenever we go somewhere so we drop in then.
Woodside	I use both Stirling and Woodside Libraries. I am in favour of the changes except for closing earlier at Woodside on Saturdays. I'd rather open 1 hour later on Saturdays instead.
Woodside	Would like the hours for Woodside to remain as is. Thursday night is a handy option for those that work during the day and can't always make it on a weekend.
Woodside	Really disappointed. On a Saturday, there is no where to go that is a community centre. Why are council rates going up and you are cutting back on our link with free facilities that are educational? It feels really mean.
Woodside	I think the changes seem fair, although as a general principle, I believe libraries should be open as long as possible - even 24 hours if possible. We need to encourage the community to use the library - not just for social activities or play,

	but for information, learning and resource use. A library is a hugely valuable resource.
Woodside	I don't usually come into the library late on a Thursday evening (after 5pm) so I am not so concerned about that change. However, on the weekend I often come in on Saturday to use the computers, sometimes in the morning and sometimes the afternoon. That is why I don't necessarily support changes to Saturday hours
Woodside	Really not happy with the hour cut backs. Council rates should cover staff wages surely
Woodside	I doubt the proposed changes will effect me at all. In any case, once I become accustomed to them, I can work around them

5.3 APPENDIX C – EMAILS AND WRITTEN FEEDBACK

Email Feedback 1:

Hi Jess

Thank you for the opportunity to provide feedback on the opening hours review for the libraries. My comments relate to the Gumeracha Library and are detailed below.

Whilst I acknowledge that the proposed changes are trying to make the most out of a limited resource, I believe that in the case of Gumeracha, the proposed changes are simply tweaking existing operating hours and not looking holistically at why patronage of the library is seemingly static and at such low volumes.

I've lived in Gumeracha for 13 years, and in that short space of time, I've noticed that the demographics of the town and district have changed. The area has an increasing number of families who commute everyday to the City and suburbs, which is also increasingly exacerbated by a lack of childcare in the area. In addition, many older people are also still in the workforce, given current economic conditions and workforce shortages. Therefore, weekday daytime library use is likely not to be as popular as it once was, especially in a more isolated and lower density area such as Gumeracha.

My suggestion is to trial some different operating hours, as follows –


- Tuesday – trial a 1pm to 6pm (in place of the proposed 12noon to 5pm hours) opening, which would allow for families and others commuting home from Adelaide and suburbs to use the library upon their return home (similar to how Woodside Library is proposed to have one opening a week until 6pm)
- Saturday – open slightly later but still with a 3-hour shift (11am to 2pm)
- Sunday – open on Sundays from 11am to 2pm given this is probably the time when most families (and other residents) are likely not to be at work or have other commitments in the local area. Noting the penalty rates for staff on Sundays, the proposed 5-hour Thursday staffed period could be changed to 'self-service' (as the community centre is also open at such time), which would lead to minimal increased cost to Council to open on a Sunday. This would also allow those within the Woodside Library catchment to have easier access to a Library with a Sunday opening. At present, our family goes to the City of Tea Tree Gully Library on a Sunday, given that it is a closer drive than Stirling for us, and as my wife and I both work in Adelaide on weekdays, we can only very rarely visit the Gumeracha Library on weekdays, whilst Saturday mornings have activities such as swimming and dance
- The above could be a trial for even a small period of time (e.g. 3 months) just to garner community support for Sunday opening times

Given that the Torrens Valley Community Centre is open 9am to 3pm Monday to Thursday and 9am to 12noon on Fridays, I query why the proposed level of self-served hours has dropped? This is not really explained in the consultation document, so I would have thought that the Library could be open always during these times as a default position?

Thank you for consideration of my ideas – please contact me on _____ or via email _____ if you wish to discuss them further.


Kind Regards

Email Feedback 2:

 You replied to this message on 19/04/2023 9:15 AM.

[EXTERNAL]

Hi Jess,

Thanks for the email on the current discussion on the opening hours of the library network.  covered the matter at last Saturday's meeting and are pleased for the extra hours on Mondays and understand the need to pare back the closing hours to compensate.



Best regards

Sent from my iPhone

Email Feedback 2:

Sent: Saturday, 22 April 2023 10:30 AM

To: Mail <mail@ahc.sa.gov.au>

Subject: Library opening hours survey

[EXTERNAL]

Hi team,

I realise that the deadline for the survey regarding a review of the Adelaide Hills Council Library opening hours has passed, but I was unable to do the survey online as the link in The Courier did not lead me to the survey and I couldn't find another reference to the survey link including on the Adelaide Hills Council website. I went in to the Woodside Library and they said they no longer had any paper surveys to fill out, but they however said that I could still make a submission by writing this email.

I am a regular user of the Woodside Library as that is my most convenient library to go to. Stirling is too far and parking is always limited. I personally do not support a reduction in library hours at other locations including the Woodside Library to cater for the proposal that Stirling can open on Mondays.

If due to budgeting however that a reduction in library hours is unavoidable, I would want to ensure that for the Woodside Library that on Thursday the closing time of 8pm is still retained (rather than 6pm as proposed) as if one works in the city, a closing time of 6pm is too early by the time one gets out of the city and into Woodside. Going to the library on Saturday mornings would be a separate trip. Currently per the proposal, the Woodside Library would operate between 9am-6pm on Thursdays, but as a suggestion, I would rather have the opening hours between 11am-8pm.

Thankyou for your time to read my email. I hope a favourable outcome will be able to be achieved.

Kind regards,

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 9 May 2023
AGENDA BUSINESS ITEM**

Item: 12.3

Responsible Officer: Melissa Bright
Manager Economic Development
Community Capacity

Subject: Building Upgrade Finance

For: Decision

SUMMARY

Environmental Upgrade Agreements (EUA) enable lenders to partner with councils to provide secured lending to local businesses for environmental and heritage upgrades.

Under an EUA, lenders provide finance to a building owner for environmental upgrades, with the local council then collecting the repayments through an Environmental Upgrade Charge and remitting the funds to the lender. Use of the Council rates system means that loans become a statutory charge secured by the property, allowing lenders to offer more competitive loan terms.

Adelaide Hills Council is able to offer EUAs under the *Local Government Act 1999*.

To offer EUAs, it is recommended that Council engages a Third-Party Administrator, of which Better Building Finance, is the sole service provider. Better Building Finance is owned by the Sustainable Australia Fund, who is also the primary lender offering finance for EUAs.

On the basis that Council has declared a climate emergency and is aiming to do all that it can to encourage reduction of emissions, it is recommended that Council undertake a two year pilot program offering Environmental Upgrade Agreements to businesses and engaging BBF as a Third-Party Administrator.

RECOMMENDATION

Council resolves:

- 1. That the report be received and noted.**
- 2. To undertake a two year pilot program of Environmental Upgrade Agreements, nominally commencing 1 July 2023.**
- 3. To appoint Sustainable Australia Fund, trading as Better Building Finance, to work collaboratively with Council to establish, administer and support the delivery of Environmental Upgrade Agreements.**

4. **To delegate the power to the Chief Executive Officer to:**
 - a. **finalise the commencement date for the pilot program**
 - b. **enter into an Environmental Upgrade Agreement on behalf of Council and**
 - c. **declare and levy an environmental upgrade charge.**

 5. **To report back to Council on the outcomes of the two year pilot by 30 June 2025.**
-

1. **BACKGROUND**

[Building Upgrade Finance](#) (BUF) is a finance option for environmental and heritage works for non-residential buildings. BUF involves an agreement between a lender, building owner and a council, called a Building Upgrade Agreement (BUA) which enables lenders to partner with councils to provide secured loans to local businesses for environmental upgrades, such as renewable energy and battery storage, water efficiency and reuse, energy efficiency upgrades, sustainable transport (e.g. end of trip facilities, EV charging), waste minimisation, restoration and upgrades to heritage buildings and compliance with Building Rules.

Council plays a critical role in enabling BUF to be provided to local businesses and property owners. The loan is secured against the property by an Building Upgrade Charge (BUC), which is declared by Council and then tracked in its rates and finance system. BUC repayments are then collected by Council on the same instalment dates as rates. It is because of the BUC and its security that Lenders can offer some of the following attractive terms to Borrowers:

- 10-20 year terms
- 100% project finance
- fixed quarterly repayments collected through the council rate collection process
- ability to share the cost with tenants and
- ability to transfer remaining repayments to a new owner on sale of a property if all parties agree.

Council first became aware of BUF back in 2019. The City of Adelaide were providing the option and actively encouraging other councils to consider it. At the time it was considered that the administrative burden was too onerous for this council. Staff have kept a watching brief on this opportunity and recently became aware of an independent third party Better Building Finance (BBF) who, on behalf of Council, take on the majority of the administrative responsibilities associated with BUF.

BBF was established in 2016 by the Sustainable Australia Fund (SAF) and the City of Melbourne to support the expansion of BUF throughout Victoria. BBF has expanded its operations and is now supported by the federal government, and receives funding from the Australian Renewable Energy Agency (ARENA) as part of ARENA's Advancing Renewables Program. As of November 2022, BBF had over 73 Council Partners throughout Victoria, New South Wales and South Australia.

BBF is owned by SAF, which was originally the Sustainable Melbourne Fund set up by City of Melbourne with a \$5m low interest loan facility. Sustainable Australia Fund (and BBF) was privatised in February 2019 with City of Melbourne repaid in full. SAF is now owned by a group of impact investors and the SAF senior management team. As a non-bank lender SAF is regulated by ASIC rather than APRA, and are financed by a \$230m Warehouse Facility provided by Bank Australia.

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal 3 A Prosperous Economy

Objective E2 Provide local infrastructure to drive growth and productivity.

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

BUA finance can overcome the split-incentive barrier (between owners and renters) by enabling the costs and benefits to be shared with the building occupiers. This means that building owners and tenants pay back the loan at the same time that they are benefiting from the lower costs of a more efficient building. If ownership or tenancy rights change, the new owners take up the loan and pay it through their rates. Without this system businesses have a disincentive to invest in efficiency because they may move premises before paying off the loan.

➤ Legal Implications

Under the *Local Government Act 1999*, councils have the authority to offer BUF to property owners for building upgrades which have a positive and measurable sustainability and heritage benefit.

➤ Risk Management Implications

The two year BUA finance pilot will assist in mitigating the risk of:

Changing climate and heritage building degradation leading to increased energy costs, minimal adaptation and loss of heritage.

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

Whilst implementing the pilot will demonstrate that Council is leading by example with regard to climate change, it is acknowledged that implementation of the pilot will have minimal impact on global emissions.

➤ Financial and Resource Implications

There is no cost to Council to engage BBF as the Third-Party Administrator. BBF charges an application and processing fee to successful BUF projects, which are payable by the applicants (the fee is uniform regardless of council area). The ongoing fee equals 0.0675% of the loan and is collected and itemized on a quarterly basis as part of each repayment. This small administration fee is used to cover the cost of the services BBF provides to Council.

Council will use existing staff resources to promote BUF to local businesses. There will also be some staff time required from the Rates team, which can be accommodated within existing resources.

Council could opt to self-administer the program itself, however, this is not recommended. By engaging BBF, administrative and compliance matters reduce significantly.

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

Through implementing BUAs, Council will be enabling an innovative finance mechanism that provides opportunities and benefits to local business. This will provide access to attractive capital to improve their buildings. Key benefits include:

- More sustainable, healthy and efficient buildings and local communities
- Minimal impact on councils, big impact on the environment
- Low Cost Abatement
- Overcome structural and market barriers
- Reduce Financial Risks

➤ **Sustainability Implications**

Undertaking energy efficiency upgrades, solar PV panels or battery storage will result in a reduction in carbon emissions. Upgrading buildings also delivers savings on utility bills, driving down the overall cost of energy for business.

This aligns with key directions of Council specifically the Strategic Plan and the Climate Emergency Declaration.

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

Council staff have consulted with BUF and other councils currently offering BUF.

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>External Agencies:</i>	RDA
<i>Community:</i>	Two businesses have contacted Council and expressed an interest in using the finance.

➤ **Additional Analysis**

Appendix 1 provides a BUF How To Guide for Councils. BBF can assist Council to develop the BUA offering, including the BUA application and administration process. BBF will also support Council review and formally adopt all the BUA application documentation and templates, including process flowcharts and check sheets currently in use by over 50 councils to best match its internal requirements.

If BBF is engaged as the Third-Party Administrator their service includes taking responsibility for the overarching EUA process, including the documentation. This includes supporting businesses through the program, receiving and processing applications, creating contracts and monitoring performance. BBF, through an online billing platform, can also take responsibility of the repayment collection process. This includes issuing the annual notice on Council's behalf, collecting repayments via a custodial agent and forwarding the funds to the lender.

BBF will also follow up with any defaulting borrower for the first 60 days, after that its handed back to council. Subject to the value of the outstanding amount the lender would expect council to initiate debt collection and all associated costs are recoverable under the LG Act.

From the 137 projects BBF have been involved with to date only one property owner (borrower) has defaulted on the loan for an extended period. The business went into administration and all assets were liquidated. As part of that liquidation the property with the charge on it was sold and the proceeds were used to pay-out Council (for outstanding rates) and the EUA Lender.

It is proposed that a two year pilot program be undertaken to determine the interest in the finance options and assess the level of administrative burden.

3. OPTIONS

Council has the following options:

- I. Approve a two year pilot of the Better Building Finance and appoint Building Upgrade Finance to assist with the administrative delivery of the program. (Recommended)
- II. Approve a two year pilot of the Better Building Finance and undertake the administrative delivery of the program internally. (Not Recommended)
- III. Not approve the two year pilot program. (Not Recommended)

4. APPENDIX

- (1) Program Guide for Councils in South Australia

Appendix 1

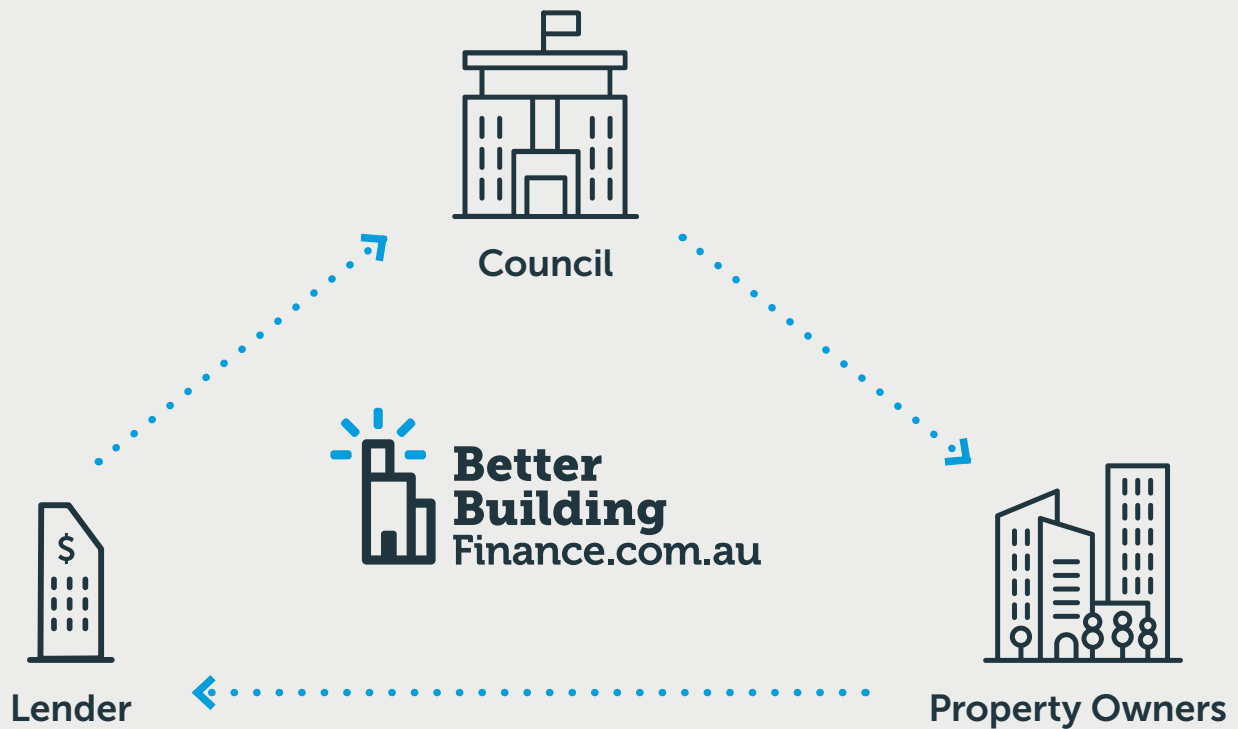
Program Guide for Councils in South Australia

Building Upgrade Finance

Program Guide for Councils in South Australia

Building Upgrade Finance

Program Guide for Councils in South Australia



This Program Guide was developed by Better Building Finance to grow the Environmental/Building Upgrade Finance market in Australia, to allow more businesses access this finance, unlock savings and become more sustainable. This Activity was supported by, and received funding from, the Australian Renewable Energy Agency (ARENA) as part of ARENA's Advancing Renewables Program.

The views expressed herein are not necessarily the views of the Australian Government, and the Australian Government does not accept responsibility for any information or advice contained herein.

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ONE

Program Overview

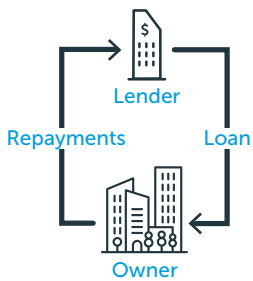
Program Overview

Building Upgrade Finance (BUF) is a new and growing form of finance designed to make existing buildings better. Under the Local Government Act 1999, councils across South Australia have the authority to offer BUF to owners of non-residential buildings for building upgrade activities which will reduce energy and water use, generate energy through renewables sources and reduce waste. BUF covers full project costs with repayment terms (up to 20 years) that work for all types of businesses.

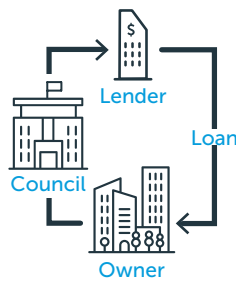
BUF enables owners and occupiers of non-residential buildings to overcome financial barriers to implement building upgrade activities. These upgrades can reduce operating costs and provide positive cash flows due to extended loan terms, where the savings exceed the repayments.

BUF involves an agreement between a lender, building owner and a council, called an Building Upgrade Agreement (BUA). The loan is secured against the rateable land by an Building Upgrade Charge (BUC). The BUC is collected by councils and is payable on the same installment dates as property rates. The BUC collection processes, including any penalty interest is subject to Schedule 1B of the Local Government Act and the loan is not subject to acceleration upon default. If the property is sold before the BUC is fully repaid, the BUC repayment obligation can be novated to the next owner, subject to agreement. Alternatively, the building owner can pay the BUC before selling the land.

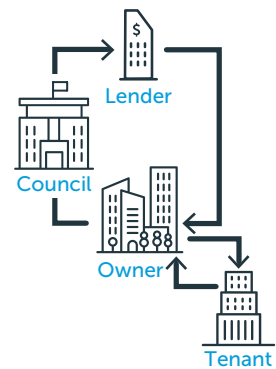
Traditional Finance



Building Upgrade Finance



BUF with Tenant Contribution

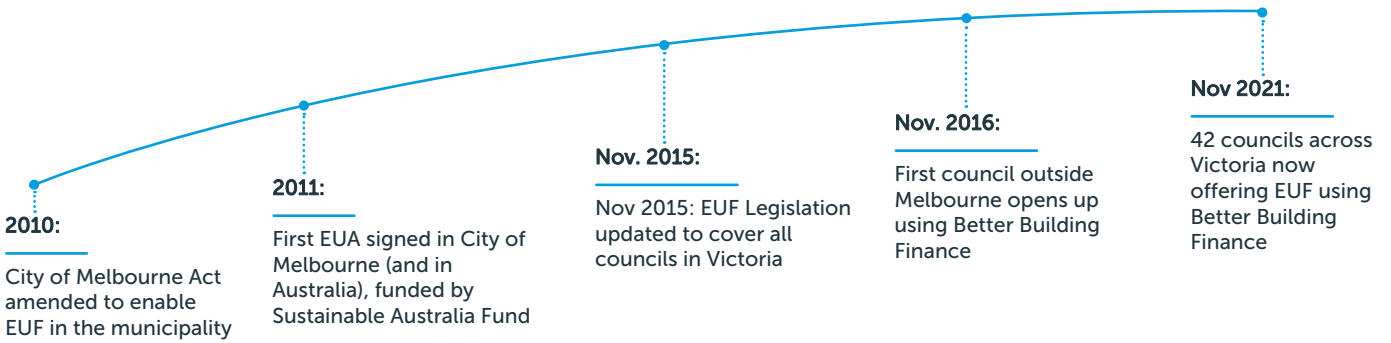


Win: Win: Win

When managed correctly, BUF is a win for all involved. Affordable finance for building owners, greener buildings for councils, and viable commerciality for the lender.

Better Building Finance

Better Building Finance (BBF) is an expert facilitator and administrator of BUF. It was created in collaboration with Victorian, New South Wales and South Australian government departments and industry stakeholders with funding from the Department of Industry, Innovation and Science, as part of the Energy Efficiency Information Grants Program. BBF's services were designed to address a gap in the market in administering BUF projects, and following a successful launch with City of Melbourne, it was expanded to support other councils. By providing access to better finance, BBF makes it easy to upgrade buildings to be better for staff, the community, and for the environment. BBF has a proven, established framework for facilitating BUF between councils, lenders and businesses, from application to final payoff.



Council Program Eligibility

All councils across South Australia can participate in the BUF program as enabled by the Schedule 1B of the Local Government Act 1999. Councils need to pass resolution to offer BUF and provide delegation to enter into an BUA on behalf of the council and to declare and levy an BUC.



BBF Tip: Keep it simple

As opposed to a traditional lending arrangement, BUF involves three parties. Keeping the administration of your program as simple and streamlined as possible is critical to the success of your program. Talk to BBF about how.

Building Upgrade Finance Explained

How does BUF work?

BUF involves a council, building owner and a lender entering into an Building Upgrade Agreement (BUA). The BUA enables the building owner to borrow up to 100% of the cost to implement energy and water efficiency, renewable energy and waste minimisation projects. The loan repayments are made via an Building Upgrade Charge (BUC) through the council's rate system.

How can BUF assist businesses in your municipality?

- Provide 100% project finance for environmental upgrades
- Long-term loan repayment terms, can enable cash-flow positive projects
- The loan is tied to the building, not the owner, and can be passed from vendor to purchaser when the property is sold
- Tenants (building occupiers) can also benefit from BUF with significantly reduced energy costs, and paying some or all of the BUC

Why should your council consider a BUF program?

- Assist local businesses with financial solutions to address increasing operational costs
- Unlock private sector finance for your region so businesses can retain profits to invest into business growth
- Maintain competitive edge by providing opportunities for local businesses that are available in sother regions
- Incentivise local business to stay within or move into your local municipality

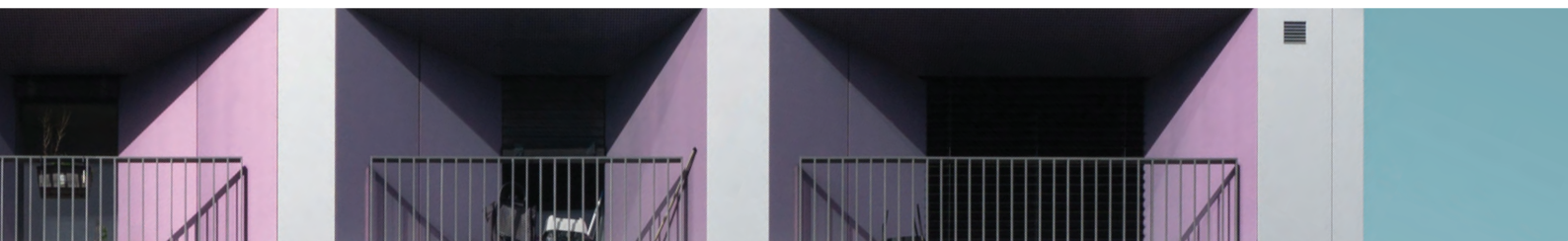
What are the benefits of a BUF program for your council?

- Prevent capital leakage from your municipality
- Stimulate local economic activity and help improve business profitability in the region
- Engage with ratepayers to achieve sustainability objectives

Key Considerations

An BUF program can offer enormous benefits to local businesses, building owners, and councils alike. Before you get started, it's important to be across these key considerations:

- Set up and administration costs
- Administrative framework, processes and documentation
- Legislative compliance
- Local awareness
- Existing council offerings
- Risk management and mitigation

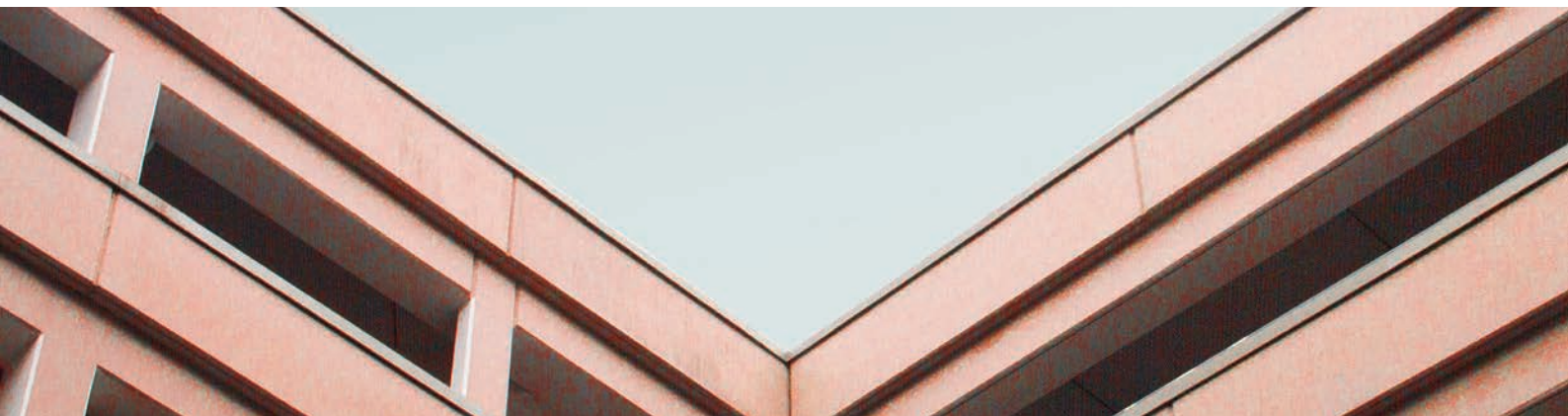
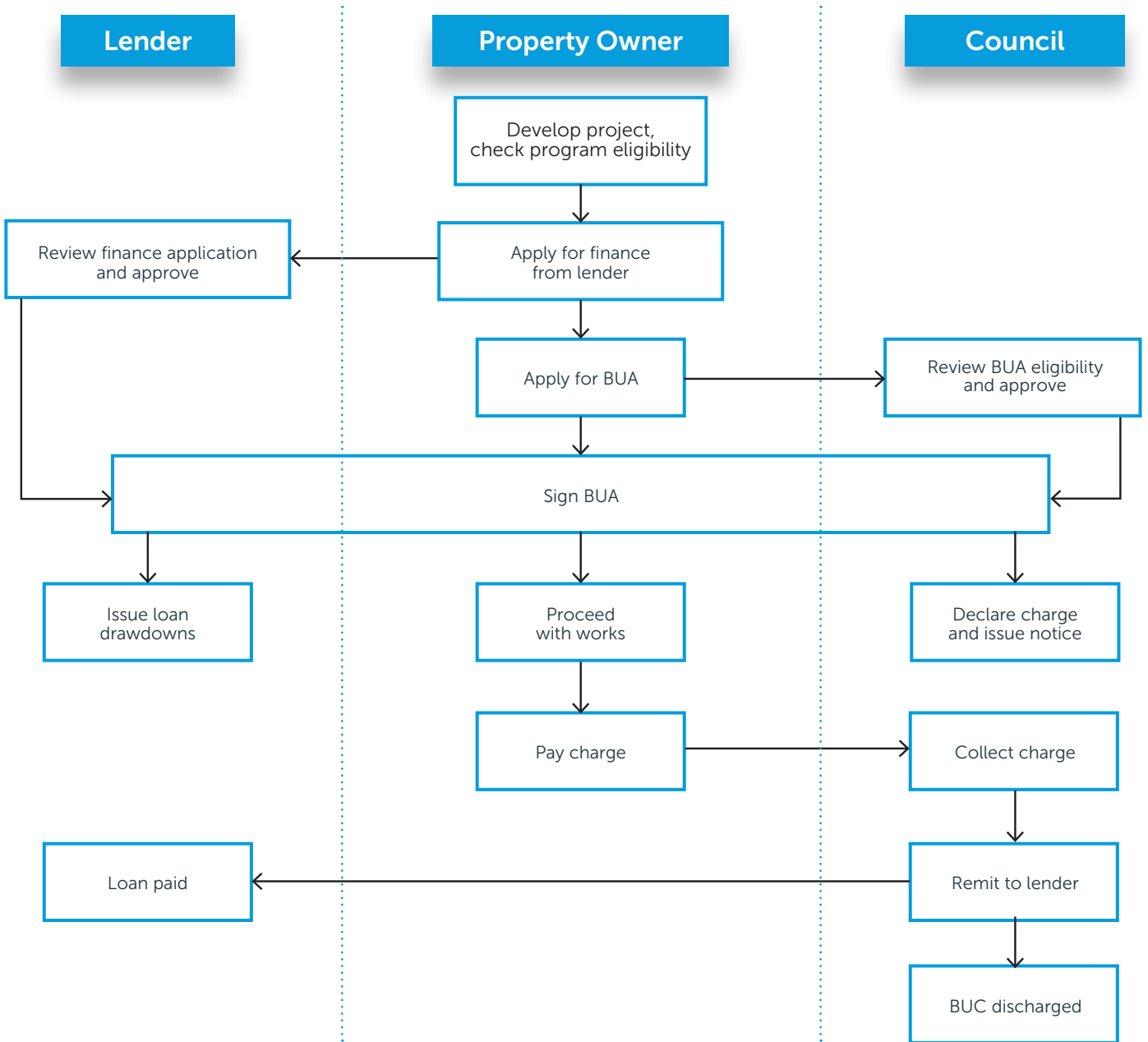


TWO

Program Set Up

Program Set Up

BUF is a rates based mechanism for facilitating environmental upgrades. An BUF program involves establishing a number of important processes between the council, property owner and the lender. In the next section we will cover all the key requirements for a successful BUF program.



Legislative Requirements

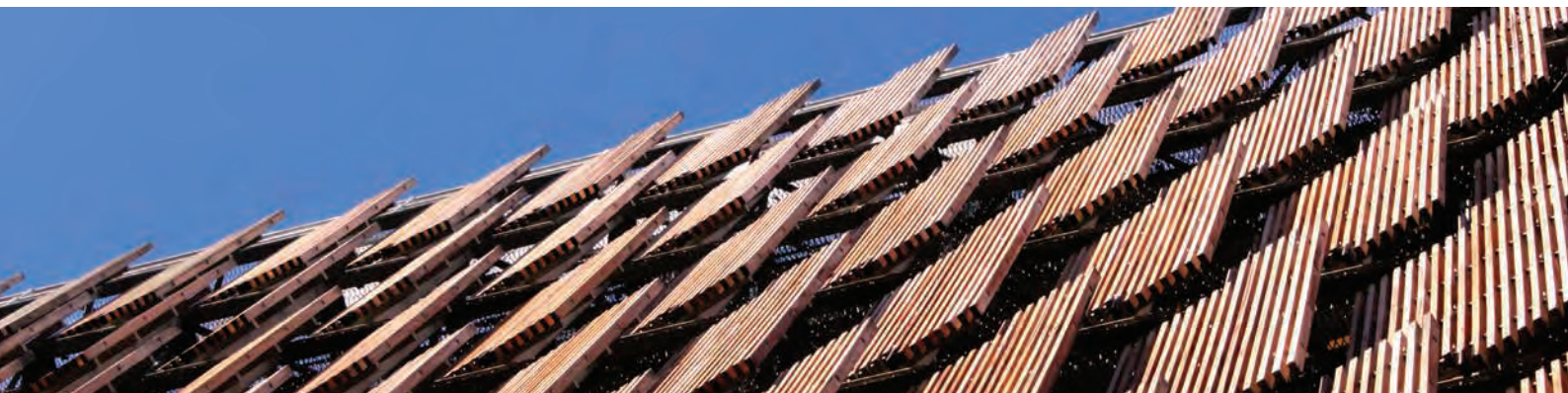
It is important to remember that BUF is defined by South Australian state based legislation and the program must reflect the requirements of the Local Government Act:

- Upgrades apply only to existing buildings
- Buildings must be used for predominantly non-residential purpose
- Projects must deliver an environmental benefit or be on upgrades to heritage listed buildings
- No worse off provisions to pass BUC through to tenants - but consent is recommended
- Sum of charges and mortgages must not be more than 80% of the value of the property
- Existing mortgagee must be notified

Program Administration

Establishing a successful BUF program requires the managing and resourcing of the end-to-end process of BUA applications, through to the collections of BUCs:

- Program administration plan
- Funding partners
- Program launch
- Web-based materials and online information and support
- Outreach, marketing and training for borrowers and installers
- Customer service and sales support, first point of contact and details for submitting application forms
- Application processing, including review of eligibility of borrower, scope of work and accuracy of data submitted
- Service support during the life of the loan
- Internal review and improvement process
- Reporting program results to local governments

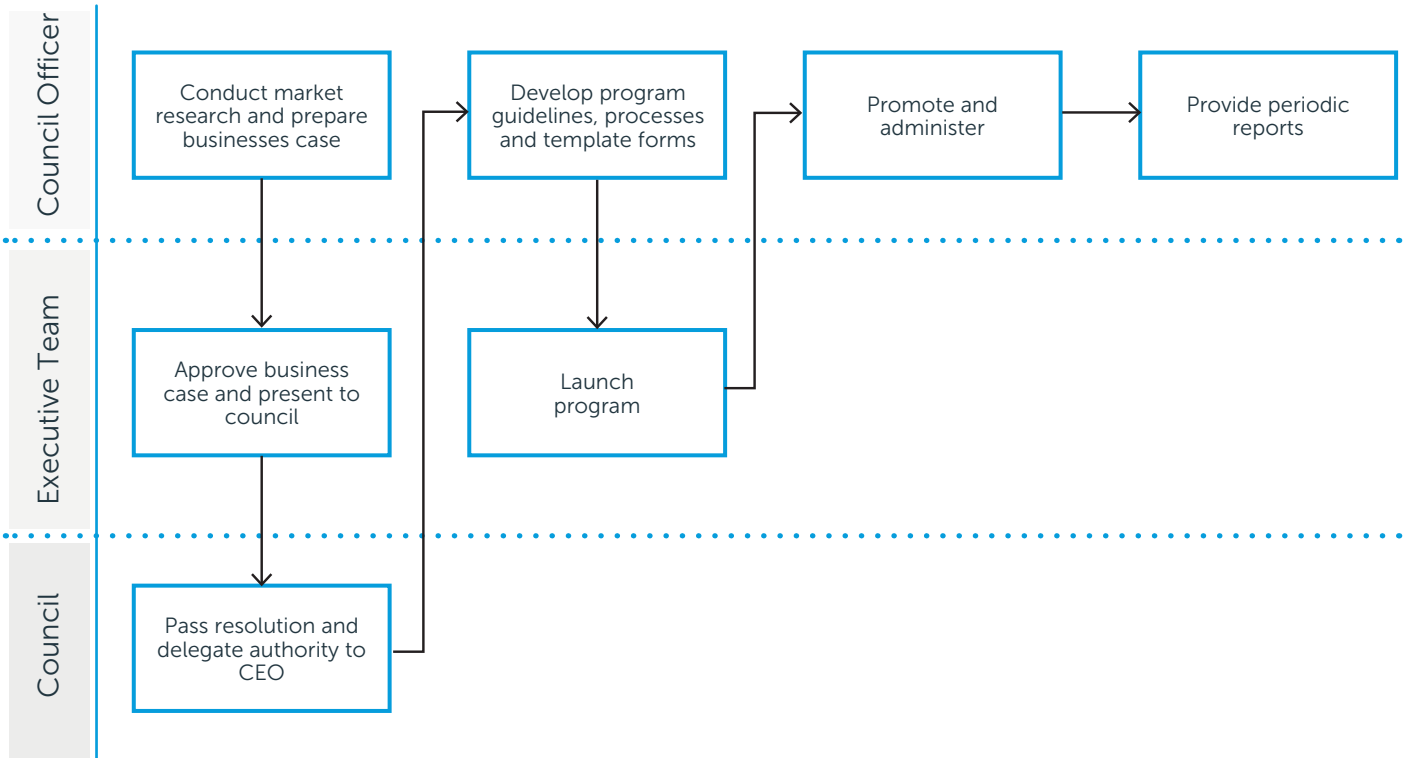


BBF Tip: Powerful Processes

BUF can bring investment from the private sector and stimulate economic activity in municipalities.

Lenders will not provide finance in situations where council systems and processes are not thorough and well documented. Talk to BBF about how.

Council BUF Program Set-up



Program Development

In establishing an BUF program, there are a number of key steps each council must go through in order to be ready to begin receiving BUA applications:

1. Raise awareness and create demand – gather the key stakeholders within council for presentation/information sessions
2. Buy in from the leadership – build the business case and seek approval from the council leadership team
3. Council approval – brief the council and obtain resolution to establish and operationalise the program
4. Develop processes and forms – establish end to end BUA application processes, including:
 - **Eligibility Criteria**
 - Must be on rateable land and applies only to existing buildings
 - Clean rates payment history
 - Project delivers an environmental benefit
 - Not owned by a self-managed superannuation fund
 - **Forms & Templates:**
 - Application Form
Collect all relevant information to identify the rightful owner of the rateable land, address of the rateable land, organisation type, project type, project quote prepared by suitably qualified personnel and environmental benefits quantified
 - Building Owner Statutory Declarations
As per schedule 1B of the Local Government Act, the building owner must include a list of all outstanding mortgages, rates and charges and evidence of notification to existing mortgagees of the owner's intent to enter into an BUA Owner signature of acknowledgment on Statutory Declaration the disclosures are accurate and complete
 - Owner signature of acknowledgment on Statutory Declaration that the disclosures are accurate and complete
 - Tenant Consent Forms:
Demonstrated notice from owner to tenant of their intent to enter into an BUA, seeking consent to pass some or all of the charges to the tenant and providing a list of all payments which the tenant will be responsible for
 - **End to End Application Process** (including levy and collection of charge)
 - Must be compliant with BUF legislation
 - **Application Fees**

BBF Tip: The need for speed

BUF can lead to fantastic outcomes for all involved, but it's important for councils to understand the importance of commercially sensitive timelines for businesses and lenders. Processes created should align with transaction timelines and be supported by service level standards to deliver their BUF offerings. Without it, they are unlikely to pursue this kind of finance.

Marketing and Stakeholder Engagement

A critical part of launching an BUF program is ensuring local businesses know about and understand the program and their options.

Key messages

- Win-win: BUF brings in cost savings with positive environmental outcomes
- Remove split incentive: BUF benefits both the building owner and tenant
- Council leadership: Local municipalities approving BUF for the environmental, community and business benefits they offer

Website

Must include overview of BUF and include downloadable collateral and forms.

Customer service

Municipalities will need to have frontline staff that can explain BUF to stakeholders and support them through the process.

Local media

Promote BUF by announcing program and highlighting projects through case studies.

Events

The BUF program can be promoted in the local area, targeting both customers and installers.

Marketing materials

Councils are encouraged to place BUF brochures in their information area in city halls and building and planning departments.

Economic Development Office

Include BUF information in economic development recruiting materials and use it to leverage existing relationships.

Partner associations

Use the outreach efforts of the Chamber of Commerce and similar bodies to promote the BUF business opportunity.

Marketing campaigns

Inclusion of an BUF promotional buck slip in business rates notices to promote the program.

Capacity building

Council staff should provide information about BUF to suppliers and installers interested in growing their business portfolio by offering BUF.

Launch and showcase

Councils can select an example project to showcase the program from the perspective of the municipality, installer, customer and the environmental outcome.

THREE

Getting Started

Your BUF Program Checklist

- 1 Considered how BUF can benefit your municipality?
- 2 Discussed BUF with relevant departments and the council leadership team?
- 3 Briefed the Council Leadership team on BUF with the relevant documents?
- 4 Obtained council resolution to establish an BUF program?
- 5 Developed and approved the relevant document and forms?
- 6 Promoted BUF and invited businesses within your region to apply?

BBF Tip: Council Resolution

Council resolutions can be complicated, and time consuming if not done correctly. Talk to BBF about specific resolutions required for BUF.



Administration Options

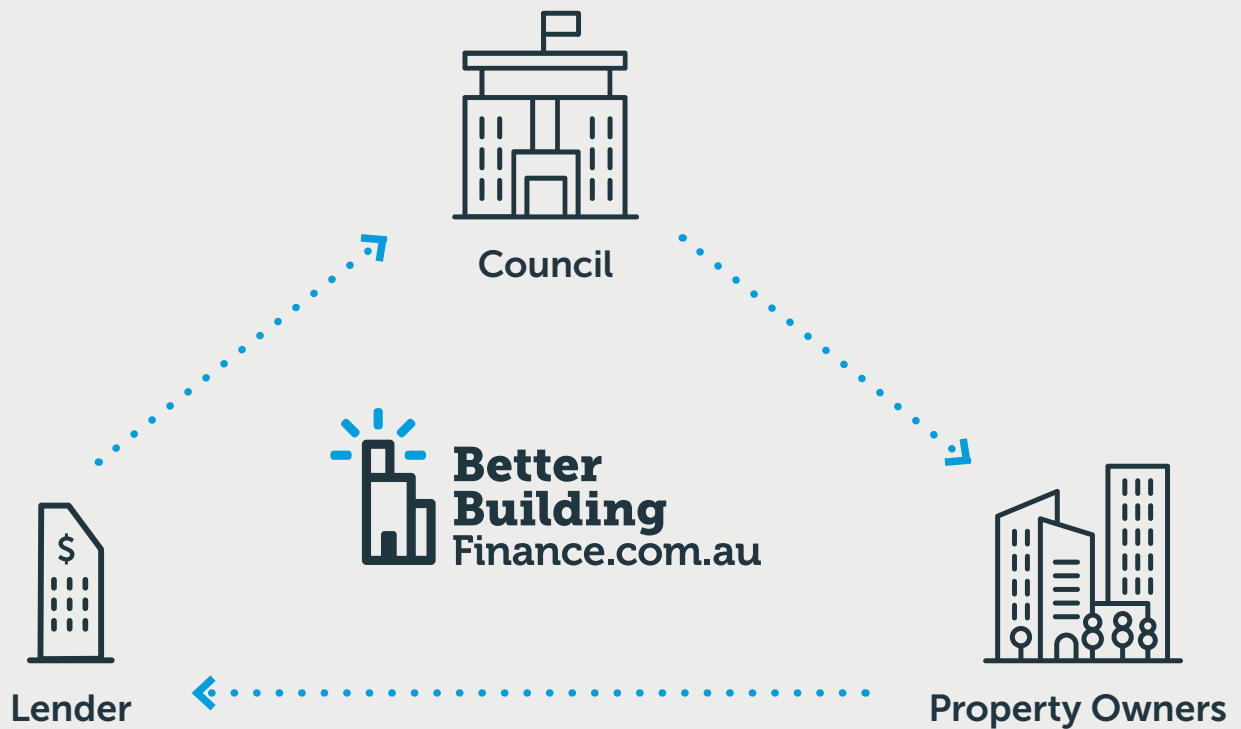
An BUF program brings enormous benefits for council, local businesses and the environment, but it does require some work. Council can decide to self-administer the program, or work with BBF as a Third Party Administrator. This service is offered at no cost to council, and takes a lot of the administrative and compliance matters off council hands. The below table indicates the key programmatic steps and how BBF can assist Councils.

	Self-Administered EUF Program	EUF Program with BBF as Third Party Administrator
Pre-Setup		
Opportunity analysis	Council	BBF
Create business case for BUF	Council	BBF
Legislative review and advice	Council	BBF & Council
Drafting of relevant papers	Council	BBF & Council
Council resolution to offer BUF	Council	Council
Program Establishment		
Create end to end BUF application process	Council	BBF
Create template BUF application forms	Council	BBF
Create Building Upgrade Charge declaration template	Council	BBF
Run internal training sessions and workshops, establish delegations and processes	Council	BBF & Council
Establish process to liaise with lenders	Council	BBF
Create marketing & stakeholder engagement collateral	Council	BBF
Establish framework to monitor and report on BUF activity	Council	BBF
Program Administration		
Promote BUF through existing programs and communication channels	Council	BBF & Council
Answer all BUF related questions	Council	BBF
Confirm project eligibility for BUF	Council	BBF
Process BUF application forms	Council	BBF
Create draft BUA, obtain approval from all parties and facilitate signing of the BUA	Council	BBF
Create marketing materials and case studies	Council	BBF
Levy and collect BUC payments	Council	BBF & Council
Facilitate early repayments / pre-payments	Council	BBF
Maintain client relationship, providing information and responding to queries	Council	BBF
BUF reporting and market data	Council	BBF
Conducting annual review	Council	BBF

Advice & Support

Better Building Finance will provide ongoing support and advice to its program partners, and keep them informed of industry updates. If you need extra guidance around establishing an BUF program in your region, please contact us. We're here to support you throughout the entire process.

Email: info@betterbuildingfinance.com.au



Building Upgrade Finance

Program Guide for Councils

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 9 May 2023
AGENDA BUSINESS ITEM**

Item: 12.4

Responsible Officer: Karen Cummings
Manager Property Services
Corporate Services

Subject: Revocation of Community Land – Bridgewater Retirement Village, 1 Second Avenue, Bridgewater

For: Decision

SUMMARY

The purpose of this report is to seek a resolution of Council to revoke the Community Land classification of the land described as Allotment 220 contained in filed plan 8131 Certificate of Title

Register Book Volume 5488 Folio 788 known as 1 Second Avenue, Bridgewater (“Land”) refer **Appendix 1**.

The Minister for Local Government the Hon. Geoff Brock, approved the revocation of Community Land by letter dated 20 March 2023 (**Appendix 2**).

RECOMMENDATION

Council resolves:

1. That the report be received and noted.
2. That the Community Land classification over the land comprised in Certificate of Title Volume 5488 Folio 788 being Allotment 220 in filed plan 8131, known as the Bridgewater Retirement Village, be revoked.

1. BACKGROUND

At its meeting on 28 January 2020, Council considered a Report seeking approval to write to the Minister for Planning for revocation of the Community Land classification from the land located at 1 Second Avenue Bridgewater, known as the Bridgewater Retirement Village. Specifically, at its meeting held on 28 January 2020, Council resolved as follows:

12.4 Revocation of Community Land – Bridgewater Retirement Village

Moved Cr Malcolm Herrmann
S/- Cr Ian Bailey

11/20

Council resolves:

- 1. That the report be received and noted**
- 2. Subject 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.**
- 3. The Mayor and CEO be authorised to sign all necessary documentation to give effect to this resolution.**

Carried Unanimously

The 28 January 2020 Council report provided information on a Trust held over the Bridgewater Retirement Village land, which specified that the Land was to be used for a landscaped garden and a memorial to the Ash Wednesday Bushfires, noting however that the current use of the land as a retirement village was inconsistent with the terms of the trust.

Further to the 28 January 2020 Council resolution, on 15 July 2022 the Supreme Court granted approval for the trust variation scheme (see **Appendix 3**) and a report was prepared and submitted to the Minister of Local Government (formally known as the Minister for Planning) seeking approval to revoke to community land classification. Further information on the Trust variation is provided hereunder.

2. ANALYSIS

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

Strategic Plan 2020-24 – A brighter future

Goal 1 A Functional Built Environment

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

Priority B4.5 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

➤ **Legal Implications**

The revocation of community land is undertaken in accordance with Section 194 of the *Local Government Act 1999*.

Section 194(3)(b) requires the Council, after receipt of approval from the Minister for Planning, to make a resolution to revoke the community land classification of the Land.

The incompatibility of the provisions of the *Local Government Act 1999* and the *Retirement Villages Act 2016* mean that Council currently breaches the requirements of section 202 of the *Local Government Act 1999* when granting an occupation agreement under the *Retirement Villages Act 1999*.

➤ **Risk Management Implications**

The revocation of community land will assist in mitigating the risk of:

Non-compliance with legislation leading to possible invalidity of occupation agreements.

Inherent Risk	Residual Risk	Target Risk
Extreme (3A)	Low (1E)	Low (1E)

The mitigation action is specific to this circumstance as all other retirement villages owned by Council were excluded as community land in 2002.

➤ **Financial and Resource Implications**

It is proposed that following the sale of the Bridgewater Retirement Village land, that a budget of \$10,000 be allocated in the 2024-25 Council budget, or earlier if funding allows, for the establishment of a landscaped garden and memorial commemorating the 1983 Ash Wednesday bushfires and that the garden be designated as the Francis H Todd Garden.

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

Not applicable

➤ **Sustainability Implications**

Not applicable

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

Consultation on the development of this report was as follows:

Council Committees: Not Applicable

Council Workshops: Not Applicable

Advisory Groups: Not Applicable

External Agencies: Not Applicable

Community: Previous consultation undertaken with the Community as outlined in the 28 January 2020 Council report.

➤ **Additional Analysis**

Council previously owned six (6) retirement villages in Balhannah, Crafers, Gumeracha, Lobethal, Woodside and Bridgewater. Five (5) of those retirement villages were sold to Clayton Church Homes (CCH) Inc. on 26 October 2018. It was discovered around that time that a charitable trust existed over the Bridgewater Retirement Village land which meant that the whilst the land was subject to a Trust and also classified as Community Land, that this site could not be sold as part of Council's divestment of its retirement village portfolio at that time.

The Trust formerly over the Bridgewater Retirement Village land came about as the Land was previously owned by Mr Francis Henry Todd on which a residential dwelling was located. The dwelling was destroyed in the Ash Wednesday Fire on 16 February 1983. Following the Ash Wednesday fire, Mr Todd asked the then District Council of Stirling to accept the Land as a donation on the following conditions:

1. That Council agree to accept and dedicate the said land as a reserve to be held in perpetuity;
2. That a suitable landscaped garden be established thereon for the use and enjoyment of the public, and
3. That the garden contain a suitable memorial commemorating the 1983 Ash Wednesday fire and that the garden be designated the Francis H Todd Garden.

The donation of the Land and the conditions agreed above created a charitable trust over the Land which was documented in a Declaration of Trust dated 31 August 1983.

The 28 January 2020 Council report noted that the terms of the Trust were not complied with at that time and in the early 1990s a Retirement Village was built over the land. Whilst the former owner's son, Mr Frank Todd, approved of the development of a Retirement Village over the Land, the Charitable Trust was not varied and remained in place over the land for many years.

Following the 28 January 2020 Council resolution, an application was made to the Supreme Court to vary the Trust to move it to an alternate site, being Caripook Park on the corner of Kain Avenue and Mount Barker Road Bridgewater. On 4 August 2022, the Supreme Court approved the Trust variation. Accordingly, the Trust has now been removed from the Bridgewater Retirement Village site, to the Caripook Park site at Bridgewater. The terms of the Trust now on the Caripook Park land are as per the terms of the Trust formerly held on the retirement village land, as per the three points above.

As outlined herein and in previous reports, Council has now moved through the legislative processes to remove the community land classification from the Land. Most recently, the second to last step in the process, being the approval of the Minister for Local Government for the community land revocation, was received from the Minister via letter dated 20 March 2023 (see **Appendix 2**).

The final step in the revocation process requires Council to make a formal decision to revoke the community land classification. This will allow Council to proceed with its intended divestment of the final Retirement Village in its portfolio, being the Bridgewater Retirement Village Land.

3. OPTIONS

Council has the following options:

- I. Resolve to revoke the community land classification of the Land (Recommended)
- II. Resolve not to exclude the community land classification of the Land which will result in the inability to divest the retirement village (Not Recommended)

4. APPENDICES

- (1) Location of Land
- (2) Letter from the Minister for Local Government
- (3) Supreme Court Order 15 July 2022

Appendix 1

Location of Land

Bridgewater Retirement Village – 1 Second Avenue Bridgewater



Appendix 2

Letter from the Minister for Local Government

Hon Geoff Brock MP



Government
of South Australia

22MINLG-0548

Ms Gen Stewart
Property Officer
Adelaide Hills Council
PO Box 44
WOODSIDE SA 5244
gstewart@ahc.sa.gov.au

Dear Ms Stewart *Gen*

Thank you for your correspondence seeking my approval of the Adelaide Hills Council's (the Council) proposal to revoke the classification of 511 Mount Barker Road, Bridgewater, being Allotment 220 contained in Filed Plan 8131 Certificate of Title Volume 5488 Folio 788 (the Subject Land) as community land.

After carefully considering the effect of the revocation of the Subject Land on the area and the local community, I am of the opinion that—on balance—the revocation will be more positive than not in its effect. I approve the Council's proposal to revoke the classification as community land of Allotment 220 contained in Filed Plan 8131 Certificate of Title Volume 5488 Folio 788.

If the Council wishes to proceed with the revocation, it will need to pass a motion to revoke the community land classification pursuant to section 194(3)(b) of the *Local Government Act 1999*.

Thank you again for your correspondence and I wish you all the best with your proposal.

Yours sincerely

A handwritten signature in blue ink that reads 'Geoff Brock'.

Hon Geoff Brock MP
MINISTER FOR LOCAL GOVERNMENT

20 / 3 / 2023

Appendix 3

Supreme Court Order 15 July 2022

Case Number: CIV-22-006330

Date Signed 04 August 2022

FDN: 7



ORDER

SUPREME COURT OF SOUTH AUSTRALIA
CIVIL JURISDICTION

Adelaide Hills Council
Applicant

Attorney-General for the State of South Australia
Respondent

Introduction

This is an application for the approval of a trust variation scheme.

Hearing

Hearing Location: Adelaide
Date of Hearing: 15 July 2022

Presiding Officer: The Honourable Justice Kimber

Application made by: Adelaide Hills Council, the Applicant

Appearances

Applicant: Represented by Mr T Burke in person
Respondent: Represented by Mr J Metzger in person

Recitals

The Respondent does not oppose the application or the orders set out below.

Date of Order: 15 July 2022

Terms of Order

It is ordered that:

1. Pursuant to section 69B of the *Trustee Act 1936* and the inherent jurisdiction of the Court the trust variation scheme set forth in the Schedule hereto in relation to the trusts under the Declaration of Trust dated the 31st day of August 1983 and executed by the District Council of Stirling under its common seal be and is hereby approved and that the trust variation scheme be carried into effect.
2. Pursuant to section 56 of the *Trustee Act 1936* and the inherent jurisdiction of the Court the Applicant and all its current and former members and officers be wholly relieved from personal liability for any breach of the trust committed before the date of this Order.
3. The parties may apply for further orders and directions.

To the parties against whom orders are made: **WARNING:**

If you disobey this order, you will be in contempt of court and liable to imprisonment and/or a fine or other punishment and any other person who knows of this order and does anything that helps or permits you to disobey this order may be similarly punished.



.....
Registrar



SCHEDULE

TRUST VARIATION SCHEME
(Trustee Act 1936, Section 69B)

1 Definitions

In this Scheme, unless a contrary intention appears:

- 1.1 'Carripook Park' means Allotment 12, Deposited Plan 123117, being the whole of the land comprised in Certificate of Title Register Book Volume 6234 Folio 492.
- 1.2 'Council' means the Adelaide Hills Council.
- 1.3 'Court' means the Supreme Court of South Australia.
- 1.4 'Todd land' means Allotment 20 on Filed Plan No.8131 being comprised at the date of the Trust Deed in Certificate of Title Register Book Volume 4190 Folio 64 and described in the Trust Deed as 'the said land'.
- 1.5 'Trust Deed' means the Deed of Declaration of Trust dated the 31st day of August 1983 and executed by the District Council of Stirling under its common seal a copy of which is annexed to this Scheme.

2. Background

- 2.1 The Council was formed by the amalgamation of the District Council of Stirling and other Councils by a Proclamation made pursuant to sections 7 and 14 of the *Local Government Act 1934* published in the *Government Gazette* of 27 September 1997 at page 1340 and is, as the legal successor to the District Council of Stirling, the current registered proprietor of the Todd land and the trustee under the Trust Deed.
- 2.2 It is not reasonably practicable for the Todd land to be held as a public reserve and to be developed and maintained as a landscaped garden in accordance with the Trust Deed.
- 2.3 Carripook Park is vested in the Council in fee simple and is classified as community land for the purposes of the *Local Government Act 1999*.
- 2.4 The Council proposes a variation of the trusts under the Trust Deed under which the Council would hold Carripook Park in lieu of the Todd land as a reserve in perpetuity and on which the Council would establish and maintain the landscaped garden and memorial in accordance with the Trust Deed.

3. Variation of Trust

- 3.1 The trusts under the Trust Deed are varied so that all references to 'the said land' in the Trust Deed refer to Carripook Park in lieu of the Todd land. In all other respects, the provisions of the Trust Deed are to remain in effect according to their terms.
 - 3.2 Subject to the revocation of the classification of the Todd land as community land for the purposes of the *Local Government Act 1999* the Council may sell the Todd land. and apply the proceeds of the sale as it sees fit.
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DEED OF DECLARATION OF TRUST

THE DISTRICT COUNCIL OF STIRLING of Mount Barker Road Stirling in the State of South Australia HEREBY ACKNOWLEDGES that the Council has accepted a transfer of the whole of the land comprised in Certificate of Title Register Book Volume 4190 Folio 64 in order to comply with the wishes of FRANCIS HENRY TODD of 4 Churinga Road Aldgate in the said State and that the Council HEREBY UNDERTAKES to hold the said land upon the following trusts:

J1004795



1. That the said land shall be dedicated and held as a reserve by the Council in perpetuity
2. That the Council shall establish and maintain a landscaped garden (hereinafter called "the said garden") on the said land for the use and enjoyment of the public
3. That a memorial shall be erected on the said land in accordance with the wishes of the said Francis Henry Todd to commemorate the bush fire known as "the 1983 Ash Wednesday fire"
4. The said garden shall be called and designated "The Francis H. Todd Garden".

DATED the 31st day of August 1983.

The COMMON SEAL of the)
DISTRICT COUNCIL OF)
STIRLING was hereunto)
affixed in the presence)
of:)

Floyd C. Cook Chairman

Robert James District Clerk

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 9 May 2023
AGENDA BUSINESS ITEM**

Item: 12.5

Responsible Officer: Karen Cummings
Manager Property Services
Corporate Services

Subject: Review of Cemetery Operating Policy & Memorials within Council Cemeteries Policy

For: Decision

SUMMARY

The *Burial and Cremation (Interment Rights) Amendment Act 2023* received Royal Assent on 23 February 2023, resulting in some amendments of the *Burial and Cremation Act 1993*. These amendments initiated a review of the *Cemetery Operating Policy* & the *Memorials within Council Cemeteries Policy*.

The latest review incorporates changes prompted by amendments to the legislation as well as other changes to enhance the effectiveness and application based on experience operating under the policies.

RECOMMENDATION

Council resolves:

1. That the report be received and noted.
 2. With an effective date of 16 May 2023, to revoke the 20 December 2022 *Cemetery Operating Policy* and to adopt the 9 May 2023 *Cemetery Operating Policy* as per Appendix 1.
 3. That the Chief Executive Officer be authorised to make any formatting, nomenclature or other minor changes to the 9 May 2023 *Cemetery Operating Policy* as per Appendix 1 prior to the date of effect.
 4. With an effective date of 16 May 2023, to revoke the 23 November 2021 *Memorials within Council Cemeteries Cemeteries Policy* and to adopt the 9 May 2023 *Memorials within Council Cemeteries Cemeteries Policy* as per Appendix 2.
 5. That the Chief Executive Officer be authorised to make any formatting, nomenclature or other minor changes to the 9 May 2023 *Memorials within Council Cemeteries Cemeteries Policy* as per Appendix 2 prior to the date of effect.
-

1. BACKGROUND

Council first adopted a *Cemetery Operating Policy* in May 2017. The *Cemetery Operating Policy* guides management and staff in the day-to-day operation of the cemeteries under the ownership or care, control and management of the Adelaide Hills Council (the Authority). It is a reference point for members of the public seeking guidance on the decision-making process of the Authority. The last review of the *Cemetery Operating Policy* was undertaken in December 2022 and introduced a policy position regarding Natural Burial Grounds in Council Cemeteries.

In November 2021 Council adopted a *Memorials within Council Cemeteries Policy* with the aim to set out the requirements and process required by Council, in its capacity as the Authority in relation to the supply and management of memorials within its cemeteries. Prior to adoption, this policy was the subject of a period of community consultation.

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal 5 A Progressive Organisation

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

Priority O3.1 Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations

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

➤ Legal Implications

The *Burial and Cremation (Interment) Rights Amendment Act 2023* received Royal Assent on 23 February 2023 and came into operation on the same day, resulting in amendments to the *Burial and Cremation Act 2013* to:

- create new offences for removing cremated remains without authorisation; and
- for a relevant authority of a cemetery or natural burial ground's failure to comply with obligations under interment rights.

➤ Risk Management Implications

Review of the *Cemetery Operating Policy* and the *Memorials within Council Cemeteries Policy* assists in mitigating the risk of:

Inappropriate management of Council operated cemeteries resulting in breach of legislative obligations and risk to community.

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

The policies are exiting controls and therefore there s no further mitigating effect from the review.

➤ **Financial and Resource Implications**

The resource implications of administering the Policies are accommodated in the current Property Services Department budget

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

The revised *Cemetery Operating Policy* and the *Memorials within Council Cemeteries Policy* provide information and direction to both Council staff and the community in relation to the rules and regulations governing our cemeteries thus limiting the likelihood of confusion and incorrect information.

➤ **Sustainability Implications**

Not applicable

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

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	<i>Not Applicable</i>
<i>Council Workshops:</i>	<i>Not Applicable</i>
<i>Advisory Groups:</i>	<i>Not Applicable</i>
<i>External Agencies:</i>	<i>Adelaide Cemeteries Authority</i>
<i>Community:</i>	<i>Not Applicable</i>

➤ **Additional Analysis**

The Administration has reviewed the *Burial and Cremation (Interment Rights) Amendment Act 2023* and associated changes to the *Burial and Cremation Act 2013* to:

- create new offences for removing cremated remains without authorisation; and
- for a relevant authority of a cemetery or natural burial ground’s failure to comply with obligations under interment rights.

The resulting changes to the policies are summarised as follow and have been shown as tracked changes in the attachments:

Cemetery Operating Policy (Appendix 1)

- Clarification has been included regarding which interment right holder may reclaim a removed memorial
- Renaming of ‘ashes’ within the policy to ‘cremated remains’ to ensure consistency with legislation
- A change to the burial and cremation hours to remove weekends and public holidays to be consistent with standard operating hours and ensure staff availability.

Memorials within Council Cemeteries Policy (Appendix 2)

- A clause has been added stating that ‘A memorial shall not be installed on any site if the remaining term of the Interment Right relating to that site is less than ten years’. This is consistent with a burial or interment of cremated remains.
- Section 5.8.1 has been reworded for clarity
- Clarification has been included regarding which interment right holder may reclaim a removed memorial
- Experience operating under the policy has identified some required changes to Section 5.14 Memorial Seats to include a proposed period and a policy position on what is to happen to existing plaques should a memorial seat reach the end of its useful life.
- Guidance to potential applicants has been provided in the application form regarding the size of plaques and permitted amounts of wording.

From time to time there will be further amendments to the Act which may impact these two policies and they will need to be reviewed and updated as changes to the Act require. Similarly, experience operating under the policy may require updates to be considered by Council.

3. OPTIONS

Council has the following options:

- I. To adopt the Policies, with or without amendment (Recommended)
- II. To determine not to adopt the Policies at this time (Not Recommended)

Should the Council identify the need for substantial amendments to the revised Policies, 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.


4. APPENDICES

- (1) Draft Cemetery Operating Policy – May 2023
- (3) Draft Memorials with Council Cemeteries Policy – May 2023

Appendix 1

Draft Cemetery Operating Policy – May 2023

COUNCIL POLICY

 <p>Adelaide Hills COUNCIL</p>	<h2 style="margin: 0;">CEMETERY OPERATING</h2>
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Policy Number:	COM-06
Responsible Department(s):	Property Services
Relevant Delegations:	As per the delegations schedule and as included in this Policy
Other Relevant Policies:	Memorials within Council Cemeteries Policy
Relevant Procedure(s):	Nil
Relevant Legislation:	<i>Burials and Cremations Act 2013 & Burials and Cremation Regulations 2014</i> <i>Births Death and Marriages Registration Regulations 2013</i> <i>Work Health and Safety Act 2012 & Work Health and Safety Regulations 2012</i> <i>Local Government Act 1999</i> <i>Heritage Places Act 1993 (SA)</i>
Policies and Procedures Superseded by this policy on its Adoption:	Cemetery Operating, 09/05/2017, 12.3, SP14/17 Cemetery Operating, 24/11/2020, 12.10, 282/20 Cemetery Operating, 22/06/2021, 12.5, 121/21 Cemetery Operating, 24/08/2021, 12.5, 175/21 Cemetery Operating, 20/12/2022, 12.4, 295/22
Adoption Authority:	Council
Date of Adoption:	
Effective From:	
Minute Reference for Adoption:	
Next Review:	No later than May 2026 or as required by legislation or changed circumstances

CEMETERY OPERATING POLICY

1. INTRODUCTION

- 1.1 The *Cemetery Operating Policy* (the Policy) guides management and staff in the day-to-day operation of the cemeteries under the ownership or care, control and management of the Adelaide Hills Council (the Authority). It is a reference point for members of the public seeking guidance on the decision-making process of the Authority.

2. OBJECTIVES

- 2.1 Adelaide Hills Council aims to efficiently and effectively manage and maintain cemeteries with dignity and respect to meet the needs of its community.
- 2.2 To ensure that the interment of bodily remains occurs in accordance with *The Burials and Cremation Regulations 2014*, *The Burials and Cremations Act 2013*, *The Births Death and Marriages Registration Regulations 2013*, *Work Health and Safety Act 2012*, *Work Health and Safety Regulations 2012*, and *Local Government Act 1999*.

3. DEFINITIONS

- 3.1 “**Act**” means the *Burials and Cremations Act 2013*.
- 3.2 “**Authorised**” means a written authority has been issued by the Council.
- 3.3 “**The Authority**” means the Adelaide Hills Council.
- 3.4 “**Bodily Remains**” means the whole or any part of a human body (whatever its physical state may be) but does not include the whole or part of a body that has been cremated.
- 3.5 “**Cemetery**” means any and all cemeteries owned or under the care and control of the Authority.
- 3.6 “**Chief Executive Officer**” means the Chief Executive Officer of the Adelaide Hills Council.
- 3.7 “**Cremated Remains**” means bodily remains that have been cremated.
- 3.8 “**Extended Term**” means each extended duration of the Initial Term of an Interment Right.
- 3.9 “**Grantee**” means a person who is or persons who are the holder of a Right or any other person entitled to exercise the rights of the Grantee under a Right in accordance with the terms of a Right.
- 3.10 “**Human Remains**” means the body or part of the body of a deceased person (including a still born child) and includes Cremated Remains.
- 3.11 “**Initial Term**” means the initial duration of a Right.

3.12 “**Interment**” of human remains includes:

- burial in the earth, a vault or mausoleum
- placement of cremated remains in a columbarium or other structure designed as a repository for human remains
- burial in the earth of cremated remains (with or without a container)

but does not include the scattering of cremated remains.

3.13 “**Interment Right**” means a right for the interment of human remains.

3.14 “**Legitimate Business**” means attendance in a cemetery to undertake an activity relating to the interment of human remains, installation of a memorial or plaque, or visiting the grave or memorial site in order to pay respects to a deceased person.

3.15 “**Memorial**” means:

- An approved Monument; or
- A plaque; or
- Any other approved structure or physical object used to memorialise a deceased person.

3.16 “**Monument**” means a monument, headstone, tablet, gravestone, kerbing, railing or any other erection to be constructed in a Cemetery, used for the commemorative purposes for a burial site.

3.17 “**Natural burial**” means the process of interment of a body that conforms to the usual or ordinary course of nature and adds to the biodiversity of the area.

3.18 “**Natural Burial Ground**” means a designated area in a Cemetery set aside for the internment of bodies in the soil in a manner that does not inhibit decomposition but allows the body to be naturally recycled.

3.19 “**Plaque**” is a flat tablet of metal, stone or other material which includes text or images used for commemorative purposes

3.20 “**Private Cemetery**” means a cemetery held in private ownership

3.21 “**Regulations**” means the *Burial and Cremations Regulations 2014*.

3.22 “**Right**” means a Burial Right.

3.23 “**Term**” includes the Initial Term and any Extended Terms.

4. GENERAL OPERATING POLICIES

4.1 Compliance with Operating Policies

4.1.1 A person, including Right holders must comply with the Act, the Regulations and these operating policies where they:

- 4.1.1.1 wish to inter human remains in a Cemetery
- 4.1.1.2 wish to re-open an interment site containing human remains
- 4.1.1.3 wish to remove human remains from a Cemetery, or

4.1.1.4 wish to install a Memorial at an interment site

4.2 Opening Hours

4.2.1 Cemeteries are open to from 7:00am to sunset 7 days per week, or as the Authority may determine.

4.2.2 No person, except a person authorised by the Authority, may be in a Cemetery at any other time.

4.3 Office Hours of Authority

4.3.1 The office of the Authority is open weekdays except public holidays from 8:30am to 5:00pm.

4.4 Fees

4.4.1 The Authority will publish a scale of fees for granting Rights and all other services and may change the scale of fees as it may determine.

4.4.2 The scale of fees will be reviewed, at a minimum, on an annual basis. An up-to-date copy of the scale of fees will be made available to any person on request and be available for download from the Authority's website.

4.5 Records of Cemeteries

4.5.1 The Authority will maintain records of each Cemetery in the office of the Authority that shows:

4.5.1.1 each site at which human remains are interred, and

4.5.1.2 each site set aside for the interment of human remains, and

4.5.1.3 the number allocated to, or a description of, each site.

4.6 Landscaping

4.6.1 No person, except a person authorised by the Authority, may landscape or change the landscaping of any portion of a Cemetery.

4.6.2 Any unauthorised landscaping may be removed by the Authority without notice, at the Interment Right holders cost

4.6.3 The Authority is not responsible for any damage or loss caused by unauthorised activity in a Cemetery.

4.6.4 All plants and trees in a Cemetery remain the property of the Authority.

4.6.5 If the surface of any interment site in the cemetery sinks below the level of the natural surface of the ground, the Authority may cause the site to be filled up to the natural surface level , at the Interment Right holders cost.

4.6.6 The Authority will plant and maintain lawn on lawn burial sites.

4.6.7 The Authority may alter or transfer any landscaping, memorial or memorial garden bed as it may determine in consultation with any affect Interment Right holders.

4.7 Traffic Regulations

- 4.7.1 A person must, while in charge of a motor vehicle within a Cemetery, comply with any lawful directions of the Authority as to the driving and parking of the vehicle.
- 4.7.2 A speed limit of 5 km per hour applies in all Cemeteries. All other general road rules apply within a Cemetery.
- 4.7.3 A person must not drive a motor vehicle within a Cemetery in a dangerous or careless manner or without reasonable consideration for others.
- 4.7.4 A person may park a motor vehicle within a Cemetery with reasonable consideration for others and in accordance with general road rules unless it is clearly marked to the contrary.

4.8 Public Right of Way

- 4.8.1 A Cemetery is not a public right of way.
- 4.8.2 Entry to a Cemetery is restricted to employees or agents of the Authority and to people having legitimate business or as the Authority may determine.
- 4.8.3 The Authority will ensure that a Cemetery is securely fenced at all times, in a manner that is deemed suitable, taking into account the location and topography of individual cemeteries.

4.9 Control of Animals

- 4.9.1 A person must not ride, drive or exercise animals (other than dogs) in a Cemetery except with the prior approval of the Authority.
- 4.9.2 All dogs in a Cemetery must be kept under effective control and be on a leash. All dog faeces must be removed by the person in control of the dog.

4.10 General Conduct in a Cemetery

- 4.10.1 A person must not cause any nuisance or breach the peace in a cemetery.
- 4.10.2 A person must at all times conduct themselves in a manner that respects the rights and safety of others visiting a cemetery.
- 4.10.3 A person must not without the prior written approval of the Authority:
 - 4.10.3.1 sell or buy anything
 - 4.10.3.2 erect a temporary shelter or canopy
 - 4.10.3.3 carry on a business or advertise the same (with the exception of acknowledgement of the Mason on a Memorial)
 - 4.10.3.4 distribute or display any advertisement
 - 4.10.3.5 organise or take part in a meeting
 - 4.10.3.6 disturb a funeral service
 - 4.10.3.7 discharge a firearm (except at a military funeral)
 - 4.10.3.8 cut, break, deface or write or fix a bill on any fixture or landscaping in the cemetery, or
 - 4.10.3.9 take, injure or interfere with trees, shrubs, flowers, vases, labels, fish, birds, animals or other property.

4.11 Filming and Photography

4.11.1 Private and Personal Use

Photography for private and personal use in the Authority's cemeteries is permitted. However, where the Authority identifies that photographs of its cemeteries have been inappropriately used in the public domain, the Authority may seek to have these images removed or amended.

Inappropriate use includes but is not limited to:

- Cemetery images that do not treat the deceased with dignity and respect;
- Cemetery images that may cause distress to families, loved ones and in the broader community;
- Cemetery images which identify individual memorials and/or inscriptions without the prior permission of the interment right holder;
- The use of cemetery photographs for commercial or personal gain without the permission of the Authority; and
- Any unauthorised filming or photography

4.11.2 Commercial Use

In the interests of safety, dignity and respect for the deceased and their families, the Authority's written approval is required for filming and photography of a commercial or educational nature.

4.12 Risk of Fire

All naked flames, including candles and incense, are strictly prohibited in Cemeteries due to the risk of fire.

5. INTERMENT RIGHTS

5.1 Authority to Grant Interment Rights

5.1.1 The Authority may grant an Interment Right in relation to one or more sites in a Cemetery where:

- 5.1.1.1 A "Plain English Statement" form recording the burial and memorial sites interment rights and responsibilities is signed by the proposed Interment Right holder
- 5.1.1.2 An application, in the form contained at Appendix 1 or in a form that the Authority may determine having regard to the Regulations is received and approved, and
- 5.1.1.3 the applicant pays the appropriate fee.

5.1.2 The Authority may at its complete discretion refuse an application for an Interment Right or renewal or limit the number of Interment Rights granted to any one person.

5.1.3 An Interment Right Holder has for the term of the Interment Right:

- 5.1.3.1 an exclusive right to bury or inter human remains in the site allocated to the maximum number permitted by the Authority
- 5.1.3.2 the sole right to request and advise the Council as to who may be interred at a site and regarding the placement of Memorials
- 5.1.3.3 an exclusive use of foundations provided by the Authority (if any) to erect an approved memorial

- 5.1.3.4 the obligation to notify the Authority of any change of mailing address, and
5.1.3.5 use of the ground allocated for the purposes set out in this clause and not for any other purpose.

5.1.4 The minimum initial term of an Interment Right is determined by the Authority from time to time and is the period specified on the Interment Right as one of the following:

- 5.1.4.1 in perpetuity (for burial plots and rose gardens only), or
5.1.4.2 100 Years, or
5.1.4.3 50 Years, or
5.1.4.4 in accordance with a resolution of the Authority for an individually agreed period for a specific site.

5.1.5 The term of an Interment Right commences from the date of issue.

5.1.6 Unless otherwise specified on the Interment Right, the Initial Term of an Interment Right is in accordance with the below table:

Cemetery	Prior to Relevant Date	Relevant Date	Subsequent to Relevant Date
Houghton	99yr	1/1/1957	50yr
Birdwood	99yr	1/6/1996	50yr
Charleston	99yr	1/6/1996	50yr
Cudlee Creek	99yr	1/6/1996	50yr
Gumeracha	99yr	1/6/1996	50yr
Kersbrook	99yr	1/6/1996	50yr
Mt Torrens	99yr	1/6/1996	50yr
Montacute	99yr	1/6/1996	50yr
Mt Lofty	99yr	1/6/1996	50yr
Norton Summit	99yr	1/6/1996	50yr
Summertown	99yr	1/6/1996	50yr
Stirling	100yr	1/1/1988	50yr
Scott Creek	100yr	1/1/2000	50yr

5.1.7 Any notice sent to an Interment Right holder at the last address recorded on the Authority's register of Interment Rights will be considered sufficient and proper notification in relation to any matter pertaining to an Interment Right.

5.2 Sites without an Interment Right

5.2.1 For sites where an Interment Right has not been issued, however burials or cremated remains have been interred into the site, an interment right may be issued, in accordance with Section 5.12 **Claimants to Interment Rights** and will commence from the date of the first recorded burial or interment into that site for a term as per the table in 5.1.6.

5.3 Interment Rights Issued in Perpetuity

5.3.1 Interment Rights issued for the purpose of the interment of human remains (not including created remains) that are issued and extended for a total of 250 years will be deemed to have been issued in perpetuity.

5.3.2 Interment Rights issued for the purpose of the interment of cremated remains or for the memorialisation without human remains that are issued and extended for a total of 150 years will be deemed to have been issued in perpetuity.

5.4 Authority to renew Interment Rights

5.4.1 It is the responsibility of the Interment Right holder, or, in the event of their death or legal incapacity, their executor or administrator or successor, to renew or extend an Interment Right.

5.4.2 The Authority must renew or extend an Interment Right for an additional period or periods in accordance with the Act and Regulations where:

5.4.2.1 an application in the form contained at Appendix 1 or in a form that the Authority may determine having regard to the Regulations is received to do so, and

5.4.2.2 the appropriate fee is paid.

5.4.3 An extension of the term of an Interment Right shall be for a period no less than 5 years in any one transaction or such time as may be specified in the Regulations. Fees for extensions to Interment Rights will on a pro-rata basis of the current 50 year fee, eg an extension of 5 years would equal one tenth of the current 50 year fee.

5.4.4 The Authority must, at least 12 months before an Interment Right is due to expire, take reasonable steps to give the Interment Right Holder written notice which informs the Interment Right holder:

5.4.4.1 of the Interment Right holder's entitlement to renew or extend the Interment Right and the cost of renewing or extending the Interment Right

5.4.4.2 that if the Interment Right is not renewed or extended and there is a Memorial to the deceased at the interment site, the person who held the interment right immediately before its expiry may reclaim the Memorial ~~may be reclaimed~~ from the Authority.

5.4.4.3 That if the Interment Right is not renewed the Authority is entitled to re-use the Interment Site.

5.4.5 However the Authority may renew a lapsed Interment Right from the date of expiry of the relevant term for a further term(s) provided:

5.4.5.1 The application is received in writing by the Authority within two (2) years of the Interment Right lapsing, and

5.4.5.2 The appropriate fee is paid by any interested person.

5.4.6 If no application is received within the time frame set out in the Act and Regulations to renew or extend the Interment Right, then the Interment Right will expire according to its terms.

5.4.7 Where an Interment Right has lapsed but is subsequently renewed in accordance with the Act, Regulations and this policy, the Interment Right will be deemed to have been extended under the same Interment Right with any previous terms of that Interment Right as at the date of lapse, as if the Interment Right has not lapsed.

5.5 Expired Interment Rights

5.5.1 Prior to any re-use of an Interment Site the Authority will:

-
- 5.5.1.1 give notice of its intention to re-use the Interment Site by public advertisement in a newspaper circulating throughout South Australia; and
 - 5.5.1.2 take reasonable steps to give written notice of its intention to re-use the Interment Site to the Interment Right holder or any personal representative of the deceased or one or more relatives of the deceased.
- 5.5.2 If the Interment Right is not renewed or the Interment Right holder, personal representative or a relative of the deceased has informed the Authority that there is no objection on the part of relatives to the re-use of the Interment Site then, in accordance with the Act, Regulations and this policy, the Interment Right is deemed to have expired and the Authority is entitled to re-use the site in accordance with the Act, Regulations and this policy.
- 5.5.3 The Authority will not make a site available for re-use until at least two (2) years have passed since the lapsing of an Interment Right, and the Interment Right has not been renewed during that period, pursuant to the Act, Regulations and this policy.
- 5.5.4 Where an Interment Site is available for re-use the Authority may grant a new Interment Right for the site to any person upon such terms and conditions as the Authority may determine consistent with the Act and the Regulations and this policy and the former Interment Right Holder acknowledges that upon such event the Authority may do whatever is necessary to prepare the site for the new Interment Right Holder.
- 5.5.5 Any Memorial may be reclaimed by the Interment Right holder, or if unclaimed will be disposed of by the Authority in accordance with the Act and the Regulations

5.6 Disposition of Cremated Remains

- 5.6.1 If an Interment Right Holder advises the Authority that an extension or renewal of an Interment Right for a site designated for cremated remains only will not be sought, the Interment Right Holder may instruct the Authority on a preferred method of final disposition of the cremated remains by:
- 5.6.1.1 interment in an unmarked location, or
 - 5.6.1.2 collection for private dispersal.
- 5.6.2 Where no instructions are given by the Interment Right Holder upon termination of an interment right for a site containing cremated remains as to the final disposal of the cremated remains, then such remains will be dealt with in accordance with the Act, Regulations and the Authority's policies and procedures.

5.7 Surrender of Interment Right

- 5.7.1 An Interment Right holder has the right to surrender an unexercised Interment Right to the Authority in accordance with the Act and Regulations. On surrender the rights granted under the Interment Right are discharged.
- 5.7.2 Partial refunds are available in accordance with the Act and Regulations for unused sites.
- 5.7.3 Unused sites that are surrendered may be dealt with by the Authority in its absolute discretion.

5.8 Transfer of Interment Rights

-
- 5.8.1 The Authority may permit a transfer of an Interment Right in the form contained in Appendix 2 or in a form that the Authority may determine having regard to the Act and Regulations.
- 5.8.2 An application to transfer an Interment Right must be executed by or on behalf of the Interment Right holder and the transferee and be accompanied by the relevant fee and evidence to the Authority that it may require to show that the Interment Right holder can effect the transfer.
- 5.8.3 The Authority may decline to register a transfer without giving reasons.
- 5.8.4 Where the Authority approves a transfer, the name of the transferee must be entered into the register of Interment Rights as the owner of the Interment Right.
- 5.8.5 The transfer will not take effect until it is recorded by the Authority in its register of Interment Rights. A transferor remains the holder of the Interment Right until the transfer is registered and the name of the transferee is entered in the Register of Interment Rights.

5.9 Register of Interment Rights

- 5.9.1 The Authority must keep a register of Interment Rights in accordance with the Act and Regulations that contains the following information:
- 5.9.1.1 the number of the Interment Right
 - 5.9.1.2 the locality and number of the interment site over which the Interment Right is issued
 - 5.9.1.3 whether the Interment Right is for the interment of human remains (bodily or cremated remains) or memorialisation without human remains
 - 5.9.1.4 the full name, address and date of birth of the Interment Right holder
 - 5.9.1.5 the name of any person or persons identified on the Interment Right whose remains may be interred pursuant to the Interment Right
 - 5.9.1.6 the date that the Interment Right was granted or transferred to the Interment Right holder
 - 5.9.1.7 the date of each renewal and the expiry of each renewal term of the Interment Right
 - 5.9.1.8 the name of each deceased interred at the site including the date of each interment and the depth at which the interment took place, and
 - 5.9.1.9 the date of erection, subsequent inscriptions and description of any Memorial that has been erected at the interment site in accordance with the Act and the Regulations and these operating policies.

5.10 Instructions from Interment Right Holders

- 5.10.1 The Authority may choose not to comply with a request or direction by an Interment Right holder where an Interment Right issued for multiple interments is not presented for a second or subsequent interment.

5.11 Interment Rights issued in two (2) or more names

- 5.11.1 Where an Interment Right is currently registered in the names of two (2) or more persons, it will be delivered to the person first named in the register of Interment Rights.
- 5.11.2 All Interment Right holders have the responsibility to keep the Authority informed of their current contact details. Failure to do so will result in the Authority, after reasonable notice, accepting instructions from the other Interment Right holder (if any) without their input.

5.11.3 Notice will be deemed given if the Interment Right holder is sent a letter, facsimile or email to the person's last known contact details. Failure by the Interment Right holder to respond within 90 days will constitute abandonment of his or her right to give instructions and the Authority may act in accordance with the instructions of the other Interment Right Holders (if any) who are contactable.

5.11.4 With effective date of the signing of this Operating Policy all new Interment Rights will be issued to one person only.

5.12 Claimants to Interment Rights

5.12.1 As the devolution of Interment Rights is governed by legislation, the Authority will not recognise or register an expressed, implied or constructive notice of authority.

5.12.2 Where there is one or more joint Interment Right holders, and one of the Interment Right holders dies, the Authority will recognise the surviving Interment Right holder or holders as the only person or persons having title to an Interment Right.

5.12.3 The Authority will recognise the claim of an executor or administrator of a deceased Interment Right holder as having title to an Interment Right registered in the name of a deceased person.

5.12.4 Where a sole Interment Right holder remains in respect of an Interment Right, the rights granted to the Interment Right holder may be exercised upon the death or legal incapacity of the Interment Right holder by any one of the following people in descending order of entitlement:

5.12.4.1 in the case of the legal incapacity of the Interment Right holder, by a person acting under the authority of an enduring power of attorney granted by the Interment Right holder or by a duly appointed manager or guardian of the Interment Right holder.

5.12.4.2 in the case of the death of the Interment Right holder by:

5.12.4.2.1 the executor of the estate of the deceased person, or

5.12.4.2.2 if there is more than one executor, one of the executors acting with the permission of all the other executors, or

5.12.4.2.3 the administrator of the estate of the deceased person, or

5.12.4.2.4 by the spouse or domestic partner of the Interment Right holder, or

5.12.4.2.5 if there is no living spouse or domestic partner — by the eldest living relative of the Interment Right holder in the following descending order of priority:

- a child
- a grandchild or great-grandchild
- a brother or sister
- a parent
- a grandparent
- an aunt or uncle
- a nephew or niece
- a cousin
- any other blood relative.

5.12.5 For the purposes of this clause "domestic partner" has the same meaning ascribed to it under the Family Relationships Act 1975 (SA).

5.12.6 The substituted right envisaged in this clause may be devolved to one person in succession in the event of the subsequent death or legal incapacity of such person.

- 5.12.7 A person claiming ownership of an Interment Right must, if necessary, prove their ownership to the Authority.

6. BURIALS

6.1 Burial & ~~Ashes~~ Interment Hours

- 6.1.1 Burial and interment hours are:

6.1.1.1 between 9:00 am and 5:00 pm Monday to Friday

~~6.1.1.2 by arrangement with the Authority on Saturdays, Sundays and Public Holidays except Good Friday and Christmas Day, or~~

~~6.1.1.3~~ 6.1.1.2 as the Authority may determine.

6.2 Authorisation of Burials & ~~Ashes~~ Interments of Cremated Remains

- 6.2.1 No Burial or Interment of Cremated Remains will take place in a Cemetery unless:

6.2.1.1 a written application for the burial in the form contained at Appendix 3, or in a form that the Authority may determine having regard to the Act and Regulations, is lodged at the offices of the Authority, and

6.2.1.2 an Interment Right or duplicate Interment Right is produced to the Authority upon request, and

6.2.1.3 the Authority receives reasonable notice of a request for the burial; and

6.2.1.4 all relevant fees are paid to the Authority, and

6.2.1.5 in the case of a burial, identifying information on all the following has been checked and found to correspond:

- the partial certificate of cause of death or disposal authorisation, as the case may be
- the certificate of identification
- the name plate affixed to the coffin or placed on top of the bodily remains, as the case may be.

- 6.2.2 No Bodily Remains will be interred in an interment site if the remaining term of the Interment Right relating to the site is less than ten years.

- 6.2.3 Unless otherwise stipulated on the Interment Right, a maximum of three (3) burials and ten (10) cremated remains may be interred on any one burial site.

Additional burials may be considered on application to Council and will be subject to the conditions of Section 6.7.3.

6.3 Grave Digging

- 6.3.1 Every interment site within a Cemetery must be excavated:

6.3.1.1 by an employee of the Authority, or

6.3.1.2 a contractor engaged by the Authority to do so on its behalf, or

6.3.1.3 a contractor engaged by a funeral director and approved by the Authority

6.4 Depths of Coffins

6.4.1 Coffins must be interred at least:

- 6.4.1.1 at the minimum depth required by the Act and Regulations; or
- 6.4.1.2 a minimum depth greater than the Act and Regulations as the Authority may determine.

6.4.2 The Authority may determine the maximum depth of a grave in which Bodily Remains may be interred in a Cemetery.

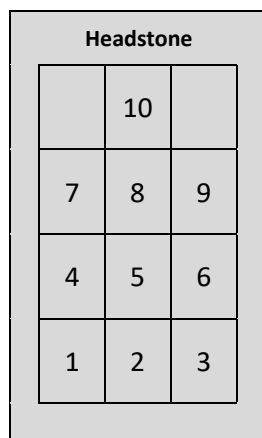
6.5 Depths of ~~Cremated Remains~~ ~~Ashes~~ ~~Interments~~

6.5.1 ~~Cremated Remains~~ ~~Ashes~~ will be interred at a maximum depth of 61cm.

6.6 Placement of ~~Ashes~~ ~~Cremated Remains~~ into Burial Plots

6.6.1 The Authority will not remove top stones erected as part of a memorial for the interment of cremated remains. Removal arrangements must be made through a stone mason. Removal costs of top stones will be the responsibility of the Interment Right Holder. Council will only cut into and reinstate cement or gravel tops.

6.6.2 Unless otherwise instructed, the placement of ~~Cremated Remains~~ ~~ashes~~ into burial plots will be as follows:



6.7 Opening of interment sites, exhumation and re-interment

6.7.1 At all times the Authority will comply with Part 2, Division 3 of the Act and the Regulations when dealing with the opening of interment sites, exhumation, and re-interment of human remains.

6.7.2 All excavation to re-open, exhume or re-inter must be undertaken by the Authority or by its approved representative.

6.7.3 An Interment Right holder can arrange with the Authority for extra space to be made in an interment site though a lift and deepen procedure in accordance with the Act and Regulations where:

- 6.7.3.1 there have been previous interments in a grave, and
- 6.7.3.2 earlier interments were at an insufficient depth for further burials, and
- 6.7.3.3 at least six years have elapsed since the most recent burial.

- 6.7.4 The interment site must be covered as soon as practicable on the same day as the interment.
- 6.7.5 No human remains may be removed from a burial or memorial site except in accordance with the Act and Regulations and with the prior approval of the Authority.

6.8 Natural Burials

- 6.8.1 Natural burials must comply with all legislative and regulatory requirements.
- 6.8.2 Interment Rights in Natural Burial Grounds will be for a ~~minimum~~ period of 100 years.
- 6.8.3 A maximum of one (1) burial may take place in a natural burial site.
- 6.8.4 Bodily remains will be buried at Level 1 and so that any of the remains are at a depth of not less than 1 metre from the surface of the ground, as required by the Act and Regulations.
- 6.8.5 Material that can be used:
- 6.8.5.1 Caskets made of sustainably grown timber, or
 - 6.8.5.2 Wicker or willow caskets or shrouds made of natural fibres (legislation permitting)
 - 6.8.5.3 Casket fittings and contents shall be made of sustainable natural biodegradable materials only. Name plate should be of a durable material.
- 6.8.6 Material that cannot be used:
- 6.8.6.1 Non-biodegradable material inside or outside the casket, including:
 - 6.8.6.2 Any types of plastic or metal fittings (exclusive of nails and screws),
 - 6.8.6.3 PVC, glass, ceramic, metal, treated varnished timber, toxic glues or plastic sheeting inside the casket.
- 6.8.7 Acceptable shrouds:
- 6.8.7.1 Shrouds made of natural materials such as silk, cotton or wool, with a solid base are acceptable. The solid base assists with the lowering into the ground and can be made of sustainable natural timber and contained within the shroud.
 - 6.8.7.2 Contents of shrouds must be fastened to a solid base to prevent movement to one side.
 - 6.8.7.3 Shrouds without a solid base are acceptable if used in conjunction with a suitable industry recognised transport and lowering system.
 - 6.8.7.4 Shroud preparation and burial procedures involving shrouds must comply with all local rules and regulations of the day.
- 6.8.8 Unacceptable casket or shroud:
- 6.8.8.1 with Cardboard, PVC or synthetic coverings
 - 6.8.8.2 with varnish and plastic or metal fittings
 - 6.8.8.3 with leaking fluids
 - 6.8.8.4 Caskets having obnoxious smells

6.8.9 Acceptable clothing and casket Items:

- 6.8.9.1 The deceased should be dressed in natural fibre clothing or wrapped in a shroud, with no undue additional synthetic substances.

6.8.10 Chemicals:

- 6.8.10.1 No embalming fluids are permitted.
6.8.10.2 The body may be sanitised.

6.8.11 Natural Burial Location

- 6.8.11.1 Natural burials may be in areas of a cemetery set aside specifically for the purpose of natural burials.
6.8.11.2 All plots will be allocated by the Cemetery Authority, on a next available basis, at the time of the burial.
6.8.11.3 Plot location will be recorded using GPS/GIS technology or other accurate recording system.
6.8.11.4 A cemetery plan of natural burial grave/plot locations will be recorded by the Cemetery Authority.

6.8.12 Memorials in Natural Burial Grounds

- 6.8.12.1 No memorials, ornamentation or planting will be allowed on burial plots other than that prescribed for the site by The Authority.

6.8.13 The Cemetery Authority shall be responsible for maintaining and managing the natural burial site.

6.8.14 Unless stated in this section, all other sections of this policy apply to Natural Burials and Natural Burial Grounds.

7. PRIVACY

The Authority will abide by the freedom of information legislation and the spirit of privacy legislation in addition to the requirements of the Act and Regulations to protect the details of all living persons.

8. REGISTERS

8.1.1 The registers kept by the Authority under the Act must be made available for inspection by members of the public during ordinary office hours and on payment of any fee fixed by the Authority, however the following information is specifically excluded by the Regulations from being made available in the registers:

- 8.1.1.1 the full name and address of the holder of an Interment Right; and
8.1.1.2 the address of the last place of residence of the deceased person before his or her death.

9. PRIVATE CEMETERIES

- 9.1 There a number of Private Cemeteries in the Adelaide Hills Council district. At times, the Authority receives requests to assume ownership or administration of a Private Cemetery. These requests need to be assessed to fully understand the community and financial impacts of the proposal.
- 9.2 Each proposal will be assessed on its own merits and that assessment needs to consider the risks and impacts both at the time the proposal is received as well as into the future. At a minimum, the following information needs to be provided as part of the assessment process:
- The reason and purpose of the request
 - Ownership details
 - Details of what interment and burial records are available
 - Is land ownership proposed
 - Full details of any trusts that exist over the cemetery
 - The remaining capacity of the cemetery
 - The current and future maintenance requirements for the cemetery
 - What, if any, financial contribution is proposed to be made to the Authority
 - Is there a State or Federal authority that should provide assistance to the Private Cemetery authority in the first instance
- 9.3 When assessing any proposal, consideration should be given to any Authority owned or administered cemeteries in the area that provide a service to that section of the community.
- 9.4 All formal requests are to be presented to Council for consideration and a decision.

10. DELEGATION

- 10.1 The Chief Executive Officer has the delegation to:
- Approve, amend and review any procedures that shall be consistent with this Policy; and
 - Make any formatting, nomenclature or other minor changes to the Policy during the period of its currency.

11. AVAILABILITY OF THE POLICY

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.

12. APPENDICES

- Appendix 1: Application for New/Renewal Interment Right
Appendix 2: Application for Transfer of Interment Right
Appendix 3: Application for Burial or Interment of **Cremated Remains** ~~Ashes~~

Appendix 1

Application for New/Renewal Interment Right



APPLICATION FOR NEW/RENEWAL INTERMENT RIGHT

Application Start Date (office use only):

Applicant Details (for NEW interment rights this person will be the Interment Right Holder unless otherwise specified)

First Name: Middle Name/s:

Last Name: Date of Birth:

Address:

City: State: Postcode:

Mobile Phone: Other Phone:

Email:

Location Details

Name of Cemetery:

Area: Burial Plot Lawn Plot Niche Wall Plot Garden Plot

Plot Number: Section: Row:

Term of New Interment Right or Renewal Period

50 years 100 years In Perpetuity Other (for renewal only):

Interment Right Details (for renewal only)

I/R Number: Commenced: No. of Years:

Please sign and return the completed form to:

Adelaide Hills Council, PO Box 44, Woodside SA 5244, Ph: 8408 0400, Email: mail@ahc.sa.gov.au

SIGNATURE: DATE:

OFFICE USE ONLY

Location Code:		Start Date:	
Interment Right Sent: <input type="checkbox"/>	Signed PES returned: <input type="checkbox"/>	Entered: CMS <input type="checkbox"/>	MAPS <input type="checkbox"/>

Invoice to:				<input type="checkbox"/> Invoiced
<input type="checkbox"/> Interment Right	No. of plots:	@ \$	Term:	\$
<input type="checkbox"/> Application for Interment Right (new or renewal)				\$

Appendix 2

Transfer of Interment Right – Declaration Form



Transfer of Interment Right Declaration

Cemetery: _____ Type of Interment Site: _____
Interment Right No: _____ Term: _____ Date Commenced: _____
Current Interment Right Holder(Full legal Name): _____

Please select and complete all details for either A (current interment right holder/s) or B (authorised Person) below and sign in front of a JP on page 2.

A. I, the CURRENT REGISTERED INTERMENT RIGHT HOLDER, do solemnly and sincerely declare that:

I, Full Name _____ Date of Birth _____
of Address _____
Telephone _____ Mobile _____
Email _____
(And) I, Full Name _____ Date of Birth _____
of Address _____
Telephone _____ Mobile _____
Email _____

do hereby authorise the transfer of my rights, title and interest in this interment right.

OR

B. I, the AUTHORISED PERSON, do solemnly and sincerely declare that:

I, Full Name _____ Date of Birth _____
of Address _____
Telephone _____ Mobile _____
Email _____

Being a person having the right to exercise a Power of Attorney for the interment right holder. (Please attach a copy of the Power of Attorney)

Being a person entitled to exercise the rights granted to the interment right holder upon the interment right holder's death, and being the highest ranking person in the following descending order of entitlement (select one only) in relation to the deceased interment right holder:

- | | |
|---|--|
| <input type="checkbox"/> 1. <i>Executor/s or Administrator of estate</i> | <input type="checkbox"/> 7. <i>The eldest living grandparent</i> |
| <input type="checkbox"/> 2. <i>The spouse or domestic partner</i> | <input type="checkbox"/> 8. <i>The eldest living aunt or uncle</i> |
| <input type="checkbox"/> 3. <i>The eldest living child</i> | <input type="checkbox"/> 9. <i>The eldest living nephew or niece</i> |
| <input type="checkbox"/> 4. <i>The eldest living grandchild or great-grandchild</i> | <input type="checkbox"/> 10. <i>The eldest living cousin</i> |
| <input type="checkbox"/> 5. <i>The eldest living brother or sister</i> | <input type="checkbox"/> 11. <i>The eldest living blood relative</i> |
| <input type="checkbox"/> 6. <i>The eldest living parent</i> | |

and having providing proof of my identity (The Authority has the right to determine the criteria to determine the relationship and entitlement of any person claiming a substituted right as above)

do hereby request the interment right be transferred to the new interment right holder as detailed on Page 2.

This section must be completed and signed in front of a Justice of the Peace or Commissioner of Affidavits.

I, the **CURRENT INTERMENT RIGHT HOLDER/S OR AUTHORISED PERSON**, understand that the said Interment Right is unencumbered and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Oaths Act, 1936.

Signed by current interment right holder or authorised person/s: _____


To be completed by the Justice of the Peace or Commissioner of Affidavits

Declared and subscribed at
this _____ day of _____ year _____
Before me _____ (Full Name)
A Justice of the Peace or
Commissioner for Affidavits _____ (Signed JP/Commissioner)


Persons completing Section B: Please provide full copies (not an extract) of documents to show next of kin relationships to the current Interment Right Holder, eg. Marriage Certificate, Birth Certificates, Power of Attorney, Will (listing you as the Executor)

Complete details of the NEW Interment Right Holder (you may be the new Interment Right Holder or can allocate it to another person of your choice)

NEW INTERMENT RIGHT HOLDER – 1 NAME ONLY (please insert full details)

 Title _____ Full Name _____
of _____
_____ Postcode _____ Date of Birth _____
Telephone _____ Mobile _____
Email _____

NEW INTERMENT RIGHT HOLDER TO SIGN (not required to be witnessed by a JP)

 I _____ (full name of new Interment Right holder)
Signed _____ Date _____
hereby accept the transfer of the above interment right to my name.

Transfer of an Interment Right

An interment right can be transferred by the current Interment Right holder, or on behalf of the current Interment Right holder. In all cases, a Transfer of Interment Right Declaration form will need to be completed.

1. In the case of a current Interment Right holder wishing to assign their Interment Right to another person.
 - Complete a Transfer of Interment Right Declaration, **starting at Section A** and then sign over the page in front of a Justice of the Peace. Once done, you are able to complete the next section transferring the Interment Right to another person.
2. In the case of the legal incapacity of the Interment Right holder, by a person acting under the authority of an enduring power of attorney granted by the Interment Right holder or by a duly appointed manager or guardian of the Interment Right holder.
 - Complete a Transfer of Interment Right Declaration, **starting at Section B** and ticking the box relating to Power of Attorney. Then sign over the page in front of a Justice of the Peace. Once authorised by a JP, complete the next section transferring the Interment Right into the name of the 'New Interment Right Holder' or you may choose to allocate the Interment Right to another person.
3. In the case of the death of the Interment Right holder by one of the following people in descending order of entitlement:
 1. Executor /s or administrator of estate
 2. The spouse or domestic partner
 3. The eldest living child
 4. The eldest living grandchild or great-grandchild
 5. The eldest living brother or sister
 6. The eldest living parent
 7. The eldest living grandparent
 8. The eldest living aunt or uncle
 9. The eldest living nephew or niece
 10. The eldest living cousin
 11. The eldest living blood relative
 - Complete a Transfer of Interment Right Declaration, **starting at Section B** and selecting the appropriate boxes relating to descending order. Then sign over the page in front of a Justice of the Peace. Once authorised by a JP, complete the next section transferring the Interment Right into the name of the 'New Interment Right Holder' or you may choose to allocate the Interment Right to another person.

In all of the above cases, you must provide supporting documentation to prove your authority to act on behalf of the Interment Right holder and/or your entitlement to the Interment Right, eg. a copy of the power of attorney or the page in the will showing you as the executor, copies of full marriage certificate/s, birth certificate/s, etc.

Send the completed form and supporting documents, by post or email to: P O Box 44, Woodside SA 5244 or mail@ahc.sa.gov.au.

If you have any questions regarding the above, please contact Council's Cemeteries Officer on 8408 0400.

Appendix 3

*Application for Burial or Interment of Cremated
Remains~~Ashes~~*



Adelaide Hills
COUNCIL

APPLICATION FOR BURIAL OR INTERMENT OF CREMATED REMAINS

Application Start Date *(office use only)*:

Name of Cemetery:

Burial Day/Date:

Burial Time:

Deceased Persons Details

Full Legal Name:

Last Known Address:

City:

State:

Postcode:

Date of Birth:

Date of Death:

Gender: M F

Authorised Persons Details

Full Legal Name:

Address:

City:

State:

Postcode:

Phone:

Email:

Location / Interment Right Details

A. Adelaide Hills Council to allocate location (complete Application for New Interment Right)

B. Family to select new location (complete Application for New Interment Right & contact Council)

C. Existing Interment Right (minimum 10 years remaining or extension will be required)

Plot:

Section:

Row:

Code *(office use only)*:

Interment Right No:

Start Date:

Term:

Extension Req: Yes No

Name of Interment Right Holder:

Authorised Person is Holder of Right (for existing): Yes No ***(Contact Council - Transfer may be required)***

Deceased to be buried at: Level 1 Level 2 Level 3 Ashes position:

Previous Interment/s: Yes No Depth: 1 2 3 Ashes

Name:

Date:

Company Details

Funeral Company:

Contact Person:

Phone:

Email:

Gravedigger:

Phone:

Booked:

Funeral Director Signature:

Date:

OFFICE USE ONLY

Partial Certificate of Cause of Death Certificate of Identification of Deceased Name Plate sighted | Initial:

BURIAL Gravedigger Booked: Pegging: Yes No Lawn restore: **CASE:** Calendar

ASHES Family attending: Yes No Ashes to Council On the day Excess: Return Garden N/A
 Standard Container Other Ashes position (for burial plots): 1 2 3 4 5 6 7 8 9 10 TL TR
 Plaque ordered: **DATE:** Curator Booked: **CASE:** Calendar

ENTERED CMS MAPS PES signed Invoice to: Invoiced



APPLICATION FOR BURIAL OR INTERMENT OF CREMATED REMAINS

OFFICE USE ONLY


<input type="checkbox"/>	Interment Right	No. of plots:	@ \$	Term:	\$
<input type="checkbox"/>	Application for Interment Right (new or renewal)				\$
<input type="checkbox"/>	Application for transfer or surrender of Interment Right				\$
<input type="checkbox"/>	Application for a Burial				\$
<input type="checkbox"/>	Attendance at a burial: Monday to Friday				\$
<input type="checkbox"/>	Pegging				\$
<input type="checkbox"/>	Application for an Interment of Ashes				\$
<input type="checkbox"/>	Interment of ashes & plaque install: Monday to Friday				\$
<input type="checkbox"/>	Cutting & reinstatement of concrete floor (if required)				\$
<input type="checkbox"/>	Installation of plaque only (no ashes interment)				\$
<input type="checkbox"/>	Plaque				\$
<input type="checkbox"/>	Pedestal				\$
<input type="checkbox"/>	Bud Vase (for niche wall)				\$
<input type="checkbox"/>	Other:				\$
	TOTAL				\$

NOTES

Appendix 2

*Draft Memorials within Council Cemeteries Policy –
May 2023*

COUNCIL POLICY

 <p>Adelaide Hills COUNCIL</p>	MEMORIALS WITHIN COUNCIL CEMETERIES
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Policy Number:	COM-26
Responsible Department(s):	Property Services
Relevant Delegations:	As per the Delegations Register and as detailed in this Policy
Other Relevant Policies:	<i>Cemetery Operating Policy</i>
Relevant Procedure(s):	Nil
Relevant Legislation:	<i>Burial and Cremation Act 2013 Burial & Cremation Regulations 2014 Work Health and Safety Act 2012 (SA) Work Health and Safety Regulations 2012 (SA) Work Health and Safety Codes of Practice Heritage Places Act 1993 (SA)</i>
Policies and Procedures Superseded by this policy on its Adoption:	23/11/2021, 249/21, Item 12.3
Adoption Authority:	Council
Date of Adoption:	
Effective From:	
Minute Reference for Adoption:	
Next Review:	No later than May 2026 or as required by legislation or changed circumstances

Version Control

Version No.	Date of Effect	Description of Change(s)	Approval
0.1	24/08/2021	Draft for Council consideration for public consultation	Council
0.2	07/12/2021	Final adopted by Council	Council

MEMORIALS IN COUNCIL CEMETERIES POLICY

1. INTRODUCTION

- 1.1 Council (the Authority) recognises that many of its cemeteries have historical significance as the resting place of many of the district's pioneers and respected citizens and will efficiently and effectively manage them in a respectful manner to meet the needs of the community. The policy provides Council and its Administration with principles and guidelines relating to the installation of memorials at its cemeteries.
- 1.2 This Policy is to be read in conjunction with other relevant Council policies, including Council's *Cemetery Operating Policy*. The development of this Policy has taken into account requirements of the *Burial and Cremation Act 2013* (the Act) and the *Burial & Cremation Regulations 2014* (the Regulations).

2. OBJECTIVES

- 2.1 The aim of this Policy is to set out the requirements and process required by Council, in its capacity as cemetery authority (the Authority) in relation to the supply and management of memorials within its cemeteries.

3. SCOPE

- 3.1 This Policy applies to all cemetery facilities owned or operated by Council.

4. DEFINITIONS

- 4.1 **"Act"** means the Burial & Cremation Act 2013
- 4.2 **"Authorised"** means a written authority has been issued by the Council.
- 4.3 **"The Authority"** means the Adelaide Hills Council.
- 4.4 **"CCASA"** means Cemeteries & Crematoria Association of South Australia
- 4.5 **"Interment"** is the placement of either human remains being the bodily remains of a human body buried into the earth; or cremated remains placed in either a columbarium or into the earth.
- 4.6 **"Interment Right"** means a Right for the Interment of Human Remains.
- 4.7 **"Interment Right Holder"** is the person issued the Interment Right by Council in accordance with its specified terms and conditions.
- 4.8 **"Ledger Slab"** is a rigid solid covering generally of stone lying either on top or within the monument kerbing.
- 4.9 **"Memorial"** means:

- An approved Monument; or
- A plaque; or
- Any other approved structure or physical object used to memorialise a deceased person.

4.10 **“Monument”** means a monument, headstone, tablet, gravestone, kerbing, railing or any other erection to be constructed in a cemetery, used for the commemorative purposes for a burial site.

4.11 **“Plaque”** is a flat tablet of metal, stone or other material which includes text or images used for commemorative purposes

4.12 **“Site”** is a plot or space that is used for the purpose of a burial or the interment of cremated remains.

5. POLICY STATEMENT

5.1 Memorial Applications

The following conditions apply to all standard applications for memorials:

5.1.1 All Memorials require approval from the Authority prior to erection within a cemetery.

5.1.2 Monumental Masons (or contractors applying to carry out works) are to provide to the Authority the following documentation:

- Details of company name, address and key personnel
- The names of the Officers as defined by the *Work Health and Safety Act 2012 (SA)*
- Copies of public liability insurance for \$20M
- Copies of Return to Work SA currency
- Full name of each employee who will possibly work in Council’s cemeteries
- Copies of construction white cards for all employees who may work in Council’s cemeteries
- Copies of certification of load shifting equipment eg. truck mounted cranes
- Copies of WHS policies (every three years or as updated)
- Copies of relevant *Safe Work Instructions/Safe Work Method Statements/Job safety Analysis*

5.1.3 Applications will only be accepted on the Cemeteries & Crematoria Association of South Australia Inc. (CCASA) *Application for a Headstone or Memorial Form* or The Authority’s *Application for a Headstone or Memorial Form (Appendix 1)*.

5.1.4 Applications shall be signed by the Interment Right Holder or a person duly authorised in writing by the Interment Right Holder.

5.1.5 A memorial shall not be installed on any site unless the relevant Interment Right for the site has been paid in full.

5.1.55.1.6 A memorial shall not be installed on any site if the remaining term of the Interment Right relating to that site is less than ten years

5.1.65.1.7 A memorial may be installed on a site where the deceased has not been interred, providing the interment right is current and the application is signed by the interment right holder or a person duly authorised in writing by the Interment Right Holder.

5.1.75.1.8 Applications shall include a sketch of the memorial showing all dimensions, type of memorial, name(s) inscribed and any epitaphs or other inscriptions on the memorial.

5.1.85.1.9 Applications shall be submitted for approval by the Authority prior to any memorial work being undertaken or any memorial being removed by an authorised contractor or Interment Right Holder.

Applications will be processed within five (5) business days from the time of receipt unless otherwise agreed by the Authority.

5.1.95.1.10 At least three (3) business days' notice is required for Pegging;

5.1.105.1.11 A Memorial Permit will be forwarded to the Monumental Mason and must be obtained before any work is carried out.

Where these conditions are not met, it may result in applications for permits being refused, delayed or new applications needing to be lodged.

5.2 Design of Memorial

5.2.1 The Authority must approve the design and proposed inscription of all Memorials before any work is carried out.

5.2.2 The Authority may refuse any design for a Memorial as it may determine.

5.2.3 Unless otherwise approved by the Authority, the name affixed on the Memorial must accord with the name shown on valid proof of the deceased's identity produced to the satisfaction of the Authority.

5.2.4 The maximum height permitted for memorials in all cemeteries will be no greater than 900mm high, unless otherwise approved by the Authority.

5.2.5 Memorials erected on lawn burial allotments shall consist of a headstone only or a headstone and base, and not exceed a height of 900mm, a depth of 300mm and a width of 1300mm.

5.2.6 Plaque dimensions will vary from site to site as determined by the Authority.

5.3 Installation of Memorials

5.3.1 All Memorials for a burial interment site must be constructed, altered and installed by a Monumental Mason or other person who is authorised by the Authority to undertake such work.

- 5.3.2 Plaques installed by the Authority will be at the Interment Right Holder's cost.
- 5.3.3 A permit to work on the site is granted subject to the Monumental Mason and their sub-contractor complying with the following conditions whilst on site:
- Design and installation of Memorials must be in accordance with *Australian Standard AS 4204 – 2019 Headstones and Cemetery Monuments*;
 - The area around the grave site is clean and tidy at the completion of the work and that all waste and surplus material is removed from the cemetery (this does not include excess soil left from a burial);
 - Any damage done within a Cemetery must be repaired to the satisfaction of the Authority;
 - Comply with the *Work Health and Safety Act 2012 (SA)*, *Work Health and Safety Regulations 2012 (SA)* and *Work Health and Safety Codes of Practice* and any other legislative requirements;
 - All vehicles are registered and overhead cranes/lifting devices have current inspection certification; and
 - No work is carried out in close proximity to any funeral service.

Failure to comply with any of these conditions may result in Monumental Masons or their sub-contractors being asked to leave the grounds and could lead to having their permit reviewed or rescinded. In addition to this, Monumental Masons and/or their contractors will be held liable for any costs incurred.

- 5.3.4 Upon installation, a clear photograph is to be provided to The Authority of the completed memorial.

5.4 Ornaments and Tributes

- 5.4.1 Flowers and wreaths may be placed on burial sites.
- 5.4.2 All naked flames, such as candles and incense, are strictly prohibited in cemeteries due to the risk of fire.
- 5.4.3 Ornaments or tributes made of plastic or other unbreakable materials may be placed on sites. Breakable materials such as glass, porcelain, terracotta and ceramic are not permitted to be placed on sites due to the risk to public safety. Materials such as Majolica ware, glass plaques and ceramic photographs are permitted if installed by a Monumental Mason and affixed to a headstone.
- 5.4.4 All ornaments or tributes must remain within the confines of the burial or memorial site on which they are placed and must not be fixed to surrounding trees, plants or shrubs.
- 5.4.5 Any ornaments or tributes that is not kept within the confines of the burial or memorial site may be removed at the discretion of the Authority.
- 5.4.6 The Authority is not responsible for the safety of ornaments or tributes and will not repair or replace them should they become damaged or stolen.
- 5.4.7 Families and visitors are encouraged to remove ornaments or tributes that have reached the end of their useful life, prior to these items become unsightly.

- 5.4.8 The Authority may remove and dispose of any ornaments or tributes when deemed unsightly, offensive, breakable or a risk to public safety. Where a removed item may be of some value to the Interment Right Holder, the Authority will endeavour to return the item to the Interment Right Holder. If contact is unable to be made, after a period of three (3) months from the date of removal, the ornament or tribute will be disposed of at the Authority's discretion.

5.5 Alcohol Containers

- 5.5.1 Alcohol beverages and/or containers (full or empty) are not permitted to be placed on sites within the cemetery grounds.

5.6 Plantings

- 5.6.1 No plantings on memorials or within the cemetery shall take place, without the prior consent of the Authority.
- 5.6.2 Authorised plantings must not exceed 900mm high, or the width of the site, when fully grown.
- 5.6.3 It is the responsibility of the Interment Right Holder to maintain any authorised plantings erected on a grave site during the term of the interment right.
- 5.6.4 The Authority is not responsible for the safety of any plantings and will not repair or replace plantings should they become damaged or stolen.
- 5.6.5 The Authority has the right to remove any plantings deemed to be unsightly, unsafe, overgrown, in poor condition or a risk to public safety.
- 5.6.6 Unauthorised planting of vegetation on a burial or memorial site will be removed upon detection.

5.7 Lighting

- 5.7.1 Solar powered lights or spikes on individual sites are prohibited, unless of cultural significance in which case The Authority may approve upon application

5.8 Ownership and Maintenance of memorials

- 5.8.1 In accordance with Part 3, Division 4 of the Act, a memorial to a deceased person is the personal property of the person who holds the interment right for the site where the memorial is situated. ~~memorials are the personal property of the person who holds the Interment Right for the site.~~
- 5.8.2 It is the responsibility of the Interment Right Holder to maintain any memorial in a safe condition during the term of the interment right.
- 5.8.3 Any restoration work on a memorial is subject to the terms of a Memorial Application.

- 5.8.4 The Authority does not accept any responsibility for damage to Memorials through acts of vandalism, ageing or deterioration. Repair of damaged Memorials is the responsibility of the Interment Right Holder.
- 5.8.5 In accordance with Section 41 of the Act, the Authority may issue a notice on the owner of a memorial requiring repairs, removal or reinstatement of a memorial within 8 weeks of notification by the Authority.
- 5.8.6 If the Interment Right Holder fails to act following a written request from the Authority, the Authority may either remove the memorial or carry out the repairs and recover the reasonable cost from the Interment Right Holder in accordance with Section 41 of the Act.
- 5.8.7 If a memorial becomes unsafe and urgent action to repair, remove or reinstate the memorial is considered necessary by the Authority, the Authority may, instead of giving a notice, have the work carried out and recover the reasonable cost from the Interment Right Holder.
- 5.8.8 A removed Memorial will be held for a period of six (6) months after notification, prior to disposal.
- 5.8.9 While the Authority is not responsible for the upkeep, repair or maintenance of memorials, the Authority may upgrade, renew or maintain historical or locally significant memorials at its discretion.

5.9 Removal of Ledger Slabs for interment purposes

- 5.9.1 The Authority will not remove a Ledger Slab erected as part of a memorial for the interment of cremated remains. Removal arrangements must be made through a Monumental Mason or other person who is authorised by the Authority to undertake such work at the Interment Right Holder's cost. The Authority will cut into and reinstate cement or gravel tops.

5.10 Removal of Memorials

- 5.10.1 The removal of a Memorial must be undertaken by a Monumental Mason or other person who is authorised by the Authority to undertake such work, and will be at the expense of the Interment Right Holder.
- 5.10.2 The Authority may remove or alter any Memorial or erase any inscription that breaches these operating policies and recover, as a debt, the expense of removal or alterations of a Memorial from the Interment Right Holder.
- 5.10.3 Where an Interment Right Holder fails to remove a Memorial within two years of an Interment Right lapsing and the procedure outlined in the Act and Regulations has been followed, the Memorial becomes the property of the Authority and may be removed and disposed of in accordance with the Act and Regulations.

5.11 Power to dispose of unclaimed memorials

- 5.11.1 The Authority may, after giving notice in accordance with Section 42 of the Act, remove and dispose of unclaimed memorials.

5.11.2 The person who held the interment right immediately before its expiry. An Interment Right Holder may reclaim a removed Memorial at any time before disposal.

5.12 Heritage Listed Memorials

5.12.1 Any heritage listed memorials in cemeteries under the control of the Authority are to be maintained by Interment Right Holders in accordance with the required statutory processes, and any guidelines established by the Authority for the purpose of protecting historical memorials.

5.13 Temporary Grave Markers

5.13.1 Temporary burial interment site markers, including wooden crosses, may only be used for a maximum period of six (6) months following which they must be removed and replaced with a Memorial or the burial site left unmarked.

5.13.2 Temporary burial interment site markers, including wooden crosses, removed by the Authority will be returned to the Interment Right Holder, or if contact is unable to be made, after a period of three (3) months from the date of removal, the temporary marker will be disposed of at the Authority's discretion.

5.14 Memorial Seats

5.14.1 The Authority provides seats in many of its Cemeteries across the district and these seats may be used to memorialise a person by attaching a memorial plaque to the seat.

5.14.2 Memorial seats provided by The Authority will not be limited to an exclusive plaque, eg. seats will be available for multiple memorial plaques.

5.14.3 Applications for the installation of a plaque must complete an application form (Appendix 2) and submit to the Authority, detailing:

- the name of the person(s) to be memorialised
- the proposed inscription/text to be used on the plaque
- the preferred location of the plaque

5.14.4 Approved applicants will be responsible for the cost and installation of the plaque and a memorial fee as determined by the Council.

5.14.45.14.5 Approvals will be for a period of 25 years.

5.14.55.14.6 The plaque will be sourced through the Authority's plaque supplier to ensure consistency across the district. The Authority reserves the right to approve or amend the proposed inscription and the location of the plaque, in consultation with the applicant.

5.14.65.14.7 When a seat reaches the end of its useful life, The Authority will replace the seat providing it is still deemed to be a suitable location. If less than 25 years has expired since approval, tThe memorial plaques on the expired seat will be reinstalled on the replacement seat. If 25 or more years have expired since

approval, the Authority will attempt to return the memorial plaque to the Applicant or if contact is unable to be made, after a period of three (3) months from the date of removal, the plaque will be disposed of at the Authority's discretion.

5.14.75.14.8 Personal items are not to be placed on or fixed to the memorial seat.

5.14.85.14.9 If the plaque is vandalised or damaged, the Authority will not take responsibility for the damage.

5.14.95.14.10 The Authority reserves the right to remove a memorial seat and/or plaque at any time, if the seating is situated in an area to be redeveloped or the site changes significantly in character and the item is not deemed suitable for the site, in consultation with the applicant. The Authority will endeavour to relocate the seat and/or memorial plaques to another suitable location within the Cemetery.

5.14.105.14.11 Any memorial seat, funded by applicants and installed prior to 23 November 2021, will remain exclusive to that applicant until such time as the seat reaches the end of its useful life. Upon reaching the end of its useful life, the applicant may choose to replace the seat and maintain its exclusivity, or The Authority may replace the seat, ~~reinstall the existing plaque~~ and the seat will then become available for further memorials. The existing applicant may apply for installation of a new plaque and will be responsible for the cost and installation of the plaque and a memorial fee as determined by the Council.

5.1 Memorial Register

5.1.1 In accordance with section 53(1)(b)(ii) of the Act, The Authority will keep a register of each Memorial erected in a Cemetery that contains the following information:

- the size of the Memorial.
- the type of Memorial
- the name or names inscribed on the Memorial
- any epitaphs and other inscriptions on the Memorial, and
- the location of the Memorial in a Cemetery.

In addition, the Authority will record the following details:

- Monumental Mason
- Photograph of the completed Memorial

6. DELEGATION

6.1 The Chief Executive Officer has the delegation to:

- Approve, amend and review any procedures that shall be consistent with this Policy; and

- Make any formatting, nomenclature or other minor changes to the Policy during the period of its currency.

7. AVAILABILITY OF THE POLICY

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

Appendix 1

Approved Memorial Application Forms

Application For a Headstone or Memorial

Subject to the rules and regulations of the _____ Cemetery

Monumental Mason

I/We _____

(Business Name, Address and Telephone No.)

Apply for permission to do the following work: (Please select one on the following)

New monument and inscription (drawing of monument and dimensions required)

Additional inscription (If not in English, please provide a translation.)

Other work (Description please)

Full name of deceased

Date Deceased	Grave Location: Section	Row/Path	No.
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All works must be carried out in accordance with the provisions of Australian Standard AS4204-1994, the plans and specifications attached and comply with the rules, regulations and directions of the relevant Cemetery Authority.

Signed	Date:	Fee: \$
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(Monumental Mason)

Grant holder or legal representative

I _____ (Full Name)

of _____ (Address)

Warrant that I: (Please select one on the following)

Am the person in whose name the **Licence/Grant** is issued.

Have written authority of the person in whose name the **Licence/Grant** was issued.

Am the legal representative of the **Licence/Grant Holder**.

I warrant that all the information given is correct and consent to the work described in this application being carried out.

As owner, I acknowledge that I have a responsibility to maintain the monument in thorough order and condition during the term of the **Grant** and, if I do not, the Cemetery Authority has the right to remove it and recover the cost of doing so from me as a debt payable on demand.

I acknowledge responsibility to remove the monument on expiry of the **Licence/Grant** subject to any right of renewal.

I do agree to indemnify and hold harmless the Cemetery Authority against any claims, actions, liability, loss or damage or expense arising to or against the Cemetery Authority in respect to the monument, the condition or repair of or damage to the monument, or the removal of the monument occurring at any time after the installation of the monument.

I understand that if the headstone or memorial is not removed within two years of the **Licence/Grant** for the site expiring, the cemetery authority has the legal right to remove the headstone or memorial and dispose of it as they see fit (Cemetery Regulations 2010). **I also acknowledge that it is my responsibility to advise the cemetery authority of any change of my address.**

Before Me	_____
-----------	-------

(Signature of witness)

(Signature of Grant Holder or Legal representative)

Witness	_____
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(Please print name of witness)

Office Use Only:	Grave Location: Section	Row/Path	No.
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Grant No.	Expiry Date:	Permit No:	Authorised By:	Date:
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Application for a Headstone or Memorial

APPLICATION DETAILS:

I/We: _____ (business name,
address & phone)

apply for permission to do the following work:

- New monument and inscription (drawing of monument and dimensions required)
- Additional inscription (if not in English, please provide a translation)
- Other work (description please) _____

FULL NAME OF DECEASED: _____

DATE DECEASED: _____

GRAVE LOCATION: _____ CEMETERY: _____
Plot No: _____ Section: _____ Row: _____

SIGNED: _____ Date: _____

INTERMENT RIGHT HOLDER or LEGAL REPRESENTATIVE:

I: _____ (full name)

of: _____ (address)

Warrant that I:

- Am the person in whose name the Interment Right (licence) is issued
- Have written authority of the person in whose name the Interment Right (licence) was issued
- Am the legal representative of the Interment Right (licence) holder

I warrant that all the information given is correct and consent to the work described in this application being carried out. As owner, I acknowledge that I have a responsibility to maintain the monument in thorough order and condition during the term of the Interment Right and, if I do not, the Cemetery Authority has the right to remove it and recover the cost of doing so from me as a debt payable on demand.

I acknowledge responsibility to remove the monument on expiry of the Interment Right subject to any right of renewal.

I do agree to indemnify and hold harmless the Cemetery Authority against any claims, actions, liability, loss or damage or expense arising to or against the Cemetery Authority in respect to the monument, the condition or repair of or damage to the monument, or the removal of the monument occurring at any time after the installation of the monument.

I understand that if the headstone or memorial is not removed with two years of the Interment Right for the site expiring, the Cemetery Authority has the legal right to remove the headstone or memorial and dispose of it as they see fit (Cemetery Regulations 2010). I also acknowledge that it is my responsibility to advise the cemetery authority of any change of my address.

Signature of Interment Right holder or Legal representative: _____

Before me: _____ Signature of Witness

_____ Print name of Witness

Appendix 2

Application for a Memorial Seat Plaque

Before applying, please read AHC 'Memorials within Council Cemeteries' policy

Start Date:
(office use only)

Applicant Details:	Name:		
	Address:		
	Suburb:	State:	P/code:
	Phone (h)	Mob:	
	Email:		
	Relationship to the person being memorialised:		

Person being memorialised:	Name:
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Requested Plaque wording - maximum 5 lines: <i>(please print clearly)</i>	

Description of location, ie. Cemetery name, location of desired seat within Cemetery:	
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I acknowledge that:

- I have read and understood the Adelaide Hills Council Memorials Policy and the policy position contained within that form the terms and conditions relating to this application for a Memorial Plaque on Council land.
- I am responsible for all costs relating to the application, purchase of the seat and plaque, installation of the seat and paving (if required) and all ongoing maintenance.

Authorised Person's Signature:		Date:	
---------------------------------------	--	--------------	--

OFFICE USE ONLY

Approved: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Applicant advised:	Approved Location:
Plaque ordered: PO: <input type="checkbox"/> plaque received	
Installation booked: CASE:	Invoice to: <input type="checkbox"/> Invoiced

EXAMPLE OF PLAQUE

Plaque shown at approx. actual size (150mm x 100mm) with examples of text

(Council reserves the right to refuse any application with wording that is deemed to be unsuitable or offensive)

IN LOVING MEMORY OF
JOHN FRED SMITH
13.12.1927 ~ 6.3.2020
LOVED BY ALL

IN LOVING MEMORY OF
JOHN FRED SMITH
13.12.1927 ~ 6.3.2020
MARY GRACE SMITH
13.12.1927 ~ 6.3.2020

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 9 May 2023
AGENDA BUSINESS ITEM**

Item:	12.6
Responsible Officer:	Lachlan Miller Executive Manager Governance & Performance Office of the Chief Executive
Subject:	Annual Business Plan 2023-24 Draft for Consultation
For:	Decision

SUMMARY

The *Annual Business Plan 2023-24* is a legislative requirement under s122 of the *Local Government Act 1999* (the “Act”). It is also a key element of Adelaide Hills Council’s *Corporate Planning and Performance Framework*.

The draft *Annual Business Plan 2023-24 (ABP)* has been developed to align to the draft *Long Term Financial Plan (LTFP)*, the *Asset Management Plans (AMP)* and the *Strategic Plan 2020-24 – A brighter future*. Council resolutions, staff and community feedback, and risk assessments have also informed projects and programs included in the ABP.

The focus in development of the initiatives and budget for the ABP has been on:

- Continued support of the community and region,
- Continuing to deliver on the Council’s strategic plan goals, and
- Aligning as close as possible to the LTFP, including the financial sustainability targets.

The purpose of this report is to provide the draft *Annual Business Plan 2023-24 (Appendix 1)* to Council for endorsement for the purpose of community consultation.

RECOMMENDATION

Council resolves:

- 1. That the report be received and noted.**
- 2. To endorse the draft *Annual Business Plan 2023-24 (ABP)*, as contained in *Appendix 1* for community consultation in accordance with Section 123 of the *Local Government Act 1999*.**
- 3. That the CEO be authorised to:**
 - a. Make any formatting, nomenclature or other minor changes to the ABP prior to being released for public consultation and**
 - b. Determine the consultation timings, media and processes while ensuring consistency and compliance with the provisions of applicable legislation and Council’s *Public Consultation Policy*.**

1. BACKGROUND

The draft ABP (**Appendix 1**) has been developed to be consistent with the financial and strategic goals outlined in the *Strategic Plan 2020-24 – A brighter future*, draft LTFP and AMP. It has also been aligned with Council’s targets for its key financial sustainability indicators i.e. Operating Surplus, Net Financial Liabilities and Asset Renewal Funding ratios.

The draft ABP was presented to Audit Committee on 17 April 2023 where it was resolved:

8.4. Draft Annual Business Plan for Consultation

Moved Peter Brass
S/- Natalie Johnston

AC17/22

The Audit Committee resolves:

1. That the report be received and that the Committee notes that the budget contained within the draft *Annual Business Plan 2023-24 (Appendix 1)* meets the following financial sustainability targets as set by Council:
 - a. Adjusted Operating surplus ratio of 2.6% (target of 1% to 5%)
 - b. Net financial liabilities ratio of 53% (target of 25% to 75%)
 - c. Asset sustainability ratio of 100% (target of 95% to 105%)
2. To advise Council that the Committee has reviewed the draft *Annual Business Plan 2023-24 (ABP)*, as contained in **Appendix 1**, in terms of the assumptions underpinning the Plan, its consistency with the Strategic Management Plans and the adequacy of the plans in the context of maintaining financial sustainability.
3. That, on the basis of the Committee’s review, to recommend the draft ABP to Council for community consultation.

Carried Unanimously

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

The elements being included for community consultation are:

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

- The *Uniform Presentation of Finances* which provides a summary of Council’s proposed operating and capital investment activities together with financial sustainability ratios.
- Corporate performance indicators
- ESCOSA report and Council response
- The detailed Capital Works Program 2023-24

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

- Artwork/photographs used for the cover pages
- Mayor’s introduction & Council Member page
- The full statutory financial statements in accordance with the Model Set of Accounts
- Local Roads and Community Infrastructure Projects (LRCIP)

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

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

Priority O5.3 Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community

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

The LTFP went through community consultation during March with results shared with Council at the 1 April 2023 ABP workshop. The final LTFP was adopted at the 26 April Council Meeting.

➤ Legal Implications

The preparation of an ABP is a requirement of Section 123 of the *Local Government Act 1999* (the Act), and the *Local Government (Financial Management) Regulations 2011* (the “Regulations”). The ABP has been developed in accordance with Section 8 of the Act – Principles to be observed by Council.

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

Section 123(3) to (6) of the Act specifies the actions that Council must take in relation to Consultation:

- (3) Before a council adopts an annual business plan, the council must—
 - (a) prepare a draft annual business plan; and
 - (b) follow the relevant steps set out in its public consultation policy, taking into account the requirements of subsection (4).
- (4) For the purposes of subsection (3)(b), a public consultation policy must at least provide for the following:
 - (a) the publication in a newspaper circulating within the area of the council and on a website determined by the chief executive officer of a notice informing the public of the preparation of the draft annual business plan and inviting interested persons—
 - (i) to attend—
 - (A) a public meeting in relation to the matter to be held on a date (which must be at least 21 days after the publication of the notice) stated in the notice; or
 - (B) a meeting of the council to be held on a date stated in the notice at which members of the public may ask questions, and make submissions, in relation to the matter for a period of at least 1 hour,

(on the basis that the council determines which kind of meeting is to be held under this subparagraph); or
 - (ii) to make written submissions in relation to the matter within a period (which must be at least 21 days) stated in the notice; and
 - (b) the council to make arrangements for a meeting contemplated by paragraph (a)(i) and the consideration by the council of any submissions made at that meeting or in response to the invitation under paragraph (a)(ii).
- (5) The council must ensure that copies of the draft annual business plan are available at the meeting under subsection (4)(a)(i), and for inspection (without charge) and purchase (on payment of a fee fixed by the council) at the principal office of the council and on the website at least 21 days before the date of that meeting.
- (5a) The council must ensure that provision is made for—
 - (a) a facility for asking and answering questions; and
 - (b) the receipt of submissions,on its website during the public consultation period.
- (6) A council may then, after considering—
 - (a) any submission made to the council during the public consultation period; and
 - (b) any new or revised information in the possession of the council that is relevant to the material contained in the draft annual business plan; and
 - (c) such other materials or information as the council thinks fit,adopt its annual business plan (with or without amendment).
- (6a) However, if a council proposes to adopt an annual business plan with amendments, the council must include in the adopted business plan a statement—
 - (a) setting out any significant amendments from the draft annual business plan; and
 - (b) providing reasons for those amendments.

AHC's *Public Consultation Policy* specifies that the period of consultation should be for at least 21 calendar days. As per the Act requirements, consultation will include:

- A newspaper ad announcing consultation as well as website/social media notifications
- A 1 hour session will be scheduled at the 23 May 2023 Council Meeting
- The community will be invited to submit their responses in writing, online via engagement HQ website or by phone.

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

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

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

➤ **Risk Management Implications**

Preparing an ABP as required by the Act and Regulations will assist in mitigating the risk of:

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

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

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

➤ **Financial and Resource Implications**

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

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

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

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

➤ **Sustainability Implications**

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

The proposed average residential rate increase of 6.9% is part of the LTFP calculations and will maintain the financial sustainability of the Council. 6.9% is 1.0% below the reported annual Consumer Price Index (CPI) increase of 7.9% for Adelaide for the 12 months to March 2023. Council have implemented significant savings strategies as well as service changes into this budget (detailed on page 29 of the ABP) to mitigate the impact on the community of the higher than usual cost escalations .

Page 3 of Appendix 1 shows the following financial summary based on the average residential rate increase of 6.9%:

- Operating Surplus of \$1.297m
- Renewals Capital Expenditure of \$10.4m
- New & Upgrade Capital Expenditure of \$7.5m
- Net Borrowings of \$6.3m, resulting in forecast Borrowings at June 2024 of \$23.1m.

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

- Adjusted Operating surplus ratio of 2.3% (target of 1% to 5%)
- Net financial liabilities ratio of 54% (target of 25% to 75%)
- Asset sustainability ratio of 100% (target of 95% to 105%)

In achieving these targets and aligning as closely as possible to the LTFP, there is a level of certainty provided to the community that financial sustainability will be maintained.

Changes are proposed to the differential rating structure for land uses and localities from previous years. These are set out on page 38 of the Draft ABP.

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

Consultation on the development of this report was as follows:

Council Committees: The draft ABP was presented to Audit Committee at its 17 April 2023 meeting.

Council Workshops: A Long Term Financial Plan workshop on 11 February which covered key elements of the financial sustainability and future budget. An ABP and budget workshop was held on 1 April to discuss key budget, strategic initiatives, rating and other related topics. A further workshop was held on 26 April to discuss implications of the CPI rate announcement of 7.9% for SA.

Advisory Groups: Not applicable.

External Agencies: The service delivery and budget implications of each of the regional subsidiaries have been considered in the development of the ABP and budget.

Community: LTFP Community Consultation feedback was considered during the ABP development

➤ **Additional Analysis**

Community Consultation

Public consultation will be undertaken over the period Friday 12 May to 5pm Friday 2 June (21 days) with the aim of providing members of the community varied formats and opportunities to provide feedback. The main feedback is via survey, however the community is encouraged to write to us or phone us with their feedback as well.

Consultation activities include:

- A paid advert in local Courier newspaper
- The Community Engagement Hub site with copies of relevant documents and an online survey
- Posters, information packs and hard copy feedback forms for display at Council Libraries, Service Centres and Community Centres
- Emails to community groups to encourage sharing of the consultation opportunity as well as feedback
- Emails to Community Engagement Hub registrants inviting feedback and linking to the online resources
- Electronic notices on our website
- Social media post on LinkedIn, Facebook and Instagram
- Article in Hills Voice newsletter, and
- Elected member information for sharing with community to encourage feedback

Further Adjustments

Since the discussion at the 1 April workshop, the following adjustments have been made to the budget and ABP to reflect Council Member requests, recent resolutions, and/or other budget corrections/refinements.

Operating Budget Adjustment	Amount (\$'000)		
	2023-24	2024-25	2025-26
Increased expenses related to CPI of 7.9% instead of LTFP modelled 7.0%	+\$156		
Vacancy Management adjustment	-\$20		
Regulatory Income	-\$135		
New Initiative – Review the Corporate Carbon Management Plan	+\$25		
New Initiative – Place making and township planning support	+\$40		
New Initiative – Next step planning for Woodside pool	+\$30		
New initiative – Diversified income study	+\$25		
New initiative – Houghton recreation grounds facility contribution	TBA*		
New initiative - Implement activities from “Our Watch Toolkit for Local Government”	Core operating budget		
New initiative – Amy Gillett Bikeway Contribution (Stage 4) <i>Note: 2023-24 will also receive a \$100k rollover amount from the 2022-23 Amy Gillett budget allocation.</i>	+\$25	\$125	\$125
TOTAL	+\$146	+\$125	+\$125

*Subject to Council decision, the Houghton recreation grounds facility contribution is proposed to be funded from the Council’s Local Roads and Community Infrastructure Program Phase 4 allocation from the Commonwealth Government.

Capital Budget Adjustment	Amount (\$'000)		
	2023-24	2024-25	2025-26
Initiative change - Adjustment of footpath program to bring forward requested footpaths: <ul style="list-style-type: none"> • Morialta Rd, Woodforde (2023-24) • Shannon Ct, Bridgewater (2023-24) • Mill Road, Lobethal (2024-25) 	+\$154	+\$29	-\$33
Initiative change - Installation of EV charging stations (amount added for 2023-24 – previously blank)	+\$125		
Initiative change - Purchase of Electric Vehicles cars for fleet	+\$140	-\$140	
New Initiative - Customer Relationship Management (CRM) system	+\$300	+\$340	
ICT Capital renewal adjustment relating to CRM system costs above		-\$68	-\$65
Initiative Correction - Dog and Cat Facility. Amount reported in 2023-24 at 1 April workshop split across 2 years	-\$270	+\$270	
TOTAL	+\$449	+\$431	-\$98

3. OPTIONS

Council has the following options:

- I. To endorse the draft *2023-24 Annual Business Plan* to enable progression to the next stage of community consultation (Recommended)
- II. To amend any/all of the draft *2023-24 Annual Business Plan* prior to progression to the next stage of community consultation
- III. To not endorse the draft *2023-24 Annual Business Plan* for progression to the next stage of community consultation (Not recommended)

4. APPENDICES

- (1) *Draft Annual Business Plan 2023-24*
- (2) *Draft Capital Works Program 2023-24*

Appendix 1

Draft Annual Business Plan 2023-24



Adelaide Hills
COUNCIL



Draft for Consultation
Annual Business Plan

2023-24

Welcome


This is our Annual Business Plan for 2023-24 which outlines how we plan to achieve our goals over the next financial year. These goals are linked directly to our *Strategic Plan 2020-24 – A Brighter Future*, but also come from our other plans and strategies. Our priorities for this year have been refined through community consultation held over the period 10 May to 31 May 2023.

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

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

Contents

3	Overview
6	About us
7	Our Goals
8	Goal 1: A functional Built Environment
12	Goal 2: Community Wellbeing
16	Goal 3: A prosperous Economy
19	Goal 4: A valued Natural Environment
22	Goal 5: A progressive Organisation
25	Financial Overview
33	Capital Budget Overview
34	Rates Overview
	<i>Appendix 1: Uniform presentation of finances</i>
	<i>Appendix 2: Statement of Expected Rate Revenue</i>
	<i>Appendix 3: Corporate Performance Indicators</i>
	<i>Appendix 4: Rating Policy</i>
	<i>Appendix 5: ESCOSA report and Council Response</i>



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

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

Overview

The Annual Business Plan 2023-24 shows our services, programs and projects for this financial year. It also shows how we will allocate our resources to achieve the goals we set out in our *Strategic Plan 2020-24 – A Brighter Future*, while ensuring Council's long term financial sustainability.

Our focus in 2023-24 is to continue to support and strengthen the Adelaide Hills community, environment and economy.

Some key projects and activities we will be undertaking include:

- Continued development of the Fabrik Arts and Heritage Hub
- Participation in the federally funded Local Roads and Community Infrastructure program to further invest in our region's assets
- Development of a new Strategic Plan which sets Council's goals and objectives over the next 4 years
- A trial of modified frequency of general waste pickup and enhanced frequency and collections areas of green waste bin collections

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

Planned Activities

- In addition to our regular service delivery, our strategic initiatives contribute towards achieving our long term goals
- These include:
 - **32** capital initiatives (\$7.5m)
 - **23** operating initiatives (\$1.5m)

Capital Budget

- **\$7.5** million for capital expenditure on new or upgraded assets
- **\$10.4** million for capital renewal

Operating Budget

- Proposed Operating Surplus of **\$1.297m** which is slightly below the 2023-24 Adopted Long Term Financial Plan target

Borrowing

- Net Borrowings of **\$6.3m**, resulting in forecast Borrowings at June 2024 of **\$23.1m**

Rates

- Average increase in general rates of **6.9%** which will allow for continued financial sustainability, maintain our much needed services, and fund new initiatives.

For an average value residential property this equates to an annual increase of approximately \$159.

Financial Sustainability

- Adjusted Operating surplus ratio of **2.3%** which is in line with Council's target of 1% to 5%
 - Net financial liabilities ratio **54%** in line with Council's target of 25% to 75%
 - Asset sustainability ratio **100%** in line with Council's target of 95% to 105%
-

We Are Unique

The size of a Regional Council with the expenses and population of a City Council



618km of Sealed Roads
399km of Unsealed Roads



124km of Footpath



3 Libraries
3 Community Centres



39 Playgrounds
100+ Pieces of equipment



Inspect approx.
12,200 properties
(bushfire prevention)



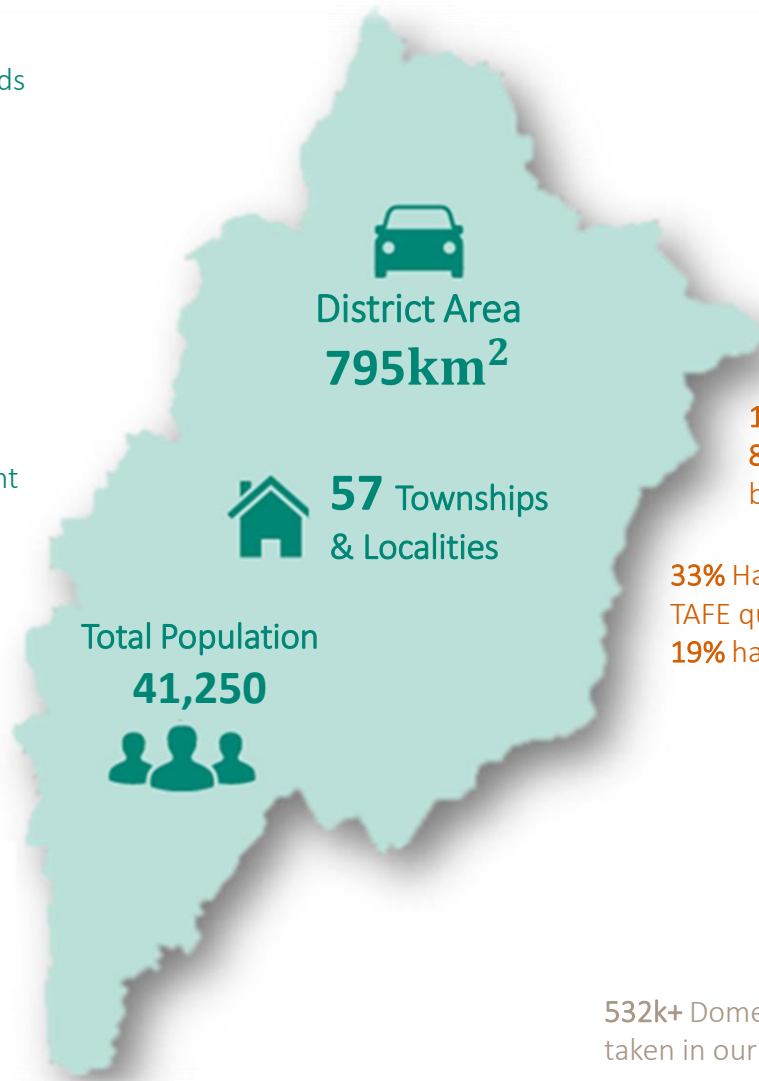
373 Council Owned
Buildings



Waste and Recycling
cost over \$5.5m



8,855 Dog Registrations
1,396 Cat Registrations



Median Age
44



Volunteers
30%



3.8% Need
Help at Home



16,267 Households
84% Own or are
buying a home



33% Have a university or
TAFE qualification
19% have a trade qualification



4,243 Businesses

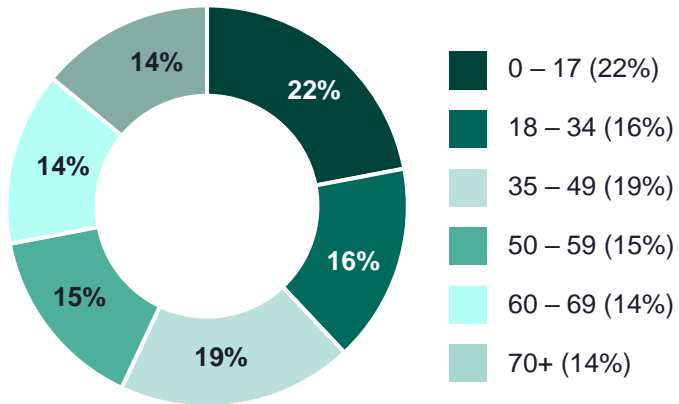


11,720 Local jobs

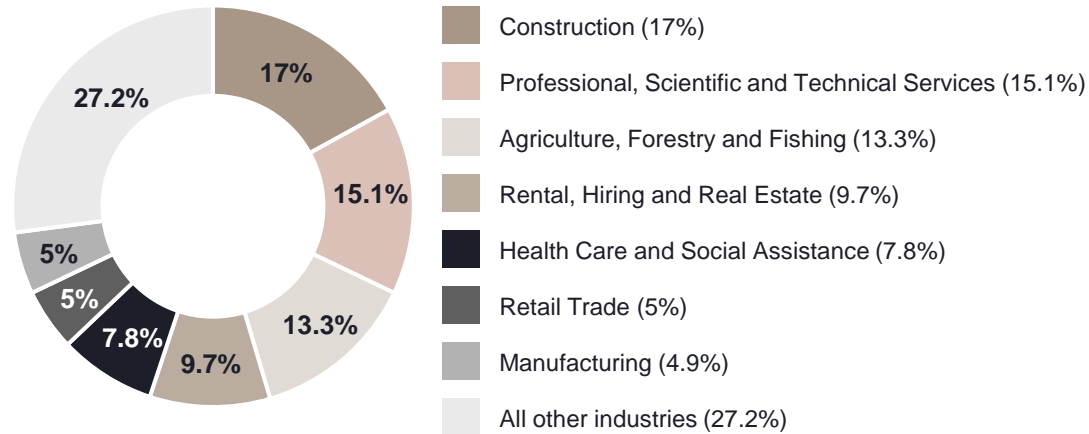


532k+ Domestic Day Trips were
taken in our region in 2021-22

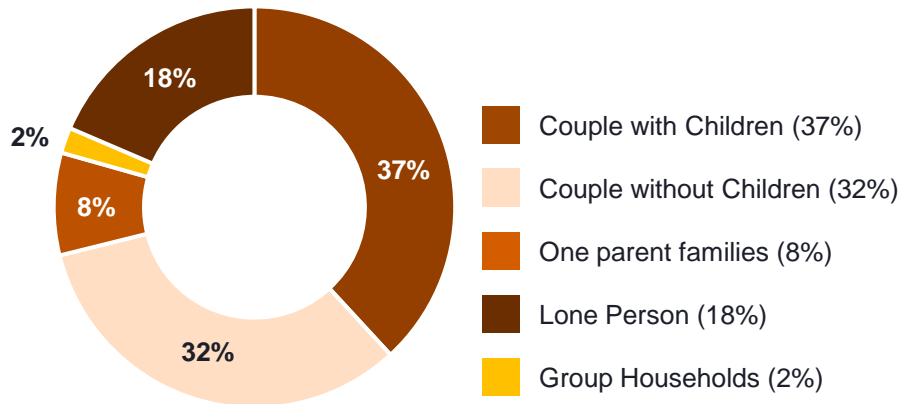
Age Profile of the Adelaide Hills



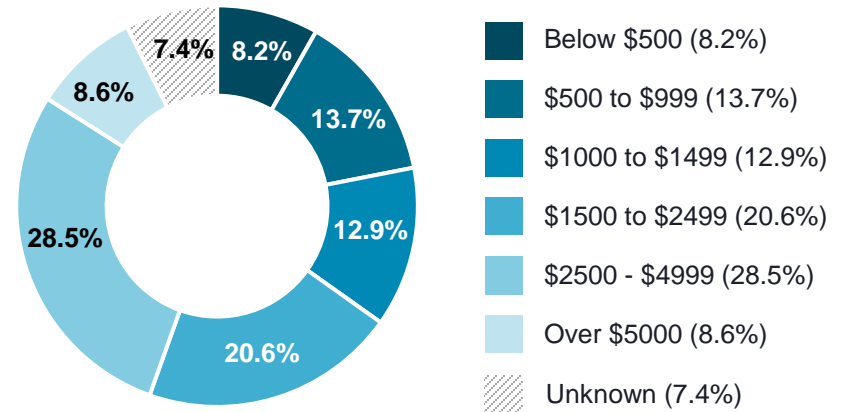
Number of registered businesses by industry



Household Types



Weekly Household Income



Data Source: ABS Census of Population and Housing 2016, and ABS Count of Australian Business 2021

About us

Council and Committees

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

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

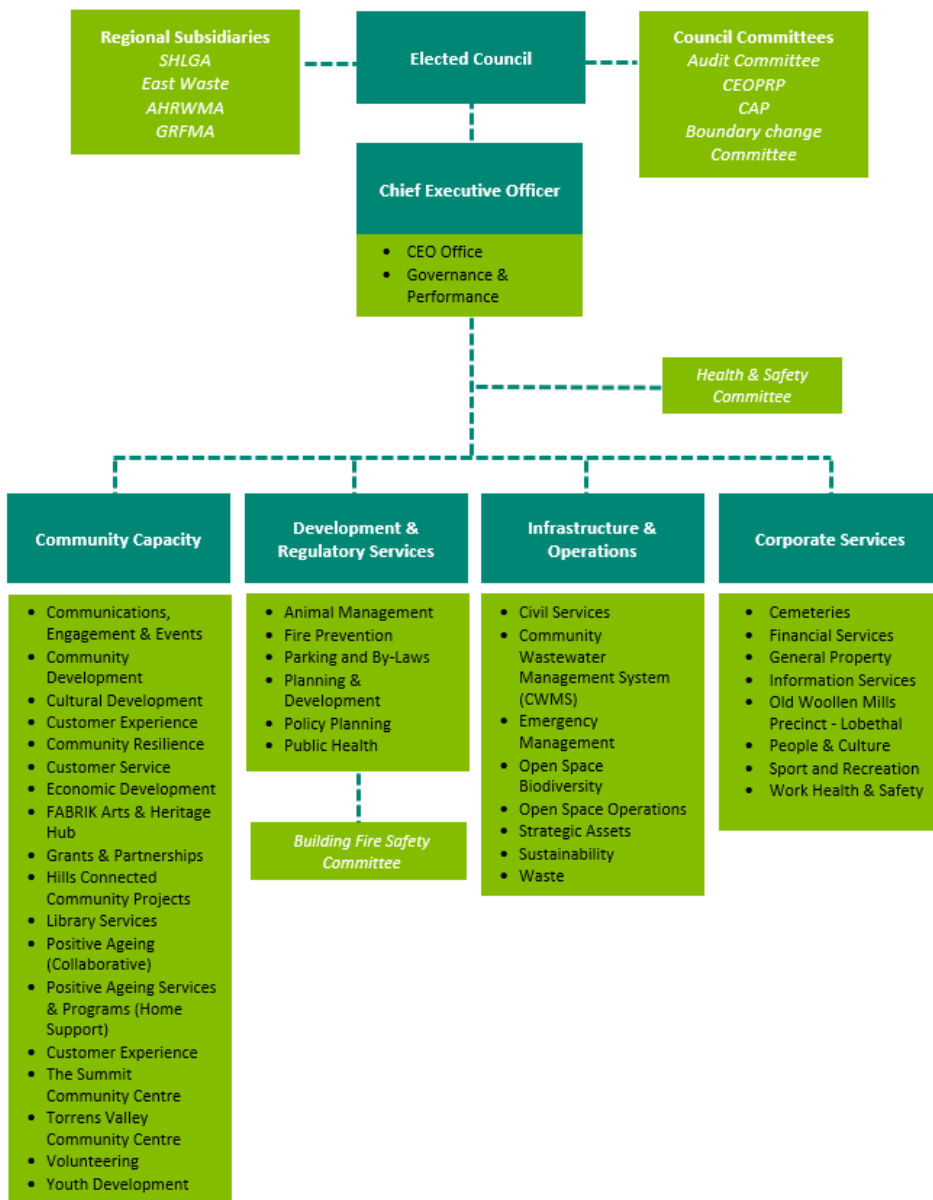
Regional Subsidiaries

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

Administration

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

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



Our Goals

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

A functional Built Environment

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

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

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

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

Community Wellbeing

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

C2 A connected, engaged and supported community

C3 A community that grows together

C4 An active, healthy, thriving and resilient community

C5 Respect for Aboriginal Culture and values

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

A prosperous Economy

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

E2 Provide local infrastructure to drive growth and productivity

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

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

A valued Natural Environment

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

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

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

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

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

A progressive Organisation

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

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

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

O4 We actively represent our community

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

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



A functional Built Environment



Our Aspiration

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

Some of the key highlights we have planned for 2023-24 include:

- Delivery of road safety activities under the federally funded black spot program
- Installation of further Electric Vehicle charging stations
- Stormwater master planning and implementation for the management of stormwater in the Balhannah township.

Local Roads and Community Infrastructure Program (LRCIP) 2023-24

Council is applying for Federal funding for local road and community infrastructure projects that involve the construction, maintenance and/or improvements to council-owned assets (including natural assets) that are generally accessible to the public.

When funding is secured, Council will identify key priority projects which will deliver benefits to the community and region, such as improved accessibility, visual amenity and safety benefits.

How we will measure our success

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

Our suite of Corporate Performance Indicators (*Appendix 3*) will be used in our reporting to Council each quarter, and in our Annual report for 2023-24.

Our Services

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

Our Objectives and Priorities

Objectives

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*

Priorities

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

B2.5 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

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)

Built Environment - Strategic Initiatives

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

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2023-24 (\$'000)	Long term financial plan (\$'000)	
						2024-25	2025-26
B1003	New Bus Shelter Installation Program	Infrastructure & Operations	B1.3	Capital	20	-	-
B1004	New and upgraded footpaths	Infrastructure & Operations	B1.5	Capital	404	292	237
B1007	Recreation Trails & Cycling Routes Framework Implementation	Corporate Services	B1.1	Capital	140	150	160
B1008	Amy Gillet Bikeway Contribution (Stage 4)	Infrastructure & Operations	B1.1	Operating	125	125	125
B1009	DDA Upgrades Minor access upgrades region wide (compliance)	Infrastructure & Operations	B1.5	Capital	21	21	21
B2001	Federation Park and Oval masterplan implementation	Infrastructure & Operations	B2	Capital	-	-	50
B2008	Local Heritage (Privately Owned) Planning and Design Code Amendment	Development & Regulatory Services	B2	Operating	30	-	-
B2009	Place making and township planning support	CEOs Office	B2.1	Operating	40	-	-
B3002	Implement irrigation systems (renewal / upgrades)	Infrastructure & Operations	B3.1	Capital	100	100	100
B3003	Investigate and Implement central irrigation control system (region wide)	Infrastructure & Operations	B3	Capital	24	24	24
B3004	Prepare turf and irrigation design/management plans for key bore water use areas	Infrastructure & Operations	B3	Operating	20	-	-
B3005	Carbon Management Plan - Energy Upgrades, Battery & Efficiency Actions	Infrastructure & Operations	B3.2	Capital	50	50	-
B3011	Carbon Offsets Policy	Infrastructure & Operations	B3.2	Operating	5	-	-
B3014	Review the Corporate Carbon Management Plan	Infrastructure & Operations	B3.2	Operating	25	-	-
B4006	Asset management - Confirm Web and Connect Licenses and Field Devices	Corporate Services	B4	Capital	40	-	-

Legend: **G** Grant funding



Built Environment - Strategic Initiatives *continued...*



Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2023-24 (\$'000)	Long term financial plan (\$'000)	
						2024-25	2025-26
B4009	Building Upgrades - minor	Corporate Services	B4	Capital	133	158	162
B4010	Cemeteries Upgrades	Corporate Services	B4	Capital	40	41	42
B4011	Community Wastewater Management System Capacity Upgrades (Birdwood & Woodside gravity mains)	Infrastructure & Operations	B4	Capital	120	120	250
B4014	Road Safety Program including co-contribution to Road Blackspot (G)	Infrastructure & Operations	B4	Capital Income Capital Expenditure	-1,110 1,310	- 158	- 158
B4015	Installation of further Electric Vehicle charging stations	Infrastructure & Operations	B4.5	Capital	125	TBC	TBC
B4016	Purchase of Electric Vehicles cars for fleet	Infrastructure & Operations	B4	Capital	240	-	-
B4020	Reporting on embodied energy of materials used in Council activities	Infrastructure & Operations	B4	Operating	-	-	30
B4042	Operational worksite review including forward planning	Corporate Services	B4.3	Capital Income Capital Expenditure	- 800	-1,000 -	- -
B4043	Hamilton Hill, Dunfield Estate & Crest Maintenance	Infrastructure & Operations	B4	Operating	55	61	92
B4044	Feasibility Studies for future projects	Corporate Services	B4	Operating	100	100	100
B4045	Stormwater projects	Infrastructure & Operations	B4.1	Capital	445	522	544
B4050	Merchants Hill retaining wall	Infrastructure & Operations	B4	Capital	48	-	-
B4051	Croft road resealing	Infrastructure & Operations	B4	Capital Income Capital Expenditure	-600 1,200	- -	- -
B4052	Renew the fuel monitoring and delivery system	Infrastructure & Operations	B4.3	Capital	-	40	-
B4053	Next step planning for Woodside pool	Corporate Services	B4.3	Operating	30	-	-
B4054	Houghton Recreation Grounds facility contribution	Corporate Services	B4	Operating	TBC	-	-

Legend: **G** Grant funding **TBC** To be Confirmed



Our Aspiration

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

Some of the key highlights we have planned for 2023-24 include:

- Continued development of the Fabrik Arts and Heritage site as a facility offering exceptional cultural experiences, providing social, educational and economic outcomes for the region.
- Upgrades of the Gumeracha Library facilities
- Implementation of the Community and Recreation Facilities Framework & the Play Space Framework
- Implementation of activities from the “our Watch Toolkit for Local Government” to prevent violence against women in their workplaces and communities
- Implementation of the Towards Community Led Resilience Program

How we will measure our success

We demonstrate our success by:

- The achievement of targets for our service standards
- Surveying participants in our community programs to ascertain whether they are better off as a result of participation
- Seeking feedback about our customers’ experiences through online and mobile surveys
- Reporting on library visitation, usage and borrowings

Our suite of Corporate Performance Indicators (*Appendix 3*) will be used in our reporting to Council each quarter, and in our Annual report for 2023-24.



Our Services

- **Fabrik Arts and Heritage Hub** – Providing community exhibitions, workshops and events. Supporting community with creative recovery after the Cudlee Creek Bushfire and COVID-19 pandemic. Continuing to promote and preserve our vibrant cultural and historical hub.
- **Libraries** - Providing access to information resources for learning or leisure. Providing opportunities for community to engage, learn and connect.
- **Customer Services** – Providing ready access to Council services and responding to customer enquiries through three physical service centres, a phone contact centre and an online request portal.
- **Volunteering** – Encouraging voluntary participation across the Adelaide Hills through provision of opportunities, training and support for volunteer involving groups.
- **Property Services** – Management and maintenance of Council’s community facilities.
- **Public Health** – Inspections of food businesses, waste water and public swimming pools to provide safe public environments.
- **Parking and By-law Enforcement** – Monitoring and regulating parking and particular public activities to ensure safe and accessible environments.
- **Cultural Development** – Focusing on cultural diversity, Aboriginal respect and recognition, and the arts in all its forms.
- **Youth Development** – Providing a range of programs and activities to support and develop youth in our community.
- **Positive Ageing** – Providing home and social support, particularly under the Commonwealth funded Commonwealth Home Support Program. Developing and implementing targeted strategies and programs in our region.
- **Community Centres** – Providing opportunities to improve health and wellbeing, participate in lifelong learning and sharing skills with others.
- **Communications, Engagement and Events** – Ensuring communication between the Council and community is accurate, relevant, valuable and engaging. Promoting and supporting community events.
- **Community Development** – Overseeing community wellbeing and disability access and inclusion programs, as well as a number of regional support programs, including provision of funding to The Hut Community Centre and the Adelaide Hills Community Passenger Transport Network.
- **Sport & Recreation Planning** – Management and utilisation of Council’s sport, recreation and open space assets; and support of clubs and the community’s recreational activities throughout the region.
- **Grants & Partnerships** – Grant giving programs supporting community based initiatives. Partnerships with other stakeholders to deliver local and regional outcomes.

Our Objectives and Priorities

Objectives

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 & values

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

Priorities

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

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

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

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.

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

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

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

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

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

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

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

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

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

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

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.

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

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

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

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

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

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

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

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.

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

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.

Community Wellbeing - Strategic Initiatives

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

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2023-24 (\$'000)	Long term financial plan (\$'000)	
						2024-25	2025-26
C1004	Libraries print release and photocopy service	Community Capacity	C1.1	Capital	-	7	7
C4006	Play Space Framework Implementation	Corporate Services	C4	Capital	-	273	280
C4012	Climate Change Adaption Plan Projects - All hazards emergency management	Infrastructure & Operations	C4.5	Capital	20	-	-
C4021	Community & Recreation Facilities Framework Implementation	Corporate Services	C4	Capital	72	158	162
				Operating	187	192	197
C4022	Towards Community Led Resilience Program (G)	Community Capacity	C4.5	Operating Income	-533	-205	-
				Operating Expenditure	533	205	-
C4024	Implement activities from “Our Watch Toolkit for Local Government”	Community Capacity	C4	Operating	CO	CO	CO
C5003	Actions from adoption of Aboriginal Place Naming Action Plan	Community Capacity	C5	Capital	5	5	5
C6001	Fabrik Activation Capital (G)	Corporate Services	C6	Capital	1,060	-	-
C6003	Capital Divestment – Sale proceeds	Corporate Services	C6	Capital	-	-	-1,230
C6006	Tour Down Under	Community Capacity	C6.2	Operating	61	63	64

Legend: **G** Grant funding **CO** Core Operating Budget



A prosperous Economy



Our Aspiration

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

Some of the key highlights we have planned for 2023-24 include:

- Support the Tour Down Under in 2024
- Collaborate with Adelaide Hills Tourism to promote and support tourism across our region
- Encourage and support the continued development of a Home Based Business Network
- Undertake a biannual business survey
- Advocate for key economic development issues in the region with other levels of government

How we will measure our success

Council plays a limited but crucial role in the success of the local economy. We monitor broader indicators like local employment levels, indices of socio-economic advantage and disadvantage, gross regional product and visitor numbers.

Our particular initiatives seek to address areas where local government can support broader economic outcomes and we measure the effectiveness of these by the local business sector biennially, and surveying participants in our initiatives to find out if they are better off as a result.

Our suite of Corporate Performance Indicators (*Appendix 3*) will be used in our reporting to Council each quarter, and in our Annual report for 2023-24.

Our Services

- **Economic Development** - Undertaking activities in line with the Economic Development Plan including:
 - Promoting tourism and supporting operators, through funding the work of Adelaide Hills Tourism,
 - Identifying and promoting local regional development opportunities through providing core funding to the local Regional Development Australia board,
 - Responding to the needs of established or potential local business operators,
 - Identifying and promoting opportunities for government investment in key local infrastructure developments, and
 - Undertaking niche projects to address particular economic development needs.
- **Property Services** – Facilitating appropriate events, outdoor dining, roadside trading and mobile food vans on Council managed land and roads.
- **Fabrik Arts and Heritage** – Establishing a thriving arts and heritage hub to support creative industries and the broader local economy through increased tourism.
- **Public Health** – Monitoring and addressing food safety and public health to ensure a safe environment and food businesses. Providing clinics to enable the community to access vaccinations easily.
- **Communications, Engagement and Events** – Managing, promoting and supporting events which have social and economic benefits to the district.
- **Development Advice & Approvals** – Assisting businesses and landowners when wishing to develop their properties.

Our Objectives and Priorities

Objectives

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

Priorities

E1.1 - Support and encourage local and international tourists to visit the Adelaide Hills

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

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

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

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

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

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

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

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

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

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

E4.3 - Support and encourage events that supports the region's identity and generates social, cultural and economic benefits

E1.4 - Promote, support and encourage our existing and emerging businesses to respond to economic changes by being creative, innovative, productive and resilient to unexpected impacts.

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

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

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

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

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

Economy - Strategic Initiatives

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

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2023-24 (\$'000)	Long term financial plan (\$'000)	
						2024-25	2025-26
E2001	Review and upgrade Council signage and branding	Community Capacity	E2	Capital	15	5	-
E4001	Additional Tree safety work required to support the Tour Down Under	Infrastructure & Operations	E4	Operating	30	31	32

Legend: G Grant funding



A valued Natural Environment



Our Aspiration

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

Some of the key highlights we have planned for 2023-24 include:

- Undertaking a trial on Kerbside bin system collection frequency changes and a trial on increased rural green waste bins
- Local Climate Adaptations for landscape conservation
- Post prescribed burn weed management

How we will measure our success

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

Our suite of Corporate Performance Indicators (*Appendix 3*) will be used in our reporting to Council each quarter, and in our Annual report for 2023-24.

Our Services

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

Our Objectives and Priorities

Objectives

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Natural Environment - Strategic Initiatives

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

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2023-24 (\$'000)	Long term financial plan (\$'000)	
						2024-25	2025-26
N1006	Best practice procedure for maintenance of AHC riparian zones	Infrastructure & Operations	N1.1	Operating	-	6	-
N2008	Develop informative and attractive signage in Council reserves/playgrounds	Corporate Services	N2	Capital	10	10	10
N2010	Post prescribed burn weed management	Infrastructure & Operations	N2.3	Operating	55	53	50
N2011	New Dog and Cat facility	Development & Regulatory Services	N2	Capital	200	270	-
N3001	Local Climate Adaptations for landscape conservation	Infrastructure & Operations	N3	Operating	10	10	11
N3002	Resilient community facilities and open space including water fountains	Infrastructure & Operations	N3	Capital	30	31	32
N4002	Kerbside bin system collection frequency change and rural FOGO trial	Infrastructure & Operations	N4.1	Capital	30	-	-
				Operating	90	30	-

Legend: **G** Grant funding



A progressive Organisation



Our Aspiration

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

Some of the key highlights we have planned for 2023-24 include:

- Development of a new Strategic Plan which sets Council's goals and objectives over the next 4 years
- Conducting a representation review
- Further developing Council's new website to provide more streamlined customer services and access to information commonly sought by the community.
- Upgrading the GPS units for operational vehicles to run on the 4G network
- Upgrading the Customer Relationship Management System

How we will measure our success

As an organisation, our measures of success include service-driven performance measures, achievement of financial targets, evidence of our corporate governance, implementation of innovative processes and technology, and organisational development achievements.

Our suite of Corporate Performance Indicators (*Appendix 3*) will be used in our reporting to Council each quarter, and in our Annual report for 2023-24.

Our Services

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

Our Objectives and Priorities

Objectives

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

Priorities

O1.1 - Progressively enhance our safe systems of work to maintain emotional and physical safety of our people

O1.2 - Continue to develop a positive culture through supporting an equitable, diverse and continuously improving work environment

O1.3 - Support our people leaders in further developing the skills necessary to lead engaged and productive teams

O1.4 - Continue to support all staff through training, mentoring, coaching and development to enable the achievement of organisational and community goals

O2.1 - Develop our digital channels to better meet customers' current and future needs

O2.2 - Modernise our services and enhance the customer experience by making service delivery faster, more convenient and more proactive

O2.3 - Build the capabilities of our people through a focus on two-way communication, cooperation and placing customers at the centre of everything we do

O2.4 - Continuously strive to measure and improve performance and service delivery across all functions

O3.1 - Ensure the delivery of agreed strategic plan requirements whilst meeting endorsed long term targets for a sustainable operating surplus and level of debt

O3.2 - Ensure that renewal of assets and the associated maintenance is based on current asset management plans which consider reviewed service levels and whole of life costing

O3.3 - Actively pursue alternative funding opportunities to reduce reliance on rates income

O3.4 - Assess the range and level of services undertaken to ensure they fulfil Council's legislative and strategic intent

O4.1 - Optimise opportunities for the community to access and provide input into the decision-making processes

O4.2 - Attract and develop a diverse and capable elected body that represents, promotes and reflects the composition of the community

O4.3 - Advocate to, and exert influence with, our stakeholders on behalf of our community to promote the needs and ambitions of the region

O4.4 - Explore council boundary reform options that best serve the community

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

O5.2 - Make evidence-based decisions and prudently assess the risks and opportunities to our community before taking action.

O5.3 - Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community

O6.1 - Progressively strengthen Council's systems security to minimise the impact of cyber attack

O6.2 - Utilise technology to enable more evidence based and efficient delivery of services to the community

O6.3 - Provide more resilient business systems by utilising cloud technologies where appropriate

O6.4 - Utilise our online engagement tools to reach a wider range of community members to obtain their views and input.

O6.5 - Support the delivery of services to the community through improved utilisation and connectivity of existing business systems

O6.6 - Ensure the way in which we provide our digital services delivers an enhanced experience for our community

Organisation - Strategic Initiatives

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

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2023-24 (\$'000)	Long term financial plan (\$'000)	
						2024-25	2025-26
O1005	GPS for operational vehicles	Infrastructure & Operations	O1.1	Capital	40	-	-
O3002	Diversified income study	CEOs Office	O3.3	Operating	25	-	-
O4005	Representation review	CEOs Office	O4.4	Operating	15	15	-
O5005	Resource to manage building & swimming pool compliance inspections	Development & Regulatory Services	O5	Operating	89	92	-
O5006	Strategic Plan development	CEOs Office	O5	Operating	20	-	-
O5007	Customer Relationship Management (CRM) system upgrade	Corporate Services	O5	Capital	300	340	-
O6007	Community perception survey	Community Capacity	O6	Operating	-	11	-

Legend: **G** Grant funding



Financial Overview

Key financial information for 2023-24 is summarised below:



Budget Summary		\$'000
● General Rates Income		44,583
● All Other Operating Income (including initiatives)		12,049
Total Operating Income		56,632
● Core Operating Expenses (excluding Initiatives)		53,819
● Operating Initiatives		1,516
Total Operating Expenditure		55,335
Operating Surplus		1,297
● Gross Capital Renewal Program Expenditure		10,424
● Gross capital expenditure on new /upgraded assets		7,485
Total Gross Capital Expenditure		17,909
Estimated New Borrowings		7,000

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

Long Term Financial Plan

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

Prior to the development of the *Annual Business Plan* a detailed review of the LTFP was undertaken in consultation with the community. The revised LTFP was adopted at Council’s 26 April 2023 meeting and can be found at ahc.sa.gov.au.

The key objective of our LTFP is to demonstrate that the Council is financially sustainable over the 10 year term of the LTFP, while achieving the objectives outlined in the *Strategic Plan*. This includes:

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

The LTFP has been used to set the context and targets for the development of the 2023-24 Budget

Elements of the Budget: Income and Expenses

Income

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

Fees and Charges

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

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

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

Expenses

42% of the Council's operating expenditure is attributable to the payment of salaries and wages and around 37% is applied to materials, contracts and other expenses.

Key financial targets and financial sustainability

Financial sustainability is considered with reference to Council's agreed target ranges in three key ratios:

Indicator	Adopted Target	2023-24 Budget
Operating Surplus Ratio	1 - 5%	2.3%
Adjusted Operating Surplus Ratio	1 -5%	2.3%
Net Financial Liabilities Ratio	25 - 75%	54%
Asset Renewal Funding Ratio	95– 105%	100%

In conclusion, Council aligns with the targets for all ratios which provides a level of certainty to the community that financial sustainability will be maintained.

Council's Operating Surplus is important to financial sustainability as it improves Council's ability to absorb the expenditure impacts from unexpected events such as bushfires, floods, or pandemics. It also provides capacity to reduce our liabilities (borrowings) by funding a proportion of new capital / upgrade expenditure.

Impact on ratepayers

The overall amount existing ratepayers will pay in general rates will increase on average by 6.9%. For a residential property of average value, this equates to an increase of approximately \$159 for the 2023-24 year. Rate increases may vary from the average where there has been new development, capital improvements or other significant change to the value of the property.

To reduce the impact of significant valuation changes for 2023-24 Council proposes:

- Applying a rate rebate to limit the maximum general rate increase to 15% across residential and primary production land use categories
- Make the rebate automatic (similar to the 2022-23 financial year) but also retaining an application process
- Retaining the exclusion of the cap for valuation increases due to improvements, changes in land use and rateability
- Adjusting the exclusion of change of ownership properties to those properties sold after 30 June 2022

Significant influences for the 2023-24 budget

A number of factors have influenced the preparation of Council's *2023-24 Annual Business Plan*. These include:

- Current financial climate resulting in ongoing cost pressures on interest rates, fuel, electricity, and other Council expenditure which traditionally tracks above the Consumer Price Index (CPI). Currently CPI increases are at historic high levels.
- Consideration of waste costs and volumes relating to recyclables, hard and green waste, including an increase in free green organic drop off days and anticipated movements in the solid waste levy imposed by the State Government
- Provision for Enterprise Development Agreements for staff which determines conditions of employment and provide for annual salary and wages increases, largely based on CPI and a separate increase of 0.5% in the Superannuation Guarantee levy
- Maintaining asset management (renewal) expenditure at a sufficient level to ensure long term maintenance of Council infrastructure, property and IT assets
- Increased maintenance requirements due to an increase in capital works and construction of new assets over recent years
- Ensuring key strategies from Council's *Strategic Plan* and Functional Strategies are costed appropriately
- The cessation of some of the Arts and Heritage Hub activities as a result of a significant upgrade of the site impacting on both revenue and expenditure
- A hardening insurance market resulting in premiums increasing significantly in excess of CPI

In addition, the Campbelltown City Council's (CCC) Woodforde/Rostrevor boundary reform proposal, if successful, has the potential to materially impact Council's financial sustainability. The latest advice received from the Boundaries Commission of SA is that they are seeking a cost estimate for the Inquiry. Once the estimate is obtained it will be provided to CCC and the inquiry will only proceed if CCC, on consideration of the cost estimate which they will be required to fund, provides a clear direction to proceed.

No financial or resource implications have been built into the 2023-24 budget at this stage.





Additional costs included in the 2023-24 budget

A number of additional costs have impacted on Council's Operating Surplus including:

- Higher interest rate costs for borrowings and Council's cash advance debenture
- Insurance premium increases & distribution reductions
- Fuel costs and in particular diesel.
- Electricity costs relating to community facilities and street lighting
- Increase in depreciation as a result of revaluations largely relating to cost escalation in infrastructure and building costs

These costs have been included in the *Annual Business Plan 2023-24* together with the financial impact of the following strategies that have been costed and included in the 2023-24 Budget:

- Additional Community & Recreation Facilities Framework implementation costs
- Further maintenance costs from new development at Hamilton Hill, Dunfield and The Crest
- Kerbside bin system collection frequency change and rural Food and Garden Organics (FOGO) trial
- Costs relating to the Towards Community Led Resilience Program noting that this program is wholly externally funded

Other Service changes undertaken in recent years impacting on costs

Over the years Council has increased its services and related service levels in many areas including:

- Tree Management / Horticultural program
- Playground/park furniture/cemeteries resourcing
- Sport & Recreation Planning
- Waste including impact of recyclables due to China Sword
- FABRIK Arts & Culture Hub development
- Economic Development resources to support the business community
- Disability and Community Well Being support
- Community Centre resourcing
- Digital Literacy
- CWMS oversight and operational support
- Emergency Management – COVID & Fires
- Other support area resourcing including Procurement, Governance and Event Management

These have resulted in offsetting savings implemented over a number of years to ensure that Council has maintained an Operating Surplus in line with the adopted LTFP and financial sustainability indicators.

For the 2023-24 financial year Council has implemented specific saving strategies in the order of \$830k to assist in keeping rate increases to the minimum possible whilst also implementing agreed new strategies.

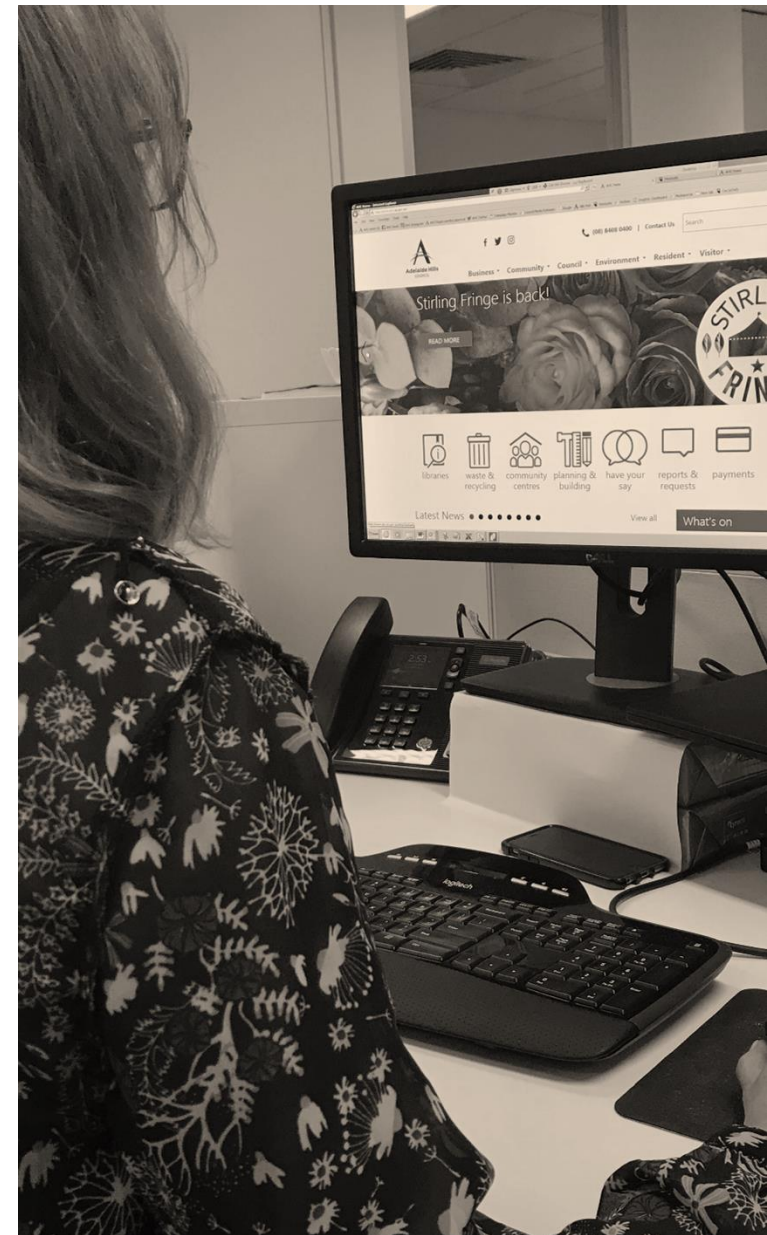
Savings Strategies included in the 2023-24 budget

To help address these emerging cost pressures and new strategies, further savings and efficiencies have been identified which will improve Council's Operating Surplus over the period of the LTFP.

Items included under the saving and efficiency strategies include:

- The reduction of materials, contract and other expenses budgets where contracts and costs are not linked to CPI or regular increases
- Adjustments to the operating hours for customer service in line with comparable organisations and service providers
- Reduction in funding for digital content, digital resources and CD collections in Libraries
- Changes in service levels for cleaning back of house areas and vermin baiting
- Reduction of technology costs associated with printing, desktop computing and mobile services to align with service delivery and usage patterns
- Reduction in subscription costs and funding relating to corporate membership fees including Murray Darling Association
- Insourcing opportunities including continuation of tree management and maintenance activities, signage provision for planning public notifications and club workshop training
- Vacancy management budget adjustments
- Leave management budget adjustments
- Other saving opportunities including reductions in media monitoring, major event attraction including limiting the commitment to Tour Down Under, signage, waste education (redirected to waste pilot) and river trash racks

These estimated savings of approximately \$830k have been factored into the draft *Annual Business Plan 2023-24*.





Borrowings

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

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

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

Estimated New Fixed Term Borrowing as shown in the following table for 2023-24 is \$7.0m and together with a minor decrease in Council’s Cash Advance Debenture results in an estimated borrowings at 30 June 2024 of \$23.1m.

Borrowing	\$'000
Forecast Opening Balance of Borrowings July 2023	16,791
Estimated New Borrowing for 2023-24	7,000
Repayment of principal for 2023-24	(561)
Estimated movement in Cash Advance Debenture for 2023-24	(139)
Forecast Closing Balance of Borrowings June 2024	23,091
Split as follows:	
Cash Advance Debenture (Short Term Borrowings)	8,348
Fixed Term Borrowings	14,168
Lease Liabilities	575
Forecast Closing Balance of all Borrowings June 2024	23,091

Operating Budget by Directorate and Function

Directorate	Function	Revenue			Expenditure			Net Cost /	Staff FTE
		2023-24 LTFP Target \$'000	2023-24 Budget \$'000	Variance Fav/(Unfav) \$'000	2023-24 LTFP Target \$'000	2023-24 Budget \$'000	Variance Fav/(Unfav) \$'000	(Revenue) 2023-24 Budget \$'000	2023-24 Budget
CEO	CEO Office	0	0	0	356	374	(18)	365	1.0
	Governance and Performance	37	37	0	2,187	2,187	0	2,157	4.0
	CEO Total	37	37	0	2,543	2,561	(18)	2,522	5.0
Community Capacity	Communications, Engagement & Events	0	0	0	754	758	(4)	758	4.2
	Community Development (M&P)	0	0	0	442	442	0	442	2.3
	Cultural Development	0	0	0	195	195	0	195	1.0
	Customer Experience	0	0	0	145	145	0	145	1.0
	Community Resilience	584	533	(51)	584	533	51	0	3.2
	Customer Service	0	0	0	908	923	(16)	923	8.6
	Director's Office Community Capacity	0	0	0	359	402	(43)	402	1.7
	Economic Development	95	110	15	597	623	(27)	513	2.0
	FABRIK Arts & Heritage Hub	80	80	0	452	453	0	373	2.9
	Grants & Partnerships	0	0	0	216	215	1	215	0.0
	Hills Connected Communities Projects	67	72	4	68	72	(4)	0	0.6
	Library Services	349	343	(6)	2,096	2,104	(8)	1,761	15.4
	Positive Ageing (Collaborative)	86	90	4	86	90	(5)	0	0.7
	Positive Ageing (Home Support)	1,122	1,152	30	1,181	1,204	(23)	52	6.1
	The Summit Community Centre	16	16	0	206	211	(4)	195	1.6
	Torrens Valley Community Centre	40	40	0	208	209	0	168	1.6
	Volunteering	0	0	0	92	96	(3)	96	0.7
	Youth Development	2	2	0	180	181	0	179	1.0
	Community Capacity Total	2,441	2,437	(4)	8,768	8,855	(85)	6,418	54.5
Corporate Services	Cemeteries	369	369	0	167	170	(3)	(198)	1.0
	Director's Office Corporate Services	6	6	0	411	406	5	401	1.2
	Financial Services	47,730	47,752	22	4,031	4,033	(2)	(43,719)	9.8
	General Property	126	83	(43)	1,838	1,821	17	1,739	7.0
	Information Services	0	0	0	2,783	2,800	(17)	2,800	12.0
	Old Woollen Mills Precinct - Lobethal	340	340	0	248	248	0	(92)	1.0
	Organisational Development & WHS	1	0	(1)	809	807	1	807	6.3
	Sport and Recreation	11	11	0	795	828	(33)	816	3.4
	Corporate Services Total	48,582	48,560	(21)	11,082	11,115	(32)	(37,446)	41.7

Operating Budget by Directorate and Function

Directorate	Function	Revenue			Expenditure			Net Cost / (Revenue)	Staff FTE
		2023-24 LTFP Target \$'000	2023-24 Budget \$'000	Variance Fav/(Unfav) \$'000	2023-24 LTFP Target \$'000	2023-24 Budget \$'000	Variance Fav/(Unfav) \$'000	2023-24 Budget \$'000	2023-24 Budget
Development & Regulatory Services	Animal Management	561	550	(11)	533	531	2	(19)	3.2
	Director's Office DRS	0	0	0	381	377	3	377	2.0
	Fire Prevention	15	115	100	172	178	(6)	63	1.3
	Parking and By-Laws	50	95	46	125	125	0	29	0.8
	Planning & Development	705	703	(1)	2,351	2,328	24	1,624	16.3
	Policy Planning	0	0	0	174	197	(23)	197	1.0
	Public Health	179	179	0	578	596	(18)	416	3.8
Development & Regulatory Services Total	1,510	1,644	134	4,313	4,332	(18)	2,688	28.5	
Infrastructure & Operations	Civil Services	2,064	2,064	0	5,583	5,627	(44)	3,564	44.2
	CWMS	1,779	1,743	(36)	1,120	1,087	33	(656)	1.2
	Director's Office Infrastructure & Operations	0	0	0	331	351	(20)	351	2.0
	Emergency Management	0	0	0	121	120	1	120	0.2
	Open Space - Operations	0	0	0	3,637	3,583	55	3,583	27.8
	Open Space - Biodiversity	0	0	0	751	814	(63)	814	3.6
	Strategic Assets	0	0	0	11,028	11,037	(9)	11,037	3.8
	Sustainability	0	0	0	270	296	(26)	296	1.4
	Waste	157	148	(9)	5,578	5,558	20	5,410	1.4
Infrastructure & Operations Total	3,999	3,954	(45)	28,418	28,473	(54)	24,519	85.6	
ORGANISATION TOTAL		56,569	56,632	64	55,125	55,335	(208)	(1,297)	215

Capital Budget Overview

The 2023-24 Capital Budget continues to focus on the renewal of infrastructure. The Council has in excess of \$600m (Current Replacement Values) of infrastructure assets that it manages, to ensure that our current and future communities have access to the ongoing services these assets provide.

This year our capital works program will include:



- **\$10.424m** Capital renewal detailed in the Capital Expenditure Renewal Summary Table (to the right)
- **\$7.485m** in capital expenditure on new or upgraded assets, detailed in the strategic initiative pages

The total of \$17.909m for the capital works program is less than the Long Term Financial Plan target of \$19.600m and is considered to be the appropriate level of sustainable investment to meet the Council strategic goal to have a proactive long term view regarding the renewal and maintenance of its infrastructure.

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

To see a detailed listing of our Capital projects, refer to the *Capital Works Program 2023-24* published on our website.

Capital Expenditure Renewal Summary

Asset Category	2023-24 Allocation \$'000	LTFP Target Renewal \$'000	Variance to LTFP Fav/(Unfav) \$'000
Bridges	310	313	3
Buildings	360	550	190
CWMS	75	597	522
Footpaths	421	424	3
Kerb & Water	67	68	1
Other*	226	198	(28)
Road Pavement	2,080	1,618	(462)
Road Seal	1,995	1,992	(3)
Shoulders	284	284	0
Sport and Recreation (including Playgrounds)	240	554	314
Stormwater	115	113	(2)
Unsealed Roads	834	1,302	468
Plant and Fleet	1,844	1,844	0
Information, Communication & Technology	465	505	40
Minor Plant & Equipment (including Library)	60	62	2
Project Delivery Costs	1,048	1,048	0
RENEWALS	10,424	11,472	1,048

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

Rates Overview

In setting the rates for 2023-24, Council proposes to change its current method of rating so that there is a differential rate for each land use together with a fixed charge, applied against the capital value of properties. Council considers this to be a fair and equitable method of rating for the Adelaide Hills Council.

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

The 2023-24 budget was developed from Council's LTFP which had a rate revenue target that incorporated a general rates increase of 6.9% and estimated new development of 0.9%. The 6.9% has been set at 0.5% below the estimated 12-month Local Government Price Index (LGPI) increase to ensure that the increase is below forecast CPI increases. This is considered appropriate to maintain an Operating Surplus in line with financial sustainability indicator targets, while keeping the impact on Council ratepayers to an acceptable level.

The new development (0.9% mentioned above) is defined as capital improvements to existing properties and changes to value as a result of land divisions and will be confirmed by the Valuer-General as part of completing the valuation of the Council area. This is primarily related to the Woodforde, Mount Torrens and Inverbrackie developments.

The valuation of the Council area by the Valuer-General is ongoing with variability in valuation increases seen across all land uses. As such, Council is proposing to reduce the impact of significant valuation changes for 2023-24 by:

- Differentiating all land uses to enable differences in valuation for land use categories to be taken into account
- Setting the maximum general rate increase at 15%
- Applying a rate rebate to residential and primary production land use categories where the increase exceeds 15%
- Make the rebate automatic (similar to the 2022-23 financial year) but also retaining an application process
- Excluding the rebate on properties where there is any change of rateability, land use, improvements or change in ownership of properties from the previous year

The table below provides a summary of the average rate increases that have been applied in recent years as well as the proposed increase for 2023-24 as discussed above.

Description	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
To meet inflation (CPI)	1.25%	2.3%	1.8%	2.4%	1.5%	4.7%	6.9%
To fund increased capital renewal	1.0%	1.0%	1.0%	0.55%	1.0%	0.2%	-
Solid Waste Levy	-	-	\$10 (0.5%)	-	-	-	-
TOTAL INCREASE	2.25%	3.3%	3.3%	2.95%	2.5%	4.9%	6.9%



Summary Basis of Rating (*Rating Policy*)

Key elements of the Policy include:

Rating Structure

- The Council is proposing that differential rates be applied to all rateable properties based on their predominant land use. This is a change in rating structure from previous years and will allow Council to ensure that the proposed average rate increase for existing ratepayers is consistent across all land uses before other factors relating to the cost of services and comparability to other councils are considered for individual land uses.
- A fixed charge rating structure that includes a fixed charge applying to all properties. This charge is to increase from \$733 to \$784 which represents a 6.9% increase in line with the average increase previously highlighted.

Stirling Separate Rate

- A separate rate for businesses in Stirling that generates \$110k that is distributed to the Stirling Business Association (SBA) to promote Stirling as a destination, the "Gateway to the Hills" through a new funding agreement. Council also sets a maximum amount ('top') and a minimum amount ('tail') per property each financial year for this separate rate.
- Council also proposes in accord with Council's taxation principles to increase the top and tail of the separate rate in line with CPI to better maintain an even distribution across all separate ratepayers.

Regional Landscape Levy

The Regional Landscape (RL) Levy is a State Tax paid by all ratepayers and is collected by Council on behalf of the Hills and Fleurieu Regional Landscape Board. For 2023-24 there is a significant increase of 47% in this tax imposed on Council's ratepayers by the Board.

Other Rates and Levies

A separate rate to provide for the sealing in 2014-15 of the northern end of Verrall Road, Upper Hermitage. This rate is levied on those properties that actually adjoin this section of road. The 2023-24 financial year is the last year of this separate rate.

Help when you need it

An empathetic and individually tailored approach is provided to ratepayers who are experiencing financial difficulties through the provision of a number of alternative arrangements made available to ratepayers including:

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

The *Rating Policy* also includes a number of options to address financial hardship specifically targeted to those ratepayers that have been significantly and permanently impacted by events such as the current financial climate, COVID and bushfires.



Impact of Office of Valuer-General Valuation Changes

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

Early data received from the Valuer-General indicates that there is still significant variability in valuation increases within the Council area across all land uses as well as townships/suburbs.

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

As a response to the impact of these market adjusted valuation changes from the Valuer-General, Council's proposed rating policy position for the 2023-24 Annual Business Plan consultation is to apply a rebate to reduce the impact of significant valuation changes for 2023-24.

It is proposed to effectively cap the maximum rate increase at 15%.

The table below summarises key details of the rebate.

Rebate to limit the maximum general rate increase to 15%
Applied automatically but also retaining an application process
Maximum general rate increase 15%
Applied to residential and primary production land use categories
Does not apply to properties sold after 30 June 2022
Does not apply to properties with a change in land use or rateability from 2022-23
Does not apply to properties with new development / improvements since the 2022-23 valuation

Rate Statistics

Council has just over **19,000** assessments split by land use as follows:



13 680 +
Residential



670 +
Commercial and
Industrial Light



< 50
Industrial Other



3,000 +
Primary
production



720 +
Vacant



290
Other



700 +
Non-rateable

Rates Modelling

The valuation of the Council area by the Valuer-General is ongoing and information provided to date reflects an average increase of over 13% in valuation for existing properties. This valuation information is still being updated as well as being subject to Valuer-General and internal quality assurance processes and revisits.

Analysis indicates that:

- Residential properties, representing over 70% of the overall valuation, has an average valuation **increase** of nearly 13%
- Primary production properties, being 17% of total assessments, have an average valuation **increase** of just under **14%**
- Commercial and Industrial Light properties have had an average valuation **increase** of just under **25%**
- Industrial Other properties have had an average valuation **increase** of just under **20%**
- Vacant land valuations have **increased** on average by **12%**.

The percentage of total rate revenue required from each land use category will be used to determine the rate in the dollar (differential rate) for each category to provide an overall increase in general rate revenue of 6.9% excluding new development.

Allocation of Rates Burden

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

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

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

Differential Rates

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

In formulating the rating structure, Council has considered issues of consistency and comparability of other Councils and across council areas in the imposition of rates on various sectors of the business and wider community.

Currently Council’s average residential rate is high by comparison to other Councils whereas the average commercial and industrial rate is low.

As a result Council proposes phasing in higher differential rates as follows:

- Properties categorised as “Commercial” or “Industrial light” to pay a higher differential rate in the dollar than residential with the increase of 35% relative to the current differential rate to be phased over 3 years.
- Properties categorised as “Industrial Other” to pay a higher differential rate in the dollar than residential with an increase of 60% relative to the current differential rate to be phased in equally over three years
- Those properties categorised as “Vacant Land” within township zones as defined by Council to pay a higher differential rate in the dollar than residential with an increase of 30% relative to the current differential rate to be phased in equally over three years.

The percentage of total rate revenue required from each land use category will be used to determine the rate in the dollar (differential rate) for each category.

Fixed Charge

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

For the 2023-24 year, it is proposed to increase the fixed charge from \$733 to \$784, representing a 6.9% increase in line with the overall average increase in rates.

Community Wastewater Management System

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

Council is currently undertaking its annual detailed assessment of the cost of providing CWMS services, in accordance with the guidelines set by the Essential Services Commission of South Australia (ESCOSA). This will identify whether current charges are at the levels necessary to achieve full cost recovery. For the 2023-24 financial year, as a result of preliminary analysis, CWMS revenue and associated fees will be no more than 2022-23 financial year to achieve the full cost recovery.



Appendix 1: Uniform Presentation of Finances

Adelaide Hills Council

**BUDGETED UNIFORM PRESENTATION OF FINANCES
2023-24 Draft Budget**

2022-23 Budget		2023-24 Proposed Budget
\$'000		\$'000
	INCOME	
44,369	Rates	48,357
1,369	Statutory charges	1,544
888	User charges	957
6,253	Grants, subsidies and contributions	5,086
5	Investment income	25
233	Reimbursements	196
221	Other income	367
100	Net gain - equity accounted Council businesses	100
53,437	Total Income	56,632
	EXPENSES	
20,856	Employee costs	23,172
20,712	Materials, contracts & other expenses	20,475
10,446	Depreciation, amortisation & impairment	11,106
594	Finance costs	582
0	Net loss - equity accounted Council businesses	0
52,608	Total Expenses	55,335
	830 NET BUDGETED SURPLUS / (DEFICIT) BEFORE CAPITAL AMOUNTS	1,297
	Net Outlays on Existing Assets	
(10,740)	Capital Expenditure on Renewal and Replacement of Existing Assets	(10,424)
636	Proceeds from Sale of Replaced Assets	899
10,446	Depreciation	11,106
342	NET OUTLAYS ON EXISTING ASSETS	1,581
	Net Outlays on New and Upgraded Assets	
(8,629)	Capital Expenditure on New and Upgraded Assets & Remediation costs	(7,485)
5,621	Capital Grants and Monetary Contributions for New and Upgraded Assets	2,150
1,494	Proceeds from Sale of Surplus Assets	124
(1,514)	NET OUTLAYS ON NEW AND UPGRADED ASSETS	(5,211)
	(342) NET LENDING/ (BORROWING) RESULT FOR FINANCIAL YEAR	(2,333)
(24,015)	Net Financial Liabilities at Beginning of Year	(24,886)
(429)	Decrease / (increase) in Other	(440)
(100)	Non Cash Equity Movement	(100)
(24,886)	Net Financial Liabilities at End of Year	(27,759)

In any one 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

(342)	NET LENDING/ (BORROWING) RESULT FOR FINANCIAL YEAR	(2,333)
670	Proceeds from Bonds & Aged Care Facilities deposits	-
(719)	Increase/(Decrease) in Short Term Draw Down	(139)
2,700	(Increase)/Decrease in Cash & Investments	-
-	Estimate of Capital Carry Forward to be transferred to next Year	(3,000)
(2,922)	(Increase)/Decrease in Working Capital	-
(271)	Principal Repayments on Borrowings	(561)
(429)	Repayment of Lease Liabilities	(440)
(403)	Reinstatement/Restoration Provision Payment	(427)
(1,184)	Retirement Village Debenture Payment on Sale	-
(100)	Non Cash Equity Movement	(100)
(3,000)	Reduction in Borrowings/(New Borrowings) for Financial Year	(7,000)

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



Appendix 2: Statement of Expected Rate Revenue

Statement of Expected Rate Revenue

Please note: These figures represent a considered estimate of Expected Rate Revenue based on the most current information available at the time of going out to consultation on the DRAFT Annual Business Plan and Budget (ABP&B). This information is updated regularly and therefore these figures may be subject to confirmation at the time of actual adoption of the ABP&B.

Expected Rates Revenue

	2022/23 (as adopted)	2023/24 (estimated)	Change	Comments
General Rates Revenue				
General Rates (existing properties)		\$44,603,077 (a)		The proposed rates increase for 2023/24 is 6.9% on average.
General Rates (new properties)		\$374,353 (b)		
General Rates (GROSS)	\$41,544,000	\$44,977,430 (c)		
Less: Mandatory Rebates	(\$303,000)	(\$323,906) (d)		
General Rates (NET)	\$41,241,000	\$44,653,524 (e)	8.3%	
(e)=(c)+(d)				
Other Rates (inc. service charges)				
Regional Landscape Levy	\$1,117,410	\$1,642,580 (f)		The Regional Landscape Levy is a state tax collected on behalf of the Hills & Fleurieu Regional Landscape Board by the Dept of Environment, Water & Natural Resources. It is not retained by council.
CWMS	\$1,693,900	\$1,716,340 (g)		To be determined once CWMS Pricing Review has been completed
Stirling Business Separate Rate	\$95,000	\$110,000 (h)		A separate rate for businesses in Stirling will be applied to carry out the activity of promoting and enhancing business viability, profitability, trade & commerce within the zone.
Verrall Road Separate Rate	\$5,148	\$5,148 (i)		\$858 per property.
	\$44,152,458	\$48,127,592		
Less: Discretionary Rebates	(\$66,000)	(\$70,554) (j)		
Total Council Rate Revenue	\$42,969,048	\$46,414,458 (k)	8.0%	Excluding the Regional Landscape Levy
(k)=(e)+(g)+(h)+(i)+(j)				

Estimated growth in number of rateable properties

Number of rateable properties	18,200	18,364	(l)	0.9%	
	<i>Actual</i>	<i>Estimate</i>			
<p>'Growth' is defined in the regulations as where new properties have been created which has added rateable properties to council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.</p>					
<p>Growth is expected to account for around 0.9% of the estimated increase in general rates to be collected.</p>					

Estimated average General Rates per rateable property

Average per rateable property	\$2,283	\$2,449	(m)	7.3%	
	(o)=(c)/(n)				
<p>Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area).</p> <p>The total General Rates paid by all rateable properties will equal the amount adopted in the budget.</p>					
<p>These 'averages' are based on the total of all rateable properties and are therefore not necessarily indicative of either the rate or change in rates that all ratepayers will experience.</p>					

Notes

- (d) Councils are **required** under the Local Government Act to provide a rebate to qualifying properties under a number of categories:
- | | | |
|----------------------------------|-----------------------------------|---|
| Health Services - 100 per cent | Religious purposes - 100 per cent | Royal Zoological Society of SA - 100 per cent |
| Community Services - 75 per cent | Public Cemeteries - 100 per cent | Educational purposes - 75 per cent |
- The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).
- (e) Presented as required by the *Local Government (Financial Management) Regulations 2011* reg 6(1)(ea)
- Please Note:** The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from all rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).
- (f) Councils are required under the *Landscape South Australia Act 2019* to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources.
- (g) Community Wastewater Management Systems are provided by council to some areas within the council district. To fund the provision of this service, Council imposes an annual service charge to recover the cost of establishing, maintaining, improving and replacing infrastructure.
- (j) A council **may** grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).
- (k) Expected Total Council Rate Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.
- (l) 'Growth' as defined in the *Local Government (Financial Management) Regulations 2011* reg 6(2)

Statement on Expected Rate Revenue

Please note: These figures represent a considered estimate of Expected Rate Revenue based on the most current information available at the time of going out to consultation on the DRAFT Annual Business Plan and Budget (ABP&B). This information is updated regularly and therefore these figures may be subject to confirmation at the time of actual adoption of the ABP&B.

Expected Rates Revenue

	Total expected revenue			No. of rateable properties		Average per rateable property		
	2022/23	2023/24	Change	2022/23	2023/24	2022/23	2023/24	Change
Land Use (General Rates - GROSS)								
Residential	\$31,423,974	\$33,816,381	8%	13,658	13,756	\$2,301	\$2,458	(p) \$157
Commercial - Shop	\$570,487	\$664,907	17%	254	254	\$2,246	\$2,618	(p) \$372
Commercial - Office	\$92,700	\$108,043	17%	58	58	\$1,598	\$1,863	(p) \$265
Commercial - Other	\$695,262	\$810,334	17%	322	322	\$2,159	\$2,517	(p) \$357
Industry - Light	\$50,756	\$59,157	17%	33	33	\$1,538	\$1,793	(p) \$255
Industry - Other	\$146,565	\$179,678	23%	47	47	\$3,118	\$3,823	(p) \$705
Primary Production	\$7,290,468	\$7,868,381	8%	3,008	3,041	\$2,424	\$2,588	(p) \$164
Vacant Land	\$898,114	\$1,068,954	19%	643	676	\$1,397	\$1,582	(p) \$185
Other	\$375,674	\$401,596	7%	177	177	\$2,122	\$2,269	(p) \$146
Total Land Use	\$41,544,000	\$44,977,430	8.3%	18,200	18,364	\$2,283	\$2,449	(p) \$167

Council uses a differential rating system, using Land Use Codes as the factor to apply such differential rates.

In applying differential general rates, council has considered and is satisfied that the rating system addresses the issue of consistency and comparability across all council areas, particularly as it relates to the various sectors of the business and wider community.

Fixed Charge

	Total expected revenue			Charge		
	2022/23	2023/24	Change	2022/23	2023/24	Change
Fixed Charge	\$13,035,900	\$13,966,700	7.1%	\$733	\$784	(q) \$51

A fixed charge ensures all rateable properties pay a base amount towards the cost of administering council activities and maintaining the services and infrastructure that supports each property.

Rates based on capital values are then applied in addition to the fixed charge.

Council cannot raise more than 50% of its general rate revenue from the fixed charge component.

In 2023/24 council proposes to raise 32% of its general rate revenue by way of the fixed charge.

This revenue amount is **included** in the General Rates GROSS figure at (c).

Adopted valuation method

Capital Value

Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:

Capital Value – the value of the land and all improvements on the land;

Site Value – the value of the land and any improvements which predominantly affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements (Note: Site Value will cease to be an option from 1 Sept 2023); or

Annual Value – a valuation of the rental potential of the property.

Council continues to use Capital Value as the basis for valuing land within the council area. Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers on the following basis:


- The equity principle of taxation requires that taxpayers of greater wealth pay more tax than those of lesser wealth.
- Property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property and provides the best indicator of overall property value.

Notes

(p) Average per rateable property calculated as General Rates for category, including any fixed charge but excluding any separate rates, *divided* by number of rateable properties within that category in the relevant financial year.

(q) A fixed charge can be levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge can be levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier.

If two or more pieces of rateable land within the area of the council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land.



Appendix 3: Corporate Performance Indicators

ID	Corporate Performance Indicator	Target	Strategic Objective	Reporting Frequency
Goal 1: A functional Built Environment				
CPI-B01	Inspections of footpaths in high priority zones	100%	B1	Annually
CPI-B02	Delivery of capital works program	90%	B1	Quarterly
CPI-B03	Compliance inspections after development completion notification, completed within 10 business days.	100%	B2	Quarterly
CPI-B04	Compliance inspections completed within 5 business days of notification of alleged unlawful development	80%	B2	Biannually
CPI-B05	Comparison of Council's Energy Usage (Kwh) against previous financial year	Less than previous financial year	B3	Annually
CPI-B06	Tonnes of recycled plastic content in products purchased by Council	25	B3	Annually
CPI-B07	Operational tasks completed within the Civil Zone Maintenance Program	80%	B4	Quarterly
Goal 2: Community Wellbeing				
CPI-C01	Positive ageing wellbeing score	7 Average	C2	Quarterly
CPI-C02	Community Centre participants who feel better connected to others or community	85%	C2	Bi-annual
CPI-C03	Community centre participants who would use the knowledge/skills gained in the future	80%	C3	Bi-annual
CPI-C04	Number of volunteer hours contributed to AHC programs each year	4800	C3	Quarterly
CPI-C05	Library visits per capita compared with Australian Library and Information Association (ALIA) Standards	exceed the enhanced ALIA target	C3	Annually
CPI-C06	Library loans per capita compared with Australian Library and Information Association (ALIA) Standards	exceed the enhanced ALIA target	C3	Annually
CPI-C07	Attendance at programs, events and workshops at Fabrik Arts and Heritage Hub	8,000	C6	Annually
CPI-C08	Percent of available studio spaces occupied	50	C6	Annually
CPI-C09	Number of events and programs celebrating cultural diversity	8	C6	Annually

ID	Corporate Performance Indicator	Target	Strategic Objective	Reporting Frequency
Goal 3: A prosperous Economy				
CPI-E01	Net Easy Score of respondents who rated ease of getting assistance from Council as Easy or Very Easy v Difficult or Very Difficult	>0	E1	Every 2 Years
CPI-E02	Visitor numbers (visitor domestic day trips)	1.2mil	E1	Annually
CPI-E03	Average number of days for Building Consents	20 business days	E2	Quarterly
CPI-E04	Percentage of new development application decisions upheld in Council/CAPs favour under appeal	85%	E2	Quarterly
CPI-E05	Percentage of Planning Consents completed within statutory timeframes	85%	E2	Quarterly
CPI-E06	Number of local jobs in AHC area compared to previous financial year	Maintain 2019-20 Financial Year = 11200	E3	Annually
Goal 4: A valued Natural Environment				
CPI-N01	Number of biodiversity sites monitored using the BushRAT methodology (actual versus planned)	60 NVMS sites (14% of total) per annum and 5 reserves	N2	Annually
CPI-N02	Weed Control in biodiversity sites - no. of sites complete (actual versus planned)	31 sites per annum	N2	Annually
CPI-N03	Percent of nuisance and litter queries resolved	90%	N2	Quarterly
CPI-N04	Percent of private properties inspected prior to bushfire season that comply with fuel load management requirements	At least 90%	N2	Annually
CPI-N05	Tonnes of green organics collected on Green organic days	150	N4	Quarterly
CPI-N06	Percentage change in tonnes of waste disposed to landfill compared to previous financial year	Reduction in waste percentage	N5	Annual
CPI-N07	Number of community education actions delivered (Waste Management Strategy 2016-2021) – Actioned vs Planned	6	N5	Quarterly

ID	Corporate Performance Indicator	Target	Strategic Objective	Reporting Frequency
Goal 5: A progressive Organisation				
CPI-001	Number of Lost time injuries	0	O1	Quarterly
CPI-002	Customer Net Ease Score (NES)	50	O2	Bi-annual
CPI-003	Overall customer satisfaction	75%	O2	Bi-annual
CPI-004	Operating Surplus Ratio	1-5%	O3	Annually
CPI-005	Net Financial Liabilities Ratio	25-75%	O3	Annually
CPI-006	Asset Sustainability Ratio	95-105%	O3	Annually
CPI-007	Decisions (Council resolutions) considered in open Ordinary & Special Council meetings during the reporting period	90%	O4	Quarterly
CPI-008	Council member attendance at Ordinary & Special meetings	90%	O4	Quarterly
CPI-009	Freedom of Information (FOI) requests received, in progress and completed within the legislated timeframe	100%	O6	Quarterly
CPI-010	FOI External reviews upholding Council's decisions	100%	O6	Quarterly
CPI-011	Employee Turnover	7-15%	O1	Quarterly



Appendix 4: Rating Policy

COUNCIL POLICY

 <p>Adelaide Hills COUNCIL</p>	<h2 style="margin: 0;">RATING</h2>
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Policy Number:	FIN-02
Responsible Department(s):	Financial Services
Other Relevant Policies:	None
Relevant Procedure(s):	None
Relevant Legislation:	<i>Local Government Act 1999</i> <i>Valuation of Land Act 1971</i> <i>Landscape South Australia Act 2019</i> <i>Aged Care Act 1997 (Commonwealth)</i> <i>Community Housing Providers (National Law) (South Australia) Act 2013</i> <i>Community Titles Act 1996</i> <i>Education and Childrens Act 2019</i> <i>Health Care Act 2008</i>
Policies and Procedures Superseded by this policy on its Adoption:	Rating, 28 June 2016, Item 14.9, 1.11, 122 Rating, 27 June 2017, Item 14.3, 1.11, 130/17 Rating, 26 June 2018, Item 12.3, 1.11 , 138/18 Rating, 25 June 2019, Item 12.2, 1.11, 156/19 Rating, 30 June 2020, Item 7.1, 1.11, 124/20 Rating, 22 June 2021, Item 12.6, 1.11, 123/21 Rating 28 June 2022, Item 12.2 1.11 152/22
Adoption Authority:	Council
Date of Adoption:	
Effective From:	1 July 2023
Minute Reference for Adoption:	
Next Review:	June 2024

Version Control

Version No.	Date of Effect	Description of Change(s)	Approval
1.1	25/2/2020	Amendments to clause 3.10 to provide consistency with changes to Council Petitions Policy	Council - Res 47/20

RATING POLICY

1. INTRODUCTION

Delivering services and facilities relies on the rates collected from ratepayers within a council's boundaries. Council rates are a form of property taxation, and as the main source of funding for councils, rates are essential in enabling council to deliver all the services and facilities that the community relies on.

Rates are administered by each council in line with the *Local Government Act 1999* (the Act) which allows council some flexibility to make decisions that suit its local community.

2. PURPOSE

The purpose of this policy is to outline Council's approach towards rating its community in line with the requirements of the *Local Government Act 1999* (SA) (the Act).

Section 123 of the Act requires Council to have a rating policy that must be prepared and adopted as part of the Annual Business Plan each financial year in conjunction with the declaration of rates.

3. DEFINITIONS

Act refers to the *Local Government Act 1999* (SA).

CADR refers to the cash advance debenture rate for that financial year.

Capital value refers to the value of the land including improvements.

Community need refers to those services and activities that are aligned to the achievement of one or more of Council's strategies resulting in a direct benefit to the residents of Adelaide Hills Council and a significant proportion of users are Adelaide Hills residents.

Council refers to the elected Council body.

CWMS refers to the Community Wastewater Management System within the Council area.

Disadvantaged persons refers to persons who are disadvantaged by reason of poverty, illness, frailty, or mental, intellectual or physical disability.

Differential rate refers to a rate that may be applied to a category of land that is different to the rate applied to other land categories.

Disadvantaged persons refers to persons who are disadvantaged by reason of poverty, illness, frailty, or mental, intellectual or physical disability.

Exemption refers to free from an obligation or liability to which others are subject to.

Fixed charge refers to a charge that must apply equally to each separate piece of rateable land in the area under Section 152(1) of the Act.

General rate refers to a rate that applies to rateable land.

Prescribed percentage (P) is calculated as $P = \frac{\text{CADR} + 3\%}{12}$

Rebate refers to an amount paid by way of reduction, return or refund on what has already been paid or contributed.

Separate rate refers to a charge levied on ratepayers in addition to general rates and used to fund specific activities.

4. POLICY STATEMENT

Council's powers to raise rates are found in Chapter 10 of the Act which provides the framework within which the Council must operate, but also leaves room for the Council to make a range of policy choices.

At all times, the rating policy should be fair and equitable, recognising that all ratepayers have access to core goods and services and should contribute towards the costs.

This Council's policy directions are guided by the theme "A brighter future" and is central to achieving our vision for:

- A prosperous economy
- A functional built environment
- A valued natural environment
- Community wellbeing
- A progressive organisation

5. PRINCIPLES OF TAXATION

Rates are not fees for services. They constitute a system of taxation on the community for Local Government purposes.

This Policy represents the Council's commitment to balancing the five main principles of taxation with the need to raise revenue for the purpose of providing the goods and services the community requires.

Benefits received – ratepayers who receive more benefits (services provided, or resources consumed) should pay a higher share of tax.

Capacity to Pay – a ratepayer who has less capacity to pay should pay less, and ratepayers of similar means should pay similar amounts.

Administrative simplicity – minimal costs are involved in applying and collecting the tax and the tax is difficult to avoid.

Economic efficiency – whether or not the tax distorts economic behaviour.

Policy consistency – the tax should be internally consistent, and based on transparent, predictable rules that are easily understood and accepted by ratepayers.

In applying these principles, any decision with respect to rating should consider:

- the financial effects of the decisions made today on the future generations of tomorrow.
- the achievement of Council's policy outcomes as referenced in Council's adopted policies.

A Council's operating deficit implies that today's ratepayers are paying less than the cost of the services they are consuming, and this is inequitable to the ratepayers of the future.

6. VALUATION OF LAND

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

- **Capital Value** – the value of land, buildings and other improvements.
- **Site Value** – the value of the land excluding structural improvements.
- **Annual Value** – the value of the rental potential of the property.

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

- the 'capacity to pay' principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth;
- the 'property value' is a relatively good indicator of wealth (when lifetime incomes, including incomes from capital gains, are taken into account). Capital value approximates the market value of a property and provides the best indicator of overall property value.

Council does not determine property valuations but chooses to exercise the right under Section 167 of the Act to adopt the capital valuations as assessed by the Valuer-General through the State Valuation Office.

7. OBJECTIONS TO VALUATION

Ratepayers who wish to dispute the valuation of their property may lodge an objection in writing to the Valuer-General within 60 days after the date of service of the first rates notice.

The Valuer-General may extend the 60 day objection period where it can be shown there is reasonable cause to do so by the person making the objection.

Council plays no role in the objection process. It is important to note that the lodgement of an objection to the valuation does not change the due date for the payment of rates.

8. EXEMPTIONS

Council's practice is to identify and value all land in the council area. Once identified, each separate piece of land is assessed for rateability. Section 147 of the Act specifies those types of property which will be exempt from council rates.

- Crown Land – public properties used or held by the Crown for a public purpose,
- University Land – properties occupied by a University,
- Recreation Grounds – properties satisfying the criteria set out in the *Recreation Grounds Rates and Taxes Exemption Act 1981*,
- Council Land – public properties occupied or held by the Council,
- Emergency Services – properties satisfying the criteria set out in the *Fire and Emergency Services Act 2005*,
- Another Act – properties specifically exempt from council rates by virtue of another Act (either Commonwealth or State).

Council is mindful that wherever properties become exempt from paying council rates, or where a rebate is applied, those rates foregone must be contributed by the rest of the ratepayer community.

The principles of equity dictate that Council remains diligent in only awarding exemptions where they are warranted.

It is Council's practice to adopt valuations for all exempt properties. Where an exempt property becomes rateable part way through the financial year, rates will be calculated and recovered.

9. COMPONENTS OF RATES

Fixed Charge or Minimum Rate

Council has discretion to apply either (but not both):

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

Adelaide Hills Council will apply a fixed charge this financial year as in previous years.

Council considers a fixed charge to be the most fair and equitable means of ensuring that all ratepayers contribute equally to the administration of council's services and the development and maintenance of the community's infrastructure.

In addition, the fixed charge provides a mechanism to adjust the rates contributions across high and low valued properties. This redresses the balance and equity of the rates system.

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

Differential Rating

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

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

The Council is proposing that differential rates be applied to all rateable properties based on their predominant land use. This is a change in rating structure from previous years where Council had a separate higher differential rate for Commercial and Industrial that was based on the differential rate for Residential, Primary Production, Vacant Land and Other land uses. This change to differentially rate each land use separately will allow Council to ensure that the proposed average rate increase for existing ratepayers is consistent across all land uses before other factors relating to the cost of services for individual land uses are considered.

In formulating the rating structure, Council has considered issues of consistency and comparability of other Councils and across council areas in the imposition of rates on various sectors of the business and wider community. Currently Council's average residential rate is high by comparison to other Councils whereas the average commercial, industrial and vacant rate is low. As a result Council proposes phasing in higher differential rates in relation to Commercial, Industrial and Vacant Land land use categories across a three year period.

The percentage of total rate revenue required from each land use category will be used to determine the rate in the dollar (differential rate) for each category.

Definitions of the use of the land are prescribed by regulation and are categorised as:

- Residential
- Commercial – Shop
- Commercial – Office
- Commercial - Other
- Industrial – Light
- Industrial - Other
- Primary Production
- Vacant Land
- Other

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

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

Commercial and Industrial Light Differential Rate

It is proposed that those properties categorised as commercial or industrial light will pay a higher differential rate in the dollar than residential with the increase of 35% relative to the current differential rate to be phased in over three years.

Council has considered the higher amount payable by the commercial and industrial light sectors with reference to the commercial and industrial light differential rates of other councils, costs of the economic development function as well as the services and activities that the sector does not regularly use.

Industrial Other Differential Rate

It is proposed that those properties categorised as Industrial Other will pay a higher differential rate in the dollar than residential with an increase of 60% relative to the current differential rate to be phased in equally over three years.

Council has considered the higher amount payable by the Industrial Other land use with reference to the industrial differential rates of other councils, costs of the economic development function, increased environmental impact as well as the higher impact on Council infrastructure.

Vacant Land (within townships) Differential Rate

It is proposed that those properties categorised as Vacant Land within township zones as defined by Council will pay a higher differential rate in the dollar than residential with an increase of 30% relative to the current differential rate to be phased in equally over three years.

Council has considered the higher amount payable by Vacant Land within township zones with reference to the vacant land differential rates of other councils and discouraging ratepayers from long-term speculating (seeking future commercial gains) rather than developing the land for the benefit of the whole community.

Separate Rate

Under Section 154 of the Act, a Council may declare a separate rate on rateable land within a part of the area of the council for the purpose of planning, carrying out, making available, supporting, maintaining or improving an activity that is, or is intended to be, of particular benefit to the land, or the occupiers of the land, within that part of the area, or to visitors to that part of the area.

Council has determined that the use of the separate rate provisions of the Act will be limited to the use of a separate rate for:

- Marketing and promoting the Stirling Business Area
- Sealing of Verrall Road, Upper Hermitage
- Recovery of the funding requirements of the Hills Fleurieu Regional Landscape Board

Stirling Business Separate Rate

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

This rate is levied on all properties within the precinct known as the Stirling Suburban Mainstreet Zone, as defined, excluding land attributed a land use category (residential) and government owned land.

Council also sets a maximum amount ('top') and a minimum amount ('tail') per property each financial year for this separate rate with the top and tail adjusted each year with reference to the Consumer Price Index.

The amount raised is distributed to the Stirling Business Association to promote Stirling as a destination, the 'Gateway to the Hills'.

Verrall Road Separate Rate

A separate rate for Verrall Road, Upper Hermitage at a value of \$858 will be applied for a period of 10 years to 2023-24. As such, this is the last year that the Verrall Separate Rate will be levied.

This rate provides for the sealing of the northern end of the road in 2014-15 and is levied on all properties that use that section of road.

Regional Landscape Levy

On 1 July 2020, the *Landscape South Australia Act 2019* came into effect replacing the former *Natural Resources Management Act 2004*. Natural Resource Management (NRM) levies have been replaced with Regional Landscape (RL) levies.

The levy helps to fund the operations of regional landscape boards that have responsibility for the management of the State's natural resources. These responsibilities include regional landscape planning, water allocation planning, community capacity building, education and compliance activities.

The Regional Landscape (RL) Levy is a state tax paid by all ratepayers and is collected on behalf of the Hills and Fleurieu Regional Landscape Board by the Department for Environment and Water who will invoice council quarterly for the respective share of the levy.

The levy applies to all rateable land in the council area and is fixed and calculated to raise exactly the same amount as the council's share to be contributed.

Community Wastewater Management System

Council provides Community Wastewater Management Systems (CWMS) to some areas within the council district. Under Section 155 of the Act, the treatment or provision of water, is a prescribed service.

To fund the provision of this service Council imposes a service charge to recover the cost to the council of establishing, operating, maintaining, improving and replacing the infrastructure in its area (including future capital works and depreciation of any assets).

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

- Council's compliance with the Essential Services Commission' (ESCOSA) Minor to Intermediate Retailers Price Determination and the National Water Initiative (NWI) Pricing Principles,

- The pricing model for future CWMS price setting.

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

10. MAXIMUM INCREASE IN GENERAL RATES CHARGES

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

In terms of legislation, Section 153(3) of the Act requires a council to decide each year whether to apply a maximum rate increase to a ratepayer's principal place of residence.

As Council considers that rate relief is required across a number of land uses and therefore more than a ratepayers principal place of residence, Council will not apply a maximum under Section 153(3) but rather implement a discretionary rate rebate under Section 166 (1) (I) as referenced below.

11. RATE REBATES

The Act provides for ratepayers to apply for a mandatory and/or discretionary rebate on council rates as follows:

Mandatory rebates

A rebate of rates will be granted to ratepayers who satisfy the eligibility criteria for a mandatory rebate under Section 159 to Section 165 of the Act.

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

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

A 75% rebate must be applied to land used by:

- Community services
- Educational purposes.

Where a "community services organisation" is eligible for the mandatory rebate, and Council has declared a distinct residential rate, then the residential rate must be applied to the land to which the rebate applies in accordance with Section 161(2) of the Act.

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

Where the Council is not satisfied based upon the information in its possession or otherwise does not hold relevant information it will require the person or body to lodge an application

form with such information as stipulated and any other information that the Council may reasonably require.

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

Council will confirm the continuation of a person or body's eligibility for a mandatory rebate on a regular basis (at least biennially) to ensure that rebates are only granted where they are warranted.

This will require the relevant person or body to lodge another application form with such information as stipulated and any other information that the Council may reasonably require to confirm the continuation of eligibility.

Where applications do not meet the eligibility criteria for a mandatory rebate, an applicant may apply for a rebate of rates under the discretionary rebate criteria.

Discretionary rebates

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

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

Section 166 covers a large number of different rebate categories, referred to as cases in the Act. Council in determining its rates structure has considered the following cases are relevant in setting its policy position.

Assisting or supporting a business in its area.

Council has determined pursuant to Section 166(1)(b) that those primary production properties genuinely in the business of primary production but not benefitting from a notional capital value for their property can apply for a 10% rebate on the differential rate.

Council considers this primary production rebate as part of its Annual Business Plan and Budget process.

As this rebate was implemented in 2008-09 to address the removal of a primary production differential rate, it is considered that this rebate should continue to be made to those ratepayers in the business of primary production who do not have a notional capital value assessment of their property and who have applied for and been granted this rebate in the previous year.

Community Service or Need or Disadvantaged Persons

Section 166(1) identifies a number of discretionary rebates of rates made under Section 166(1)(d) to (j) covering activities linked to community services, need or assistance or relief to disadvantaged persons.

Council has determined that applications in relation to those rebates identified under Section 166(1) should be brought to Council for decision and also that Council would receive a listing of these discretionary rate rebates for the next rating period annually.

Council in accordance with Section 166(1) will take the following matters into account in deciding whether to grant a discretionary rebate for land uses covered by Section 166 (1) (d to j):

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

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

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

Special Discretionary Rebate

Council can use a discretionary rate rebate to address properties with substantial valuation increases under Section 166 (1)(l) of the Act where the rebate is considered by the Council to be appropriate to provide relief against what would otherwise amount to a substantial change in rates payable by a ratepayer due to:

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

Council has determined that a rebate will be applied to cap any increase in the general rates payable at 15% subject to specific criteria:

- The rebate applies to only residential and primary production land use categories.
- The rebate will be automatically applied to eligible assessments in order to minimise the administrative effort required.
- Adjusting the exclusion of change of ownership properties (excluding family transfers) to those properties sold after 30 June 2022.

The rebate will not apply where the increase in rates payable is the result of:

- An increase in valuation that recognises a capital improvement worth more than \$20,000 on the property (regardless of when the development was undertaken), unless the ratepayer is located within the Cudlee Creek bushfire scar or the January 2021 Cherry Gardens Bushfire scar as determined by Council or,
- Where there has been a change in land use of the property or,
- A change in ownership or licence to occupy during the previous financial year.

A capital improvement includes any addition, alteration or new development on the property.

As per the Act, a rebate may be granted for a period exceeding one year, but not exceeding three years. After three years, the rebate will be removed and the rates payable will reset to levels that would ordinarily apply in the absence of the rebate.

All Discretionary Rate Rebates

Persons who, or bodies which, seek a discretionary rebate will be required to submit an application form to the Council and provide the necessary supporting documentation.

All persons who or bodies which wish to apply to the council for a discretionary rebate of rates must do so on or before 30 April prior to the rating year unless the application is a result of a change in eligibility for a mandatory rebate or rate exemption.

In those circumstances where an application relates to a change in rebate/rate exemption in a relevant rating year, then the application will be applied for the full rating year if received within 2 months of the change in rebate/exemption being advised. The Council reserves the right to refuse to consider applications received after the specified date.

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

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

A summary of all discretionary rebates applied for under Section 166 (1) (d) to (j), including whether they have been successful or not and the associated reasons will be reported to Council on an annual basis.

Each rebate that is granted either reduces the Council's revenue and hence its capacity to provide services, or else it effectively increases the amount that must be collected from other ratepayers. The principles of equity dictate that Council remains diligent in only awarding rebates and exemptions where they are warranted.

If a ratepayer wishes to apply for a discretionary rate rebate, they may apply by contacting the Council's Rate Administrator.

All rebates

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

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

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

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

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

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

Single Farming Enterprise

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

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

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

(a) which –

(i) are farm land; and

(ii) are farmed as a single enterprise; and

(iii) are occupied by the same person or persons,

whether or not the pieces of land are contiguous; or

(b) which –

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

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

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

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

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

12. RATE RELIEF

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

Senior Postponement

In accordance with Section 182A of the Act, eligible Seniors Card holders can apply to postpone any part or all of their annual council rates in excess of \$500 on a long-term basis. The deferred amount is subject to a monthly interest charge, with the accrued debt being payable on the transfer or sale of the property. In addition, and pursuant to Section 182A(3)(b) of the Act, Council may consider—where financial hardship provisions apply—an applicant's request to include a postponement of the payment of arrears rates if they are eligible for Seniors Postponement.

Postponement is similar to a reverse mortgage by relying on the equity in the property. A ratepayer who has a Seniors Card may apply for a postponement on the property they own if it is their principal place of residence and if no other person, other than their spouse/partner has an interest as owner of the property and there is sufficient equity available.

Where an application for postponement under Section 182A is granted, a presumption of on-going annual postponement will be assumed.

However, some, or all of the debt outstanding may be paid at any time at owner's discretion.

Financial Hardship

Ratepayers who are suffering financial hardship should contact Council's Rates Administrator to discuss the matter. All enquiries are treated confidentially and any application will be considered on its merits. Options to address financial hardship can include:

Flexible payment options

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

Waiving of Fines and Interest

When a ratepayer has committed to a payment plan and adheres to a regular payment, Council may consider the waiving of fines and interest.

Discretionary Postponement of Rates for a Period

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

Postponement enables ratepayers to defer payment of rates until such time as the property is sold or their circumstances change. Discretionary postponements are only intended to provide temporary, flexible support to those experiencing hardship.

If a postponement is granted, council may consider the waiving of fines and interest for the same period.

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

Postponement of Rates on a long term basis

Under Section 182 of the Local Government Act a council may also consider the postponement of rates on a long-term basis with the accrued debt being payable on the transfer or sale of the property or any other conditions as determined by the council. Such a postponement may, if the council thinks fit, be granted on condition that the ratepayer pay interest on the amount affected by the postponement at a rate fixed by the council (but not exceeding the cash advance debenture rate).

As such Council will consider postponement of rates on a long term basis in the rare circumstances where a ratepayer has demonstrated serious and long term hardship and where there is no chance of improvement in the ratepayers' financial circumstances. Any such application must be made in writing and will require the ratepayer to undertake financial counselling as part of the application process. If granted, Council may require regular financial counselling to confirm that the ratepayers' financial circumstances has not changed.

Remission of rates

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

Council has a charge over the land under Section 177 of the Act and therefore is likely to be able to recover rates outstanding upon sale. The granting of a remission forgoes this right and therefore is only considered as an option in circumstances where the ratepayer has demonstrated serious and long term hardship and where there is no chance of improvement in the ratepayers' financial circumstances.

Consideration must also be given to the tax burden redistribution effect on other rate payers of any remission.

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

13. PAYMENT OF RATES

Rates are declared annually, and may be paid, at your discretion, either in one lump sum, or in quarterly instalments that fall due in September, December, March and June.

14. LATE PAYMENT OF RATES

Council has determined that penalties for late payments will be imposed in accordance with the provisions of S181(8) of the Act.

Fines and interest for late payment are levied in accordance with the provisions of S181(8) and S181(17) of the Act.

If an instalment of rates is not paid on or before the date on which it falls due:

- the instalment will be regarded as being in arrears
- a fine of 2% of the amount of the instalment is payable
- on the expiration of each full month from that date, interest of the prescribed percentage of the amount in arrears (including the amount of any previous unpaid fine and interest from any previous month) accrues.

Council may take legal action to recover any overdue amounts, fines and interest.

If an amount payable by way of rates in respect of land has been in arrears for three or more years, Council may sell the land in accordance with Section 184 of the Act.

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

- First – to satisfy any costs awarded in connection with court proceedings;
- Second – to satisfy any interest costs;
- Third – in payment of any fines imposed;

- Fourth – in payment of rates, in chronological order (starting with the oldest account first).

15. NON- PAYMENT OF RATES

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

It should be noted that under Section 184(1) of the Act, if an amount payable by way of rates has been in arrears for three years or more the council may sell the property.

16. CONTACTING COUNCIL'S RATES ADMINISTRATOR

If you believe that Council has failed to properly apply this policy, you should contact the Council's Rates Administrator to discuss the matter.

If you are still dissatisfied then you should write to the Council's Chief Executive Officer at PO Box 44, Woodside SA 5244.

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

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

17. DELEGATIONS

As highlighted in this policy, Council has determined a policy position in relation to discretionary rates pursuant to Section 166(1) (b) relating to a primary production rebate and a revaluation relief special discretionary rate rebate under Section 166 (1)(l) of the Act to reduce the impact of significant valuation changes for 2022-23.

These policy positions and the application of the relevant rebates will be actioned accordingly by the Administration under delegation as part of the rates generation process where Council considers that the ratepayer meets the eligibility criteria or upon receipt of an application from the ratepayer.

The delegation for discretionary rate rebates as identified in Section 166 (1a) covering a number of discretionary rebates of rates made under Section 166(1)(d) to (j) relating to activities linked to community services or community need or assistance or relief to disadvantaged persons has not been delegated by Council and as such these applications will be brought to Council for decision.

The Chief Executive Officer has the delegation to:

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

18. AVAILABILITY OF THE POLICY

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.

Supplementary Information to Rating Policy

Differential Rates

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

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

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

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

It is estimated that the Commercial & Industrial Differential General Rates will raise net rate revenue in the order of \$1.5m in 2022-23.

It is estimated that the Residential & Non Commercial and Industrial Differential General Rate will raise net general rate revenue in the order of \$39.5m in 2022-23.

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

Financial Year	Commercial & Industrial	All Other Land Uses including Residential
2023-24		
2022-23	0.002455	0.002135
2021-22	0.002821	0.002453
2020-21	0.002821	0.002453
2019-20	0.002839	0.002469
2018-19	0.002784	0.002421
2017-18	0.002748	0.002390
2016-17	0.002806	0.002440

Fixed Charge

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

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

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

Financial Year	Fixed Charge	Increase from Previous Year	% of Rate Revenue
2023-24			
2022-23	\$733	4.90%	31.5%
2021-22	\$699	2.50%	31.5%
2020-21	\$682	2.95%	31.9%
2019-20	\$662	2.8% + \$10	32.0%
2018-19	\$634	3.3%	31.8%
2017-18	\$613.50	2.25%	31.8%
2016-17	\$600		31.8%



Appendix 5: ESCOSA Report And Council Response



ESCOSA Report And Council Response

The Essential Services Commission, South Australia's independent economic regulator and advisory body, has been given a role by the State Government to provide advice on material changes proposed by local councils in relation to elements of their strategic management plans and on the proposed revenue sources, including rates, which underpin those plans.











One of the main purposes of the Local Government Advice Scheme (advice or the scheme) is to support councils to make 'financially sustainable' decisions relating to their annual business plans and budgets in the context of their long-term financial plans (LTFPs) and infrastructure and asset management plans.

The first cycle of the scheme extends over four years from 2022-23 to 2025-26, and Council is obliged to publish the findings within each Annual Business Plan that the advice relates to.

The mandatory cost to Adelaide Hills Council to be part of the scheme is \$40,000 (\$10,000 per year of the cycle).

The following pages highlight the advice provided from the Commission and Council's response including planned actions over the next four financial years.

ESCOSA Recommendations and Council Response









Recommendation & Response	Implementation Activities	Implementation Timeline			
		2023-24	2024-25	2025-26	2026-27
Recommendation 1 - Continue to review its inflation forecasts in its budget each year					
Each year, a key part of the development of Council’s Long Term Financial Plan is to update all economic forecasts and assumptions including inflation forecasts. Council then uses these forecasts to help model future expense forecasts. This in turn enables Council to project future income needs to meet its financial sustainability targets.	Continue to use most recent and applicable inflation forecasts in Budget and Long Term Financial Plan modelling				
Recommendation 2 - Focus on constraining cost growth in its budgeting, where possible, particularly related to employee expenses					
As part of the Long Term Financial Plan and Budget processes, Council considers forecasts and calculations showing how expenses and income will change based on existing service levels and cost escalation assumptions. Council then considers how best to remain financially sustainable while balancing the community’s expectations against their willingness and ability to pay.	Continue to consider and adjust human resource levels in response to adopted service level requirements and in light of decisions to undertake new or changed activities and within Council’s financial sustainability targets.				
Employee numbers, and therefore employee costs, have increased in recent years due to:					
1. Decisions to embark on new or changed strategic priorities such as economic development, recreation and trails, disability planning and the development of an arts centre. These have all been considered in the context of the Council’s Long Term Financial Plan and financial sustainability indicator targets.	Negotiate new Enterprise Agreement in 2024-25 FY				
2. To undertake work in part or fully funded programs such as the Community (Disaster) Resilience Program. In these cases, additional grant income offsets the additional staff costs.	Continue to responsibly manage cost growth for maintaining service levels and meeting community expectations while minimising the financial impact to ratepayers.				
3. To insource activities previously outsourced as an efficiency initiative, such as tree management work.					
It is also noted that employee salaries are linked to Enterprise Agreements which are normally negotiated on a 3 yearly basis. The current agreement ends in June 2025.					

Legend:  = Complete  = Planned / In progress





ESCOSA Recommendations and Council Response

Recommendation & Response	Implementation Activities	Implementation Timeline			
		2023-24	2024-25	2025-26	2026-27
Recommendation 3 - Complete the asset management plan for building assets and consider potentially other assets not currently covered by a plan (such as sport and recreation facilities), with consideration of desired service levels, as appropriate.					
Council has completed a full condition audit of its Building Asset stock in March 2023 and is progressing this information as a basis of the Building Asset Management Plan	Continue to progress the Building Asset Management Plan	✓			
	Develop a Playgrounds Asset Management Plan	✓			
	Develop a Sport and Recreation Facilities Asset Management Plan		✓		
Recommendation 4 - Complete its planned Stormwater Asset Management Plan, with consideration of desired service levels, as appropriate.					
Council is currently completing a Stormwater Management Plan for the Aldgate Creek in conjunction with the Stormwater Management Authority and this document will be a key reference for the Council Stormwater Asset Management Plan that will include desired service levels.	Develop a draft plan and incorporate findings from the Stormwater Management Plan of the Aldgate Creek and other stormwater investigations including the Balhannah Drainage Study – Investigations and Proposed Upgrades	✓	✓		
Recommendation 5 - Finalise its Community Wastewater Management System Asset Management Plan and reflect related cost changes in the 2023-24 Long-term Financial Plan, to include input from the community, including desired service levels					
The Community Wastewater Management System Asset Management Plan was presented to Council and endorsed at its meeting of 14 March 2023. Operational costs are reflected in the Draft Long Term Financial Plan and final capital program timing changes will be included for consideration by Council in adopting the 2023/24 LTFP.	No further action – Asset Management Plan has been finalized in 2022-23FY and implemented into LTFP.	😊			





ESCOSA Recommendations and Council Response

Recommendation & Response	Implementation Activities	Implementation Timeline			
		2023-24	2024-25	2025-26	2026-27
Recommendation 6 - Report its actual and projected cost savings in its annual budget, to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.					
<p>Council endeavours to provide transparency to the community to show where savings are being made and therefore the continued commitment to offset rising costs while minimising rate increases.</p> <p>Page 30 of the <i>2022-23 Annual Business Plan</i> details the saving strategies implemented in the 2022-23 budget with an estimated value of \$650,000 per year ongoing savings. The progress of actual savings realised against this target is reported in the Quarterly Council Performance Report, and published to Council's website.</p> <p>Page 29 of the <i>2023-24 Annual Business Plan</i> details the savings strategies implemented for the 2023-24 budget with an estimated value of \$830,000, and the results against this target will continue to be reported on in Councils Quarterly Performance reports.</p>	<p>Continue to include a savings strategy page within the Annual Business Plan</p> <p>Continue to report on the progress of actual savings achieved in the Quarterly Performance Reports</p>				
Recommendation 7 - Review the estimates of asset lives and valuations feeding into the forecast rate of asset consumption in its long-term financial plan and asset management plans.					
<p>Council undertakes a yearly review of asset lives as part of the revaluation and end of financial year capitalisation.</p>	<p>Continue to review the asset lives and valuations on an annual basis, and as part of standard asset revaluation as needed.</p>				

ESCOSA Recommendations and Council Response

Recommendation & Response	Implementation Activities	Implementation Timeline			
		2023-24	2024-25	2025-26	2026-27
Recommendation 8 - Review and consider limiting future increases above inflation on its residential rates to help reduce any emerging affordability risk in the community.					
<p>Each year, Council updates all economic forecasts and assumptions including inflation forecasts as part of the development of the Long Term Financial Plan and Budget processes. Council then uses these forecasts to help extrapolate future expenses to assess Council’s overall financial position and future financial sustainability and determine appropriate income needs.</p> <p>Rate revenue accounts for approximately 80% of Council's operating income, and so Council carefully considers the average rate increase to balance the need to continue to deliver services, meet community expectation and maintain financial sustainability, while keeping the impact to ratepayers to an acceptable level.</p> <p>Page 34 of the <i>2023-24 Annual Business Plan</i> details the rate increases over the past financial years. In the past, the rate revenue target was built with “CPI plus 1%” in order to fund increased capital renewal, maintain financial sustainability, and provide a modest Operating surplus ratio which would help Council’s ability to absorb the expenditure impacts from unexpected events such as bushfires, floods, or pandemics.</p> <p>This financial year, the rate increase has been set at 0.5% below the estimated 12-month Local Government Price Index (LGPI) increase to ensure that the increase is below forecast CPI increases.</p>	<p>Continue to responsibly manage cost growth for maintaining service levels and meeting community expectations while minimising the financial impact to ratepayers.</p>				

ESCOSA Recommendations and Council Response

Recommendation & Response	Implementation Activities	Implementation Timeline				
		2023-24	2024-25	2025-26	2026-27	
<p>Recommendation 9 - Review the rationale for the quantum of any maximum rate increase (or cap) it seeks to impose (currently at 15 percent) in its next annual business plan, with consideration of the community's capacity to pay for higher increases.</p>						
<p>Council reviews its rating policy annually as part of the Long Term Financial Plan and Budget process, which includes the consideration of the rating cap and its impact both positive and negative on its ratepayers.</p> <p>This requires a careful assessment as a cap means that the majority of ratepayers will pay more than they would be required in order to subsidise those who are entitled to receive the rate cap.</p> <p>A ratepayer's capacity to pay for their rates is something Council is not easily able to assess. To assist those who don't have the capacity to pay, Council has alternative arrangements that are tailored to the individual's financial situation as covered in Council's <i>Rating Policy</i> (Appendix 4 of <i>2023-24 Annual Business Plan</i>)</p>	<p>Continue to review the rating cap and Council's rating policy when considering the annual rate increase in the Long Term Financial Plan and Budget process</p>					

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Advice

Local Government Advice

Adelaide Hills Council

February 2023

OFFICIAL

Enquiries concerning this advice should be addressed to:

Essential Services Commission
GPO Box 2605
Adelaide SA 5001

Telephone: (08) 8463 4444
Freecall: 1800 633 592 (SA and mobiles only)
E-mail: advice@escosa.sa.gov.au
Web: www.escosa.sa.gov.au

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Glossary of terms

ABS	Australian Bureau of Statistics
AMP	Asset management plan
Commission	Essential Services Commission, established under the <i>Essential Services Commission Act 2002</i>
CPI	Consumer Price Index (Adelaide, All Groups)
Council	Adelaide Hills Council
CWMS	Community Wastewater Management System
ESC Act	<i>Essential Services Commission Act 2002</i>
F&A	Local Government Advice: Framework and Approach – Final Report
FTE	Full Time Equivalent
IAMP	Infrastructure and asset management plan (also called an AMP)
LG Act	<i>Local Government Act 1999</i>
LGA SA Financial Indicators Paper	Local Government Association of South Australia, Financial Sustainability Information Paper 9 - Financial Indicators Revised May 2019
LGGC	Local Government Grants Commission
LTFP	Long-term financial plan
Regulations	<i>Local Government (Financial Management) Regulations 2011</i>
RBA	Reserve Bank of Australia
SACES	The South Australian Centre for Economic Studies
SMP	Strategic management plan
SG	Superannuation Guarantee
The scheme or advice	Local Government Advice Scheme

1 The Commission's key advice findings for the Adelaide Hills Council

The Essential Services Commission (**Commission**) considers the Adelaide Hills Council (**Council**) to be in a sustainable financial position with historical and projected operating surpluses and the forecast renewal of its infrastructure assets to continue to underpin its strong financial performance, without the need for further significant rate increases.

The Commission suggests the following steps to ensure that the Adelaide Hills Council budgets prudently, reports its cost savings and efficiencies, plans its asset needs appropriately and continues to limit the extent of further rate increases.

Budgeting considerations

1. **Continue** to review its inflation forecasts in its budget each year.
2. **Focus** on constraining cost growth in its budgeting, where possible, particularly related to employee expenses.

Ensuring the right asset management plans are in place

3. **Complete** the asset management plan for building assets and consider potentially other assets not currently covered by a plan (such as sport and recreation facilities), with consideration of desired service levels, as appropriate.
4. **Complete** its planned Stormwater Asset Management Plan, with consideration of desired service levels, as appropriate.
5. **Finalise** its Community Wastewater Management System Asset Management Plan and reflect related cost changes in the 2023-24 Long-term Financial Plan, to include input from the community, including desired service levels.

Providing evidence of ongoing cost efficiencies

6. **Report** its actual and projected cost savings in its annual budget, to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.

Refinements to asset management planning

7. **Review** the estimates of asset lives and valuations feeding into the forecast rate of asset consumption in its long-term financial plan and asset management plans.

Containing rate levels

8. **Review** and consider limiting future increases above inflation on its residential rates to help reduce any emerging affordability risk in the community.
9. **Review** the rationale for the quantum of any maximum rate increase (or cap) it seeks to impose (currently at 15 percent) in its next annual business plan, with consideration of the community's capacity to pay for higher increases.

2 About the advice

The Essential Services Commission (**Commission**), South Australia's independent economic regulator and advisory body, has been given a role by the State Government to provide advice on material changes proposed by local councils in relation to elements of their strategic management plans (**SMPs**) and on the proposed revenue sources, including rates, which underpin those plans.¹

One of the main purposes of the Local Government Advice Scheme (**advice or the scheme**) is to support councils to make 'financially sustainable' decisions relating to their annual business plans and budgets in the context of their long-term financial plans (**LTFPs**) and infrastructure and asset management plans (**IAMPs**)² – both required as part of a council's SMP.³ Financial sustainability is considered to encompass intergenerational equity,⁴ as well as program (service level) and rates stability in this context.⁵ The other main purpose is for the Commission to consider ratepayer contributions in the context of revenue sources, outlined in the LTFP.⁶ In addition, the Commission has discretion to provide advice on any other aspect of a council's LTFP or IAMP it considers appropriate, having regard to the circumstances of that council.⁷

The first cycle of the scheme extends over four years from 2022-23 to 2025-26, and the Commission has selected 15 councils for advice in the first scheme year (2022-23), including the Adelaide Hills Council (**Council**).

This report provides the Local Government Advice for the Adelaide Hills Council in 2022-23.

The Council is obliged under the *Local Government Act 1999* (**LG Act**) to publish this advice and its response, if applicable, in its 2023-24 Annual Business Plan (including any draft Annual Business Plan) and subsequent plans until the next cycle of the scheme.⁸ It does not need to publish the attachment to the advice (these will be available with the advice on the Commission's website⁹), nor is it compelled under the LG Act to follow the advice. The Commission thanks the Adelaide Hills Council for providing relevant information to assist the Commission in preparing this advice.

2.1 Summary of advice

In general, the Commission finds the Adelaide Hills to be in a sustainable financial position with historical and projected operating surpluses and the forecast renewal of its infrastructure assets to continue to underpin its strong financial performance, without the need for further significant rate increases.

The Council has consistently run relatively small average operating surpluses over time, indicating that the operating income it collects is generally exceeding its operating expenses by a conservative margin. This demonstrates financial prudence (for given operating expense growth) since the Council is not

¹ Amendments to the *Local Government Act 1999* (s122(1c) to (1k) and (9)) specify the responsibilities for the Commission and local councils for the Local Government Scheme Advice. The Commission must provide advice to each council in accordance with the matters outlined in s122(1e), (1f) and (1g).

² Commonly referred to as asset management plans.

³ The objectives of the advice with reference to a council's LTFP and IAMPs are presented under LG Act, s122(1g). LG Act s122(1) specifies the requirements of a council's SMP, including the LTFP and IAMPs.

⁴ 'Intergenerational equity' relates to fairly sharing services and the revenue generated to fund the services between current and future ratepayers.

⁵ Commission, *Framework and Approach – Final Report*, August 2022, pp. 2-3, available at www.escosa.sa.gov.au/advice/advice-to-local-government.

⁶ LG Act s122(1f)(a) and (1g)(a)(ii).

⁷ LG Act, s122(1f)(b) and (1g)(b).

⁸ LG Act, s122(1h).

⁹ The Commission must publish its advice under LG Act s122(1i)(a).

accumulating excessive surpluses. At the same time, the Council has increased its rate levels consistently above inflation.

Community service levels appear to have been maintained through the Council’s focus on renewing its asset base, but it has also added to its asset base in recent years, with an accompanied expansion of service levels. However, its asset management planning is not yet as comprehensive as it should be, with significant asset classes such as stormwater and buildings not yet covered by an adopted plan.

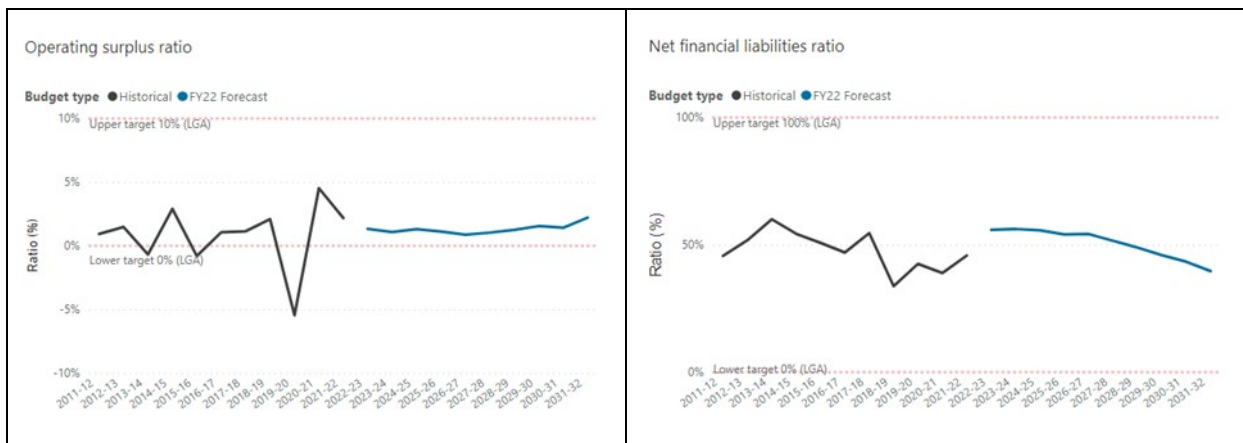
The Council’s forward projections from 2022-23 forecast continued financial and service level sustainability through:

- ▶ rate revenues that generally increase in line with the RBA-based inflation forecasts
- ▶ total operating expenses estimated to increase generally in line with forecast inflation, and
- ▶ the continued prioritisation of its asset expenditure on renewal or replacement needs and lower expenditure on new or upgraded assets.

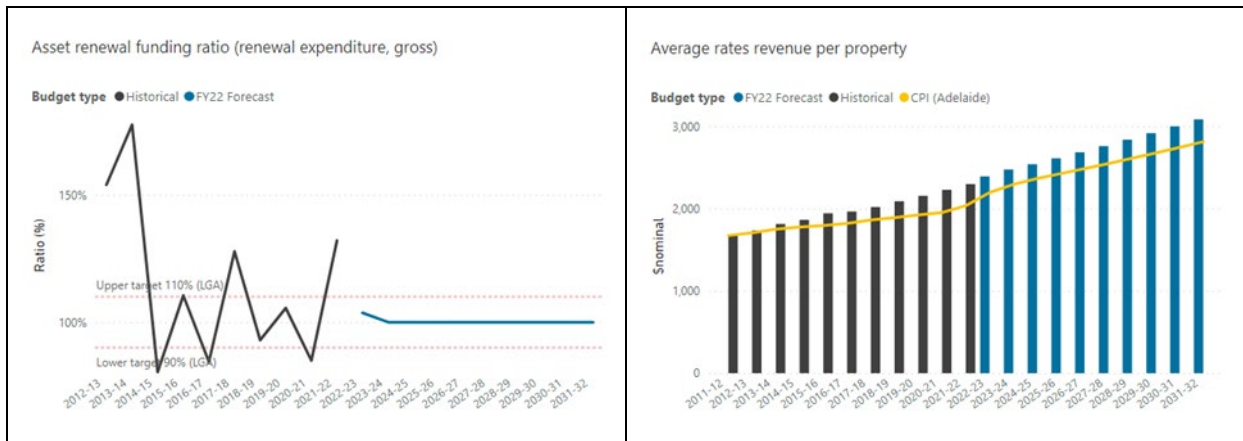
The Commission considers that there may be opportunities to achieve greater savings and efficiencies in its recurrent budget and encourages the Council to review and report on this. This includes a review of the asset-related assumptions feeding into its estimated depreciation expenses. In general, a focus on cost constraint should help the Council to identify opportunities to reduce any affordability risk emerging for residential ratepayers, who bear most of the rate burden.

The Commission has also made various recommendations to the Council in relation to the development of its asset management plans (AMPs), and the disclosure of information in its annual business plan. These recommendations, if accepted and acted upon, should improve the transparency of the Council’s financial plans and decision-making processes.

The charts below of the Council’s past and projected operating surplus ratio, net financial liabilities ratio, asset renewal funding ratio, and average rate revenue per property, together support the Commission’s findings. The ‘heat map’ diagram on the next page summarises the Commission’s findings with reference to whether the Council has met the suggested Local Government Association (LGA) target ranges for the three main financial sustainability indicators¹⁰ and the level of cost control and affordability risk identified for the Council over time.



¹⁰ The suggested LGA target ranges for the ratios are discussed in more detail in the attachment.



Summary of the Adelaide Hills Council's financial sustainability performance and the Commission's risk assessment

Financial sustainability indicators:	Last 10 years from 2011-12 (Actual performance)	2021-22 estimate	Next 10 years from 2022-23 (Council forecasts)
Operating surplus ratio (target 0- 10%)	Ratio within target range, on average, with mostly operating surpluses	Ratio forecast to continue to be met	
Net financial liabilities ratio (target 0-100%)	Ratio met historically and in forecast period		
Asset renewal funding ratio (target 90-110%)	Ratio above target range on average to 2021-22		Ratio to meet target range in forecast period
Identified Risks:			
Cost control risk	Operating expenses per property average growth 3.2% p.a. to 2020-21 (CPI 1.7%)	Low cost growth (relative to inflation)	Operating expenses per property average growth forecast 2.6% p.a. to 2031-32, below CPI (2.8%)
Affordability risk	Rate revenue per property average growth 3.2% p.a. to 2020-21 and high residential rates but with positive capacity to pay indicators	High rates increase	Projected rate revenue per property average growth 2.9% p.a. on high rate levels to 2031-32

- Ratio outside suggested LGA target range or higher risk
- Ratio close to suggested LGA target range or medium risk
- Ratio within suggested LGA target range or lower risk

2.2 Detailed advice findings

The next sections summarise the Commission's more detailed observations and advice findings regarding the Adelaide Hills Council's material changes to its 2022-23 plans (compared with the

previous year's plans), its financial sustainability (in the context of its long-term operating performance, net financial liabilities, and asset renewals expenditure) and its current and projected rate levels.

In providing this advice, the Commission has followed the approach it previously explained in the Framework and Approach – Final Report (F&A). The attachment explores these matters further.¹¹

2.2.1 Advice on material plan amendments in 2022-23

The Adelaide Hills Council's 2022-23 LTFP includes increases to the following financial items to 2030-31, compared with the 2021-22 LTFP forecasts:¹²

- ▶ Employee costs are forecast to increase by 5.1 percent in total over the projected years, due to higher inflation and increases to superannuation.
- ▶ Capital expenditure on new and upgraded assets are forecast to increase by \$14.5 million, driven by increases in expenditure on buildings, roads, and stormwater assets.
- ▶ Revenue for new and upgraded assets has increased by \$2.1 million due to an increase in grants revenue of \$2 million for 2022-23 only.

The Commission notes that the Adelaide Hills Council's revisions to its operating income and operating expense forecasts, and other expenditure and revenues, are consistent with its revised forecasts for higher inflation.

In the current inflationary environment, the assumptions concerning price rises over the next 10 years will require annual review, particularly given the potential for higher short-term inflation before a return to long run averages. However, the Commission notes that the Council should still endeavour to find savings in real terms to reduce any inflationary impact on its community. To these ends, the Commission has found that it would be appropriate for the Council to:

1. **Continue** to review its inflation forecasts in its budget each year.
2. **Focus** on constraining cost growth in its budgeting, where possible, particularly related to employee expenses.

Concerning the significant revisions to its planned capital expenditure, the Commission notes that the Council has not yet adopted AMPs for buildings¹³ and stormwater infrastructure. In total, the Council had around \$66 million in building assets and \$44 million in stormwater assets on 30 August 2021, representing around 11 and 7 percent of its total asset value respectively.¹⁴

The Council's Annual Business Plan 2022-23 states that the Council will conduct ongoing management, maintenance and replacement planning of public infrastructure including stormwater.¹⁵ The Council is scheduled to complete the Stormwater Management Plan by April 2023 after completing three

¹¹ The attachment will be available on the Commission's website with the advice.

¹² The overlapping forecast period in both LTFPs.

¹³ Adelaide Hills Council, *Annual Business Plan 2021-22*, July 2021, p. 12, available at <https://www.ahc.sa.gov.au/assets/downloads/council/Plans/Annual-Business-Plan/Annual-Business-Plan-2021-22.pdf>.

¹⁴ Adelaide Hills Council, *2020-21 Financial Statements*, p. 22, available at <https://www.ahc.sa.gov.au/assets/downloads/council/Reports/Annual-Reports/Annual-Report-2020-21-Final.pdf>.

¹⁵ Adelaide Hills Council, *Annual Business Plan 2022-23*, July 2022, p. 9, available at <https://www.ahc.sa.gov.au/assets/downloads/council/Plans/Annual-Business-Plan/Annual-Business-Plan-2022-23.pdf>.

consultation stages.¹⁶ It is also undertaking community consultation on its draft AMP for Community Wastewater Management Systems (CWMS).

Noting the legislative requirement to develop and adopt an IAMP relating to the management and development of its infrastructure and major assets for at least 10 years,¹⁷ the Commission has found that it would be appropriate for the Adelaide Hills Council to:

3. **Complete** the asset management plan for building assets and consider potentially other assets not currently covered by a plan (such as sport and recreation facilities), with consideration of desired service levels, as appropriate.
4. **Complete** its planned Stormwater Asset Management Plan, with consideration of desired service levels, as appropriate.
5. **Finalise** its Community Wastewater Management System Asset Management Plan and reflect related cost changes in the 2023-24 Long-term Financial Plan, to include input from the community, including desired service levels.

2.2.2 Advice on financial sustainability

Operating performance

The Council's operating surplus ratio¹⁸ averaged 0.7 percent over the 10 years to 2020-21 and is forecast to continue to remain at a modest surplus level. The Council has estimated an average ratio of 1.3 percent to 2031-32 in its 2022-23 LTFFP, with total income projected to continue to be marginally higher than total expenses. The Commission notes that the Council has sought to avoid running excessive operating surpluses, which demonstrates prudent financial management, in the context of the growth in expenses experienced.

In the 10 years to 2020-21, the Council's average annual increase in expenses per property was 3.2 percent, with 0.5 percent average annual growth in property assessments.¹⁹ This compares with average annual inflation of 1.7 percent. Operating income per property grew by an average of 3.6 percent per annum.

The expense growth was underpinned by average annual growth of 4.9 percent in employee expenses (with full time equivalent numbers increasing by 2.3 percent per annum) and 3.5 percent growth in depreciation expenses.

Looking forward, the Council is projecting lower average expense and income per property growth of 2.6 and 2.7 percent per annum respectively (to 2031-32). This is lower than RBA-based forecast Consumer Price Index (CPI) inflation growth (2.8 percent) and assumes continued growth in rateable property numbers averaging 0.5 percent each year.²⁰

¹⁶ Refer: <https://engage.ahc.sa.gov.au/draft-stormwater-management-plan-aldgate-bridgewater-crafers-and-stirling>.

¹⁷ LG Act s122 (1a).

¹⁸ The operating surplus ratio is defined as: Operating Surplus (Deficit) ÷ Total Operating Income. The general target is to achieve, on average over time, an operating surplus ratio of between zero and 10 percent (Local Government Association of South Australia, *Financial Sustainability Information Paper 9 - Financial Indicators Revised*, May 2019 (LGA SA Financial Indicators Paper), p. 6).

¹⁹ Based on the compound average annual growth rate formula (which is the adopted approach to calculating average annual growth rates throughout the Commission's advice).

²⁰ The forecast average annual growth in the CPI from 2022-23 to 2031-32 is estimated to be 2.8 percent based on the RBA forecasts for the CPI (Australia-wide) to June 2025 (and the Commission's calculations of average annual percentage growth) and the midpoint of the RBA's target range (2.5 percent) from 2025-26.

The Council identified that it would undertake a strategy to manage its operating performance efficiently.²¹ Therefore, the Commission considers that the Council should be well placed to:

6. **Report** its actual and projected cost savings in its annual budget, to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.

Net financial liabilities

The net financial liabilities ratio has ranged between 34 and 60 percent between 2011-12 and 2021-22. This is within the suggested LGA target range of 0 to 100 percent.²² It will continue to meet the suggested LGA target range under its 2022-23 LTFP forecasts (forecast to average 51 percent to 2031-32). The Council's total borrowings and liabilities are forecast to increase significantly until 2026-27, and then decrease moderately for the remainder of the LTFP period.

Asset renewals expenditure

While showing some volatility from year to year, the Council's asset renewal funding ratio²³ has averaged 113 percent between 2012-13 and 2020-21.²⁴ This is above the suggested LGA target range (between 90 to 110 percent) suggesting that the Council has spent more on the renewal of its assets than its IAMPs have recommended. Average spending on the renewal of assets averaged \$9.1 million per annum over this period.

In 2013-14, the ratio spiked at 178 percent with the Council seeking to address an infrastructure renewal backlog with higher renewal expenditure (\$12.3 million in that year in nominal terms).²⁵ However, in the five years to 2021-22, the ratio averaged 109 percent, which is back within the suggested LGA target range.

The Council is forecasting its asset renewal funding ratio to continue to perform within the suggested LGA target range (and remain at 100 percent) to 2031-32. Average spending on the renewal of assets will be \$11.5 million, compared with \$3.1 million on new and upgraded assets.

The Council's depreciation expenses, which should represent the rate of asset consumption, are forecast to continue to exceed its renewal spending in forward projections. Higher depreciation forecasts may lead to higher than necessary levels of rates since the Council incorporates the estimates into its expense projections which in turn, impacts its operating balance.

To ensure a closer alignment between depreciation expenses and asset renewals expenditure over the longer term, it would be appropriate for the Council to:

7. **Review** the estimates of asset lives and valuations feeding into the forecast rate of asset consumption in its long-term financial plan and asset management plans.

²¹ Adelaide Hills Council, *Annual Business Plan 2022-23*, July 2022, p. 30.

²² The net financial liabilities ratio is defined as: Net financial liabilities ÷ Total operating income. This ratio measures the extent to which a council's total operating income covers, or otherwise, its net financial liabilities. The suggested LGA target range is between zero and 100 percent of total operating income, but possibly higher in some circumstances (LGA SA Financial Indicators Paper, pp. 7-8).

²³ Since 2013, the asset renewal funding ratio has been defined as: Asset Renewal Expenditure ÷ IAMP Renewal Expenditure. The suggested LGA target range for the ratio is 90 to 110 percent. Ideally, this ratio will show the extent to which a council's renewal or replacement expenditure matches the need for this expenditure, as recommended by the plan.

²⁴ The ratio was reported from 2012-13.

²⁵ Adelaide Hills Council, *2013-14 Annual Report*, p. 3, available at <https://www.ahc.sa.gov.au/assets/downloads/council/Reports/Annual-Reports/COUNCIL-Annual-Report-2013-2014.pdf>.

2.2.3 Advice on current and projected rate levels

The Council's rate revenue growth has averaged 3.2 percent, or \$62 per annum for each property over the past 10 years,²⁶ compared with average annual CPI growth of 1.7 percent over this period.²⁷

The Council budgeted for an average rate increase of 4.9 percent or \$110 for its existing ratepayers in 2022-23,²⁸ in line with its 2022-23 LTFP projections. To 2031-32, the Council's average projected growth in rates revenue per rateable property is 2.9 percent per annum.²⁹ This is in line with the RBA-based forecast.

Affordability risk among the community for the further rate increases appears relatively low, based on a range of factors, including the existing non-residential rate levels, an assessment of the economic resources available to the community³⁰ and the community survey results which indicated some support for the rate increases in 2022-23.³¹ Based on the Council's survey concerning its 2022-23 operating budget (including the rate contributions), 70 percent of community respondents either supported the budget (25 percent) or were neutral towards it (45 percent). Around one third (30 percent) opposed it.³² The Commission notes that the number of survey responses were relatively low.

However, one of the respondents did also raise concern about the Council's proposed maximum rate increase of 15 percent (as a cap) being too high, especially relative to the average rate increase (4.9 percent).³³

The current economic environment is putting more pressure on most communities' capacity to pay for further rate increases. Therefore, despite the strong socioeconomics of the area and the level of neutrality and support for its 2022-23 budget, on balance, the Commission considers that it would be appropriate for the Council to:

8. **Review** and consider limiting future increases above inflation on its residential rates to help reduce any emerging affordability risk in the community.
9. **Review** the rationale for the quantum of any maximum rate increase (or cap) it seeks to impose (currently at 15 percent) in its next annual business plan, with consideration of the community's capacity to pay for higher increases.

²⁶ From 2011-12 to 2020-21.

²⁷ CPI (All groups). Average annual growth in the LGPI published by the South Australian Centre for Economic Studies was similar (at 1.9 percent) to CPI growth over this period. Available at <https://www.adelaide.edu.au/saces/economic-and-social-indicators/local-government-price-index>.

²⁸ Adelaide Hills Council, *Annual Business Plan 2022-23*, July 2022, p. 35. Individual rate level changes may be higher or lower depending on the rates category and property value.

²⁹ Since the Council does not provide the estimation number of rateable properties, the Commission extrapolated the numbers based on 'rates growth of new development' as shown in the indexation forecasts.

³⁰ The Adelaide Hills Council area is ranked 71 among 71 South Australian 'local government areas' (including Anangu Pitjantjatjara and Maralinga Tjarutja Aboriginal community areas and 'unincorporated SA') on the Australian Bureau of Statistics Socio-Economic Indexes for Areas Index of Economic Resources (2016), where a lower ranking (eg, 1) denotes relatively lower access to resources in general, compared with other areas, available at: <https://www.abs.gov.au/ausstats/subscriber.nsf/log?openagent&2033055001%20-%20lga%20indexes.xls&2033.0.55.001&Data%20Cubes&5604C75C214CD3D0CA25825D000F91AE&0&2016&27.03.2018&Latest>.

³¹ Adelaide Hills Council, *Agenda for Special Council Meeting 14 June 2022: Item 7.1*, p. 27.

³² Adelaide Hills Council, *Agenda for Special Council Meeting 14 June 2022: Item 7.1. Draft Annual Business Plan 2022-23 Community Engagement Outcome Report*, p. 27, available at <https://www.ahc.sa.gov.au/assets/meetings/2022/06-June/special-council-meeting-14-jun-2022/agendas/220614-Special-Council-Agenda-PUBLIC.pdf>.

³³ Adelaide Hills Council, *Agenda for Special Council Meeting 14 June 2022: Item 7.1*, p. 27.

2.3 The Commission's next advice and focus areas

In the next cycle of the scheme, the Commission will review and report upon the Council's:

- ▶ ongoing performance against its LTFP estimates and relevant assumptions in its LTFP (including inflation)
- ▶ achievement of cost savings and efficiencies, and its reporting of these achievements
- ▶ completion and adoption of its AMPs for stormwater, CWMS and buildings and potentially other assets
- ▶ actions to address any misalignment between the capital expenditure on renewal/replacement of assets and the level of depreciation expenses in its LTFP and various AMPs, and
- ▶ actions to address the emerging affordability risks for residential ratepayers identified, including its policy on maximum rate increases.



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Appendix 2

Draft Capital Works Program 2023-24



Capital Works Program

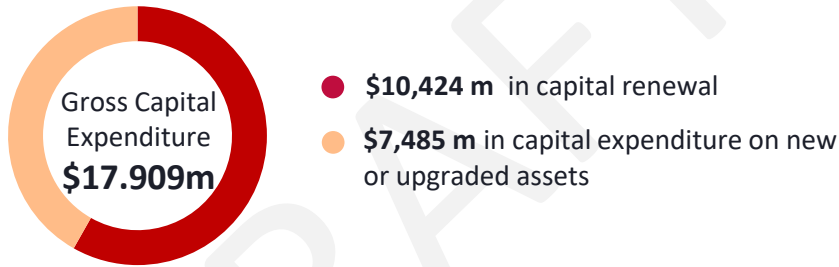
2023-24

DRAFT

Overview

The 2023-24 Capital Budget continues to focus on the renewal of infrastructure. The Council has in excess of \$600m (Current Replacement Values) of infrastructure assets that it manages, to ensure that our current and future communities have access to the ongoing services these assets provide.

This year our capital works program will include:



Strategic Initiatives (new and upgraded capital)

Within our *Annual Business Plan 2023-24*, we have identified specific Strategic initiatives which are specially funded and prioritised activities, projects and programs of work that are planned over the next three years. These generally relate to investment in upgrading or purchasing new assets and infrastructure.

Capital Renewal

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

Contents

3	Summary of Capital Expenditure		
4	Detailed Capital Expenditure by Asset Category		
4	Bridges	13	Other*
5	Buildings	15	Plant and Fleet
6	CWMS	16	Road Pavement
7	Footpaths	20	Road Seal
9	Information, Communication & Technology	27	Shoulders
10	Kerbing	28	Sport and Recreation (including Playgrounds)
11	Local Roads and Community Infrastructure Program (LRCIP)	29	Stormwater
12	Minor Plant & Equipment (including Library fittings)	30	Unsealed Roads

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

Renewal Summary

Asset Category	2023-24	LTFP Target	Variance to LTFP
	Allocation \$'000	Renewal \$'000	Fav/(Unfav) \$'000
Bridges	310	313	3
Buildings	360	550	190
CWMS	75	597	522
Footpaths	421	424	3
Kerb & Water	67	68	1
Local Roads & Community Instructure Program			
Other*	226	198	(28)
Road Pavement	2,080	1,618	(462)
Road Seal	1,995	1,992	(3)
Shoulders	284	284	0
Sport and Recreation (including Playgrounds)	240	554	314
Stormwater	115	113	(2)
Unsealed Roads	834	1,302	468
Plant and Fleet	1,844	1,844	0
Information, Communication & Technology	465	505	40
Minor Plant & Equipment (including Library)	60	62	2
Project Delivery Costs	1,048	1,048	0
TOTAL RENEWALS	10,424	11,472	1,048

Strategic initiatives (New & Upgraded Capital) Summary

Asset Category	2023-24 Allocation \$'000
Bridges	0
Buildings	2,243
CWMS	120
Footpaths	544
Kerb & Water	0
Local Roads & Community Instructure Program	
Other*	179
Road Pavement	1,310
Road Seal	1,200
Shoulders	0
Sport and Recreation (including Playgrounds)	236
Stormwater	445
Unsealed Roads	0
Plant and Fleet	405
Information, Communication & Technology	340
Minor Plant & Equipment (including Library)	0
Project Delivery Costs	463
TOTAL NEW & UPGRADED	7,485

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

Renewal

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
Stradbroke Road	Headwall Renewal	ROSTREVOR			
Avenue Road Bridge	Restoration Works - Corrosion protection, Repairs to concrete spalling, crack sealing, Steel Beam Restoration & Headwall/Superstructure Works	STIRLING			
Euston Road	Deck Drainage replacement	ALDGATE			
Kingsland Road	Flow capacity improvement and Waterway Clearance	ALDGATE			
Onkaparinga Road Bridge	Structural Concrete & Steel Repairs	BRIDGEWATER			
Euston Road	Deck Drainage replacement	ALDGATE			
Sires Road East Culvert	Sires Road East Culvert	KERSBROOK			
Checker Hill Road Culvert	Checker Hill Road Culvert	FORRESTON			
Spoehr Road Bridge	Spoehr Road Bridge	BALHANNAH			
PROGRAM PROPOSED		Totals ('000)	\$310	\$115	\$108

Buildings

Renewal

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
Gumeracha Depot Floor	The current workshop concrete floor and main building mezzanine level floor require replacement (Identified in 2022/23 Building Audit)	GUMERACHA			
Uraidla Hall Ceiling	Replacement of Ceiling (Identified in 2022/23 Building Audit)	URAILDA			
Randells Cottage	Undertake works to sustain building integrity	GUMERACHA			
Building Renewals	Allocations to be made following completion of building asset management plans	REGIONWIDE			
Building Renewals	Allocations to be made following completion of building asset management plans	REGIONWIDE			
PROGRAM PROPOSED		Totals ('000)	\$360		

New & Upgraded

ID	Project Description	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
B3005	CMP - Energy Upgrades, Battery & Efficiency Actions	50	50	
B4009	Building Upgrades - minor	133	158	162
B4042	Operational worksite review including forward planning	800	-1000	
C6001	Fabrik Activation Capital	1,060		
N2011	New Dog and Cat facility	200	270	
Totals ('000)		\$2,243	-\$522	\$162

Community Wastewater Management System (CWMS)

Renewal

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
Pump Renewals	Replacement to be reviewed on monitoring and performance	REGIONWIDE			
Control Cabinet (SCADA)	Renewal of control panel at Birdwood treatment plant.	BIRDWOOD			
Pump Renewal	Replacement to be reviewed on monitoring and performance investigation	REGIONWIDE			
Birdwood Gravity System	Gravity Main Upgrades (Lange Cres - Church Street)	BIRDWOOD			
PROGRAM PROPOSED		Totals ('000)	\$75	\$30	\$300

New & Upgraded

ID1	Project Description	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
B4011	CWMS Capacity Upgrades (Birdwood & Woodside gravity mains)	120	120	250
Totals ('000)		\$120	\$120	\$250

Renewal

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-26 Intended ('000)
Longwood Road	Spencer Street to Willow Road (LHS of Road as heading to Willow Road)	STIRLING			
Cricklewood Road	Longwood Road to Devonshire Road	HEATHFIELD			
School Road	School Road to End of School	LOBETHAL			
Onkaparinga Valley Road	Balhannah Oval to Oakbank Hotel (Stage 2)	OAKBANK			
Braeside Road, Stirling	Pepper Avenue to St Wilfred Ave	STIRLING			
Braeside Road, Stirling	Corner No 2 Braeside Road to No 44 Braeside Road	STIRLING			
Mount Barker Road	Design and renew Section from AM/PM to Garrod Place	STIRLING			
Whitewood	Whitewood to Access Rd & Fence	CRAFERS			
Onkaparinga Valley Road	Smith Street to 100m West	OAKBANK			
Ayers Hill Road	Laurel Road junction area	STIRLING			
Upper Sturt Road, Upper Sturt	No 73 Upper Sturt Road to Whitewood Drive	UPPER STURT			
Kurla Court	Junction Road to Corana Court (Renew with Concrete)	BALHANNAH			
Elizabeth St	Onkaparinga Valley to Pike Street	OAKBANK			
Pike Street	Onkaparinga Valley to Elizabeth Street	OAKBANK			
Mount Barker Road	Stirling to Aldgate Trail Sealed Section - Rejuvenation	ALDGATE			
Scott Creek Road	No 51 to 100m and Access Ramps	HEATHFIELD			
Various	To be allocated after Footpath Condition Audit 2023	REGION WIDE			
Various	To be allocated after Footpath Condition Audit 2023	REGION WIDE			
PROGRAM PROPOSED		TOTALS ('000)	\$421	\$402	\$403

New & Upgraded

ID	Project Name	Project Description	SUBURB	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
	New and Upgraded Footpaths			404	292	237
B1004	Junction Road	Junction Road Shopping Centre to Kurla - Asphalt	BALHANNAH			
	Junction Road	Onkaparinga Valley Rd to Shopping Centre Carpark	BALHANNAH			
	Ridge Road	Woodside Road to Top of Hill (ongoing wash away)	LOBETHAL			
	Copeland Street	Bartholomew to Shopping Centre Entry	LOBETHAL			
	Bartholomew Ave	Town Hall to Copeland Street	LOBETHAL			
	Reserve Ave	Kindergarten to Copeland Street	LOBETHAL			
	Tolmer Road	Gale Street to Retirement Village	WOODSIDE			
	Leslie Creek Road	Hall to West Terrace (Rubble)	MYLOR			
	Onkaparinga Valley Road	Recreational ground access to Amy Gillett (includes kerb)	WOODSIDE			
	Glover Street	Emma Street to Oval Gates	KERSBROOK			
	Morialta Road	Glen Stuart to Stradbroke Road	WOODFORDE			
	Shannon Court	Fielding Road to Onkaparinga Road - Rubble Access	BRIDGEWATER			
	2024-25 Program	Final Program to be set in 2024-25	REGION WIDE			
	Old Mount Barker Road	Pomona Road to Lesley Crescent	CRAFERS			
	Pike Street	John Street to Onkaparinga Valley Road	OAKBANK			
	Milan Terrace	Druid to Avenue	STIRLING			
	Scott Creek Road	Heathfield Road to existing asphalt.	HEATHFIELD			
	Glen Stuart	Access from Hamilton Hill to Link To Western Boundary with Campbelltown	WOODFORDE			
	Mill Road	Post Office Road to Entrance to Carpark via Pedestrian Bridge	LOBETHAL			
	2025-26 Program	Final Program to be set in 2025-26	REGION WIDE			
Wembley Avenue	Charlton Street to Strathalbyn Road	BRIDGEWATER				
	Recreation Trails & Cycling Routes Framework Implementation			140	140	160
B1007	Lobethal Bushland Park	Upgrade all paths in Lobethal Bushland Park	LOBETHAL			
	Signage	Upgrade signage of trails	REGIONWIDE			
	Trail Upgrade Program	Final detailed planning and timing being undertaken for future years	REGIONWIDE			
	Trail Upgrade Program	Final detailed planning and timing being undertaken for future years	REGIONWIDE			
			Totals ('000)	\$544	\$442	\$397

Renewal

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
General ICT Renewals	Mobility Devices, Telecommunication Systems upgrades, Cyber Security, Digital Hub Program Devices	REGIONWIDE			
General ICT Renewals	Microwave Radio Equipment, Mobility Devices, Cloud Migration O365, Cyber Security, Digital Hub Program Devices, Corporate Systems Upgrades	REGIONWIDE			
General ICT Renewals	MDF and Scanning Equipment, Mobility Devices, Digital Hub Program Devices, Corporate Systems Upgrades	REGIONWIDE			
PROGRAM PROPOSED		Totals ('000)	\$465	\$619	\$451

New & Upgraded

ID	Project Description	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
B4006	Asset management - Confirm Web and Connect Licenses and Field Devices	40		
O5007	Customer Relationship Management (CRM) System upgrade	300	340	
Totals ('000)		\$340	\$340	\$0

Renewal

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-26 Intended ('000)
Wandilla Drive	Replace Heritage Kerbing	ROSTREVOR			
Avenue Road	Failed section Steamroller Park	STIRLING			
Various	Renewal of Kerb in line with reseal program	REGIONWIDE			
Various	Renewal of Kerb in line with reseal program	REGIONWIDE			
Various	Renewal of Kerb in line with reseal program	REGIONWIDE			
	PROGRAM PROPOSED	Totals ('000)	\$67	\$100	\$100

Renewal

Asset type	Project Description	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
Totals ('000)				

To be confirmed

New & Upgraded

ID	Project Description	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
Totals ('000)				

Minor Plant and Equipment

Renewal

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-26 Intended ('000)
Minor Plant - Small Plant	Minor Plant - Small Plant items				
Minor Plant - Other					
Furniture & Fittings Council	Fixtures and Furniture				
Furniture & Fittings - Library	Fixtures and Furniture				
Minor Plant - Small Plant	Minor Plant - Small Plant items				
Minor Plant - Other					
Furniture & Fittings Council	Fixtures and Furniture				
Furniture & Fittings - Library	Fixtures and Furniture				
Minor Plant - Small Plant	Minor Plant - Small Plant items				
Minor Plant - Other					
Furniture & Fittings Council	Fixtures and Furniture				
Furniture & Fittings - Library	Fixtures and Furniture				
Minor Plant - Small Plant	Minor Plant - Small Plant items				
Minor Plant - Other					
Furniture & Fittings Council	Fixtures and Furniture				
Furniture & Fittings - Library	Fixtures and Furniture				
PROGRAM PROPOSED		Totals ('000)	\$60	\$62	\$63

Renewal

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
Street Litter Bin Replacement	Ongoing cage replacement	REGIONWIDE			
Bus Shelter Replacement	Replace 3 Shelters - Stradbroke Road, Hooper Rd Mylor, Greenhill Road Stop No. 19B- Renewal	REGIONWIDE			
Retaining Wall	Whitewood Road Upper Sturt Road	STIRLING			
Retaining Wall	Onkaparinga Valley Road (Footpath)	BALHANNAH			
Retaining Wall	Wooribinda Reserve Fence & Retaining Wall - Open Space Support	STIRLING			
Fence Renewal Program	Argyle Court - Renew existing pine wall	ROSTREVOR			
Fence Renewal Program	Upper Sturt Road - Whitewood Road	UPPER STURT			
Cemetery Renewal Program	Renewal cemeteries to meet legislative requirements. Community expectations and safety.	REGIONWIDE			
Safety Barrier Renewal	1231 Montecute Road	MONTACUTE			
Safety Barrier Renewal	Knotts Hill Road	BASKET RANGE			
Safety Barrier Renewal	Bridge Barrier Renewals per AMP	REGIONWIDE			
Corporate Signs	Replacement of Council Reserve Signs	REGIONWIDE			
Street Furniture Renewals	Seats and Benches	REGIONWIDE			
Street Litter Bin Replacement	Ongoing cage replacement	REGIONWIDE			
Bus Shelter Replacement	Greenhill Road/Collins Hill Road - Uraidla	URAILDLA			
Bus Shelter Replacement	Various outdated Shelters identified for renewals	REGIONWIDE			
Retaining Wall	Heathfield & Gumeracha Depots	HEATHFIELD			
Retaining Wall	To be allocated after yearly inspection and investigations undertaken	REGIONWIDE			
Fence Renewal Program	Arkaba Road	UPPER STURT			
Fence Renewal Program	Fencing allocations to be allocation following inspections	REGIONWIDE			
Cemetery Renewal Program	Renewal cemeteries to meet legislative requirements. Community expectations and safety.	REGIONWIDE			
Safety Barrier Renewal	Bridge Barrier Renewals per AMP	REGIONWIDE			
Safety Barrier Renewal	Replacement of Substandard Barrier Ends	REGIONWIDE			
Corporate Signs	Replacement of Council Reserve Signs	REGIONWIDE			
Street Furniture Renewals	Seats and Benches	REGIONWIDE			

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
Street Litter Bin Replacement	Ongoing cage replacement	REGIONWIDE			
Bus Shelter Replacement	Various outdated Shelters identified for renewals	REGIONWIDE			
Retaining Walls	Retaining Wall allocations to be allocated following inspections	REGIONWIDE			
Fence Renewal Program	Fencing allocations to be allocation following inspections	REGIONWIDE			
Cemetery Renewal Program	Renewal cemeteries to meet legislative requirements. Community expectations and safety.	REGIONWIDE			
Safety Barrier Renewal	Safety Barrier allocations to be allocation following inspections	REGIONWIDE			
Corporate Signs	Replacement of Council Reserve Signs	REGIONWIDE			
Retaining Wall	Heathfield Depot	HEATHFIELD			
Street Furniture Renewals	Seats and Benches	REGIONWIDE			
	PROGRAM PROPOSED	Totals ('000)	\$226	\$242	\$246

New & Upgraded

ID	Project Name	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
B1003	New Bus Shelter Installation Program	20		
B1009	DDA Upgrades Minor access upgrades region wide (compliance)	21	21	21
B4010	Cemetery upgrades	40	41	42
B4050	Merchants Hill Retaining Wall	48		
C1004	Libraries print release and photocopy service		7	7
C5003	Actions from adoption of Aboriginal Place naming Action Plan	5	5	5
E2001	Review and upgrade Council signage and branding	15	5	
N4002	Kerbside bin system collection frequency change and rural FOGO trial	30		
	Totals ('000)	\$179	\$79	\$75

TBC – To be confirmed

Renewal

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
Heavy Plant					
P306	Caterpillar 305E2 excavator	HEATHFIELD			
P416	Caterpillar 246D Skid Steer Loader	HEATHFIELD			
P417	Caterpillar 246D Skid Steer Loader	GUMERACHA			
P512	Caterpillar 120M Motor Grader	GUMERACHA			
P704	Dynapac Double Drum Roller	GUMERACHA			
P705	Dynapac Double Drum Roller	HEATHFIELD			
P918	Toro Zmaster 7000 ride on	HEATHFIELD			
P1017	Isuzu NPR 300 Tipper	HEATHFIELD			
P1021	Hino 300 Tipper	HEATHFIELD			
P1615	Hydralada Maxi 640	HEATHFIELD			
T84	Maintenance Trailer	GUMERACHA			
T85	Hydra ladder Trailer	HEATHFIELD			
P7006	Vermeer Mighty Mole V250	HEATHFIELD			
Light Fleet	20 -21 Vehicles	REGIONWIDE			
Heavy Plant					
P415	Liebherr Loader	HEATHFIELD			
P703	Ezi-Roll	WOODSIDE			
P806	Free roll with controller system	GUMERACHA			
P809	Free roll 11 Wheel complete	HEATHFIELD			
P919	John Deere 1570 Front Deck	HEATHFIELD			
P1023	Hino 817 Medium 4x4 Truck	HEATHFIELD			
P1616	Vermeer BC1200XL Wood chipper	HEATHFIELD			
P1714	Mosa GE60 SXEAS Generator	WOODSIDE OFFICES			
P1720	Generator attached to T63 for CWMS	GUMERACHA			
T54	Ingersoll Rand Trailer Gumeracha	GUMERACHA			
Light Fleet	20 -21 Vehicles	REGIONWIDE			
Heavy Plant					
P513	John Deere 670G Earth Moving Grader	WOODSIDE			
P1024	Isuzu NPR 65-190 MBW Tipper	HEATHFIELD			
P1134	Mitsubishi Fuso Fighter 1627 XLWB	HEATHFIELD			
P1719	Generator-Stirling Office	STIRLING			
Light Fleet	20 -21 Vehicles	REGIONWIDE			
	PROGRAM PROPOSED	Totals ('000)	\$1,844	\$1,431	\$1,725

New & Upgraded

ID	Project Description	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
B4015	Installation of further Electric Vehicle charging stations	125		
B4016	Purchase of Electric Vehicles cars for fleet	240		
B4052	Renew fuel monitoring and delivery system		40	
O1005	GPS for Operational Vehicles	40		
	Totals ('000)	\$405	\$40	

Road Pavement

Renewal

**Note: the intended program is subject to change based on asset condition audit currently underway*

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
Major Patching for Future Reseal					
Carey Gully Road, Carey Gully	Gum Flat Road to Muller Road	CAREY GULLY			
Carey Gully Road, Carey Gully	Muller Road to Rangeview Drive	CAREY GULLY			
Ebenezer Place, Gumeracha	Albert Street to Ebenezer Place Cul de sac Junction	GUMERACHA			
Ebenezer Place, Gumeracha	Cul de sac to Ivan Drive	GUMERACHA			
Hill Road, Kersbrook	Powell Road to Mewett Road	KERSBROOK			
Ivan Drive, Gumeracha	Ebenezer Place to End of Road	GUMERACHA			
Kenton Terrace, Gumeracha	Victoria Street to John Fisher Avenue	GUMERACHA			
Millar Road, Lower Hermitage	Lower Hermitage Rd to End of Cul-de-sac	LOWER HERMITAGE			
Mount Bold Road, Bradbury	Permanent Survey Mark 662714318 to Permanent Survey Mark 66272596	BRADBURY			
Pound Road, Ashton	Marble Hill Road to Osborne Road	ASHTON			
Salem Court, Gumeracha	John Fisher Avenue to End of Road	GUMERACHA			
Schuberts Road, Lobethal	Mount Torrens Rd to Schocroft Rd	LOBETHAL			
Schuberts Road, Lobethal	Schocroft Road to Kenton Valley Road	LOBETHAL			
Smokes Hill Road, Summertown	Bonython Road to Between 47 & 32 RP Marker	SUMMERTOWN			
Teakles Road, Charleston	Pfeiffer Road to End of Seal	CHARLESTON			
Verrall Road, Upper Hermitage	Range Road North to Intersection of Verrall Road (opposite RA 28)	UPPER HERMITAGE			
Willow Lane, Stirling	Mount Barker Road to End of Road	STIRLING			
Partial Renewal/Heavy Patch Program					
Copeland Street	Reserve Ave to 80m	LOBETHAL			
Hunters Road, Basket Range	Lobethal Road to Knotts Hill Road	BASKET RANGE			
Knotts Hill Road, Basket Range	Rural Property Address 49 to Hunters Road	BASKET RANGE			
Knotts Hill Road, Marble Hill	Pound Road to Rural Property Address 49	MARBLE HILL			
Lower Hermitage Road, Lower Hermitage	Rural Property Address 278 to Rural Property Address 38	LOWER HERMITAGE			
Marble Hill Road	Lobethal Road to Debneys Road	ASHTON			
Woods Hill Road, Norton Summit	Ridge Track to Lobethal Road	NORTON SUMMIT			
Full Pavement Renewal					
Longwood Road	Willow Close to Hender Road - Heavy Patch & Seal	LENSWOOD			
Tiers Road	Baldocks to Woodroffe Road (subject to Special Local Roads Funding)	WOODSIDE			
Pavement Investigations					
Region Wide	Various Pavement Investigations	REGIONWIDE			
Fox Creek Road	Pavement Investigation for Pavement & Seal Renewal - Various	CUDDLEE CREEK			

Renewal *Continued...*

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-26 Intended ('000)
Major Patching for Future Reseal					
Beadnell Crescent	Towers Rd to Ayr Street	BRIDGEWATER			
Bennetts Road	Onkaparinga Valley Road to End of Road	MOUNT TORRENS			
Gould Road	Mount Barker Road to Garrod Road	STIRLING			
Marble Hill Road	Lobethal Road to Debneys Road	ASHTON			
Nicholls Road	Colonial Drive to Valley View Road	NORTON SUMMIT			
Paratoo Road	Wakefield Court to Braeside Road	ALDGATE			
Paratoo Road	Azalea Place to Wakefield Court	ALDGATE			
Paratoo Road	Snows Road to Azalea Place	ALDGATE			
Suffolk Road	Beverley Road to Rugby Road	ALDGATE			
The Crescent	The Crescent to Piccadilly Road	CRAFERS			
Walker Street	Howe Street to End	PICCIADILY			
Walker Street	Old Mount Barker Road to Howe	PICCIADILY			
Quarry Road	Harrison Road to Woodside Road (S Bend Section)	WOODSIDE			
Partial Renewal/Heavy Patch Program					
Deviation Road	210m before Boundary Drive to Boundary Road	CAREY GULLY			
Kingsland Road	Strathalbyn Road to Edgeware Road	ALDGATE			
Leslie Road	Rural Property Address 90 to Swamp Road	LENSWOOD			
Lower Hermitage Road	Rural Property Address 385 to Rural Property Address 437	LOWER HERMITAGE			
Marble Hill Road, Ashton	Linder Avenue to Debneys Road	ASHTON			
Deviation Road	210m before Boundary Drive to Boundary Road	CAREY GULLY			
Partial / Full Pavement Renewal					
Longwood Road	Hender Road to Heathfield High	HEATHFIELD			
Fox Creek Road	Lobethal Road to RPA 303 Fox Creek Road	CUDDLEE CREEK			
Pavement Investigations/ Design					
Region Wide	Investigate and pavement design for renewal of Beasley Road, Heathfield Road to Sturt Valley Road	REGIONWIDE			
Various	To be allocated after 2023 road condition survey undertaken - partial Renewal and Major Patch	REGIONWIDE			

Renewal *Continued...*

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-26 Intended ('000)
Major Patching for Future Reseal					
Allendale Grove	Jacaranda Drive to Cul de sac (likely to required pavement works)	WOODSIDE			
Beasley Road	Wenzel to 200m North of Beasley Int Only	BALHANNAH			
Bradshaw Road	Piccadilly Road to Davidson Avenue	CRAFERS			
Bradshaw Road	Davidson Avenue to Millar Avenue	CRAFERS			
Charlick Road	Wyly Lane to Gulfview Street	CRAFERS WEST			
Emmet Road	Hillcrest Ave to End of Road	CRAFERS WEST			
Grevillea Way	Jacaranda Drive to Banksia Court	WOODSIDE			
Milford Avenue	Twin Street to Pine Street	STIRLING			
Miller Road	Schapel Road to Staffords Road	LOBETHAL			
Quarry Road	Harrison Road to Woodside Road (S Bend Section)	WOODSIDE			
Smiths Road	Lobethal Road to Masons Road	FOREST RANGE			
Suffolk Road	Beverley Road to Rugby Road	CAREY GULLY			
Wenzel Road	Beasley to 200m West of Wenzel - P & R Int Only (Seal 25/26)	BALHANNAH			
Partial Renewal/Heavy Patch Program					
Merrion Terrace	Vista Terrace to Alta Crescent	STIRLING			
Merrion Terrace	Alta Crescent to Mount Barker Road	LOBETHAL			
Miller Road	Schapel Road to Staffords Road	LOBETHAL			
Miller Road	Rural Property Address 140 to Schapel Road	LOBETHAL			
Jacaranda Drive	Allendale Grove to Sandalwood Drive (likely to require pavement works)	WOODSIDE			
Jacaranda Drive	Onkaparinga Valley Road to Start Pavers (likely to require pavement works)	WOODSIDE			
Milan Terrace	Twin Street to Oakbank Street	STIRLING			
Military Road	Nairne Woodside Road to change of seal	WOODSIDE			
2025-26 Program	Future Allocation following Road Data Condition Audit and AMP Review	REGIONWIDE			
Full Pavement Renewal					
Sturt Valley Road	Sturt Grove to Heather - Change of Seal	LONGWOOD			
Longwood Road	Heathfield Highschool to Heathfield Road	LONGWOOD			
Pavement Investigations/ Design					
Region Wide	Investigate and pavement design for renewal of Beasley Road, Heathfield Road to Sturt Valley Road	REGIONWIDE			
PROGRAM PROPOSED		Totals ('000)	\$2,080	\$1,071	\$1,540

New & Upgraded

ID	Project Name	Project Description	SUBURB	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-26 Intended ('000)
B4014	Road Safety Program including co-contribution to Road Blackspot			1,310	158	158
	Safety upgrades	Fox Creek and Jones Road Blackspot shoulder sealing	ASHTON			
	Safety upgrades	Determined by future annual crash analysis across the road network	REGIONWIDE			
	Safety upgrades	Determined by future annual crash analysis across the road network	REGIONWIDE			
			Totals ('000)	\$1,310	\$158	\$158

Renewal

**Note: the intended program is subject to change based on asset condition audit currently underway*

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
Anya Crescent, Summertown	Lorikeet Way to Cul de sac	SUMMERTOWN			
Anya Crescent, Summertown	Cummins Drive to Lorikeet Way	SUMMERTOWN			
Bird In Hand Road, Woodside	Rural Property Address 487 to Burnley Road	WOODSIDE			
Bird In Hand Road, Woodside	Hiscocks Road to Rural Property Address 487	WOODSIDE			
Bird In Hand Road, Woodside	Rural Property Address 86 to Reefton Road	WOODSIDE			
Bird In Hand Road, Woodside	Drummond Road to Rural Property Address 86	WOODSIDE			
Bird In Hand Road, Woodside	Reefton Road to Donoghue Road	WOODSIDE			
Bird In Hand Road, Woodside	Burnley Road to Warmington Run	WOODSIDE			
Bird In Hand Road, Woodside	Donoghue Road to Landara Road	WOODSIDE			
Bird In Hand Road, Woodside	Landara Road to Hiscocks Road	WOODSIDE			
Bowden Street, Kersbrook	Kent Road to End of Road	KERSBROOK			
Bridge Street, Bridgewater	Charlton Street to End of Road	BRIDGEWATER			
Carey Gully Road, Carey Gully	Gum Flat Road to Muller Road	CAREY GULLY			
Carey Gully Road, Carey Gully	Muller Road to Rangeview Drive	CAREY GULLY			
Carey Gully Road, Mount George	Fowler Road	MOUNT GEORGE			
Cummins Drive, Summertown	Anya Crescent to End of Road	SUMMERTOWN			
Cummins Drive, Summertown	Greenhill Road to Anya Crescent	SUMMERTOWN			
Dell Road, Stirling	Pepper Avenue to End of Road	STIRLING			
Ebenezer Place, Gumeracha	Albert Street to Ebenezer Place Cul de sac Junction	GUMERACHA			
Ebenezer Place, Gumeracha	Cul de sac to Ivan Drive	GUMERACHA			
Edwards Hill Road, Lenswood	Coldstore Road to Guy Place	LENSWOOD			
Edwards Hill Road, Lenswood	Guy Place to Mawson Road	LENSWOOD			
Hill Road, Kersbrook	Powell Road to Mewett Road	KERSBROOK			
Hunters Road, Basket Range	Lobethal Road to Knotts Hill Road	BASKET RANGE			
Ivan Drive, Gumeracha	Ebenezer Place to End of Road	GUMERACHA			

Renewal

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-26 Intended ('000)
Jamieson Street, Forreston	Forreston Road to End of Road	FORRESTON			
Kenton Terrace, Gumeracha	Victoria Street to John Fisher Avenue	GUMERACHA			
Knotts Hill Road, Basket Range	Rural Property Address 49 to Hunters Road	BASKET RANGE			
Knotts Hill Road, Marble Hill	Pound Road to Rural Property Address 49	MARBLE HILL			
Levett Road, Kersbrook	Smith Road to End of Seal	KERSBROOK			
Lorikeet Way, Summertown	Anya Crescent to End of Road	SUMMERTOWN			
Lower Hermitage Road, Lower Hermitage	Rural Property Address 278 to Rural Property Address 385	LOWER HERMITAGE			
Millar Road, Lower Hermitage	Lower Hermitage Rd to End of Cul-de-sac	LOWER HERMITAGE			
Mount Bold Road, Bradbury	Permanent Survey Mark 662714318 to Permanent Survey Mark 66272596	BRADBURY			
Mount Bold Road, Bradbury	Terrara Lane to Gurrs Road	BRADBURY			
Mount Bold Road, Bradbury	Rural Property Address 252 to Permanent Survey Mark 662714318	BRADBURY			
Mount Bold Road, Bradbury	Gurrs Road to Rural Property Address 252	BRADBURY			
Pike Street, Oakbank	Elizabeth Street to End	OAKBANK			
Pound Road, Ashton	Marble Hill Road to Osborne Road	ASHTON			
Raymonds Road, Marble Hill	Sutherland Road to End of Seal	MARBLE HILL			
Salem Court, Gumeracha	John Fisher Avenue to End of Road	GUMERACHA			
Smokes Hill Road, Summertown	Bonython Road to Between 47 & 32 RP Marker	SUMMERTOWN			
Verrall Road, Upper Hermitage	Range Road North to Intersection of Verrall Road	UPPER HERMITAGE			
Willow Lane, Stirling	Mount Barker Road to End of Road	STIRLING			
Woods Hill Road, Norton Summit	Ridge Track to Lobethal Road	NORTON SUMMIT			
Worden Road, Mount George	Muller Road to Carey Gully Road	MOUNT GEORGE			
Alderley Road, Aldgate	Edgeware Road to Arundel Road	ALDGATE			
Allendale Grove, Woodside	Jacaranda Drive to Cul de sac	WOODSIDE			
Amberdale Road, Houghton	Range Road to End of Road	HOUGHTON			

Renewal *Continued...*

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-26 Intended ('000)
Beadnell Crescent, Bridgewater	Towers Rd to Ayr Street	BRIDGEWATER			
Beadnell Crescent, Bridgewater	Ayr Street to End of Seal	BRIDGEWATER			
Beadnell Crescent, Bridgewater	Towers Rd	BRIDGEWATER			
Bennetts Road, Mount Torrens	Onkaparinga Valley Road to End of Road	MOUNT TORRENS			
Christie Street, Bridgewater	Driffield Road to Wembley Avenue	BRIDGEWATER			
Constance Avenue, Crafers	Campbell Avenue	CRAFERS			
Constance Avenue, Crafers	Campbell Avenue	CRAFERS			
Crescent Drive, Norton Summit	Lobethal Road to Rural Property Address 27	NORTON SUMMIT			
Cricklewood Road, Aldgate	Torode Place to Heathfield Road	ALDGATE			
Cricklewood Road, Heathfield	Longwood Road to Devonshire Road	HEATHFIELD			
Deviation Road, Forest Range	120m North of Boundary Drive to Boundary Road	FOREST RANGE			
Edgeware Road, Aldgate	Alderley Road to Somerset Road	ALDGATE			
Five Lanes Road, Charleston	Teakles Road to Newman Road	CHARLESTON			
Gould Road, Stirling	Mount Barker Road to Hocking Place	STIRLING			
Harrison Road, Woodside	Quarry Road to Dump Access	WOODSIDE			
Hawk Hill Road, Crafers West	Hillcrest Avenue to Start 1 Laned Part of Hawk Hill Road	CRAFERS WEST			
Hawk Hill Road, Crafers West	Start 1 Laned Part of Hawk Hill Road to End of Road	CRAFERS WEST			
Hill Road, Forreston	Mewett Road to Norsworthy Road	FORRESTON			
Hill View Road, Bridgewater	Banksia Drive to End of Sealed Road	BRIDGEWATER			
Honeysuckle Grove, Bridgewater	Mount Barker Road to End of Road	BRIDGEWATER			
Howe Street, Crafers	Walker Street to End of Road	CRAFERS			
Kingsland Road, Aldgate	Strathalbyn Road to Edgeware Road	ALDGATE			
Leslie Road, Lenswood	Rural Property Address 90 to Swamp Road	LENSWOOD			
Lower Hermitage Road, Lower Hermitage	Rural Property Address 385 to Rural Property Address 437	LOWER HERMITAGE			

Renewal *Continued...*

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
Marble Hill Road, Ashton	Monomeith Road to Linder Avenue	ASHTON			
Marble Hill Road, Ashton	Lobethal Road to Monomeith Road	ASHTON			
Marble Hill Road, Ashton	Linder Avenue to Debneys Road	ASHTON			
Milan Terrace, Aldgate	Pine Street to Branch Road	ALDGATE			
Milford Avenue, Stirling	Twin Street to Pine Street	STIRLING			
Mount Gawler Road, Inglewood	Kersbrook Road to End Seal	INGLEWOOD			
Mount View Road, Charleston	Newman Road to End of Road	CHARLESTON			
Nicholls Road, Norton Summit	Colonial Drive to Valley View Road	NORTON SUMMIT			
Ostigh Road, Balhannah	Greenhill Road to End of Seal	BALHANNAH			
Paratoo Road, Aldgate	Yam Street to Old Mount Barker Road	ALDGATE			
Paratoo Road, Aldgate	Boomerang Crescent to Yam Street	ALDGATE			
Paratoo Road, Aldgate	Azalea Place to Wakefield Court	ALDGATE			
Paratoo Road, Aldgate	Snows Road to Azalea Place	ALDGATE			
Paratoo Road, Aldgate	Braeside Road to Boomerang Crescent	ALDGATE			
Paratoo Road, Aldgate	Wakefield Court to Braeside Road	ALDGATE			
Quarry Road, Charleston	Onkaparinga Valley Road to Ridge Road	CHARLESTON			
Redden Drive, Cuddlee Creek	Prairie Road to Banks Road	CUDDLEE CREEK			
Rosewarne Crescent, Bridgewater	T-Section to End of Road	BRIDGEWATER			
Rugby Road, Aldgate	Kingsland Road to Suffolk Road	ALDGATE			
Schuberts Road, Lobethal	Mount Torrens Rd to Schocroft Rd	LOBETHAL			
Schuberts Road, Lobethal	Schocroft Road to Kenton Valley Road	LOBETHAL			
Sedum Place, Crafers West	Emmett Road to End of Seal	CRAFERS WEST			
St Barberie Drive, Crafers	Blackburn Drive to Vantage Way	CRAFERS			

Renewal *Continued...*

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
Teakles Road, Charleston	Pfeiffer Road to End of Seal	CHARLESTON			
The Crescent, Crafers	The Crescent to Piccadilly Road	CRAFERS			
Towers Road, Bridgewater	Beadnall Crescent to Mount Barker Road	BRIDGEWATER			
Walker Street, Crafers	Howe Street to End of Cul De Sac	CRAFERS			
Walker Street, Crafers	Old Mount Barker Rd to Howe Street	CRAFERS			
William Street, Houghton	Lower North East Road to End of Road at Driveway to No 11	HOUGHTON			
Wycombe Road, Aldgate	Strathalbyn Road to Ludgatehill Road	ALDGATE			
Wycombe Road, Aldgate	Ludgatehill Road to Ashenden Road	ALDGATE			
Yacka Road, Aldgate	Arkaba Road to Coromandel Road	ALDGATE			
Beasley Road, Oakbank	Rural Property Address 51 to Wenzel Road	OAKBANK			
Beasley Road, Oakbank	Rural Property Address 213 to End of Road	OAKBANK			
Bradshaw Avenue, Crafers	Davidson Avenue to Millar Avenue	CRAFERS			
Bradshaw Avenue, Crafers	Piccadilly Road to Davidson Avenue	CRAFERS			
Charlick Road, Crafers West	Hill Crest Avenue to Manna Gum Lane	CRAFERS WEST			
Charlick Road, Crafers West	Wyly Lane to Gulfview Street	CRAFERS WEST			
Charlick Road, Crafers West	Gulfview Street to Hillview Street	CRAFERS WEST			
Charlick Road, Crafers West	Manna Gum Lane to Wyly Lane	CRAFERS WEST			
Charlick Road, Crafers West	Hillview Street to End of Hotmix	CRAFERS WEST			
Emmett Road, Crafers West	Sedum Place to Kerria Place	CRAFERS WEST			
Emmett Road, Crafers West	Hillcrest Avenue to Property No 23 Emmett Road	CRAFERS WEST			
Emmett Road, Crafers West	Property No 23 Emmett Road to Sedum Place	CRAFERS WEST			
Emmett Road, Crafers West	Kerria Place to End of Road	CRAFERS WEST			
Grevillea Way, Woodside	Jacaranda Drive to Banksia Court	WOODSIDE			

Renewal *Continued...*

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
Grevillea Way, Woodside	Banksia Court to Gardenia Drive	WOODSIDE			
Grevillea Way, Woodside	End Pavers	WOODSIDE			
Grevillea Way, Woodside	Gardenia Drive to Sandalwood Drive	WOODSIDE			
Jacaranda Drive, Woodside	Allendale Grove to Sandalwood Drive	WOODSIDE			
Jacaranda Drive, Woodside	Onkaparinga Valley Road to Start Pavers	WOODSIDE			
Jacaranda Drive, Woodside	Gardenia Drive to Ridge Road	WOODSIDE			
Jacaranda Drive, Woodside	Sandalwood Drive to Gardenia Drive	WOODSIDE			
Jacaranda Drive, Woodside	End Pavers	WOODSIDE			
Johns Road, Houghton	Blackhill Road to End of Road	HOUGHTON			
Marble Hill Road, Cherryville	Unnamed Road to Moores Road	CHERRYVILLE			
Marble Hill Road, Cherryville	Moores Road to Montacute Road	CHERRYVILLE			
Marble Hill Road, Marble Hill	Debneys Road to Tembys Road	MARBLE HILL			
Marble Hill Road, Marble Hill	Rural Property Address 126 to Unnamed Road	MARBLE HILL			
Marble Hill Road, Marble Hill	Tembys Road to Rural Property Address 126	MARBLE HILL			
Military Road, Woodside	Property Address 221 to Five Bob Road	WOODSIDE			
Military Road, Woodside	Piney Ridge Road to Rural Property Address 221	WOODSIDE			
Military Road, Woodside	Five Bob Road to Moore Road	WOODSIDE			
Military Road, Woodside	Woodside Nairne Road to Piney Ridge Road	WOODSIDE			
Military Road, Woodside	Moore Road to Council Boundary	WOODSIDE			
Miller Road, Lobethal	Schapel Road to Staffords Road	LOBETHAL			
Miller Road, Lobethal	Rural Property Address 140 to Schapel Road	LOBETHAL			
Miller Road, Lobethal	Neudorf Road to Rural Property Address 140	LOBETHAL			

Renewal *Continued...*

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
Smiths Road, Forest Range	Lobethal Road to Masons Road	FOREST RANGE			
Wenzel Road, Balhannah	Junction Road to Beasley Road	BALHANNAH			
Werona Place, Rostrevor	Baroota Avenue to End of Road	ROSTREVOR			
Western Branch Road, Lobethal	Lobethal Road to Rural Property Address 90	LOBETHAL			
PROGRAM PROPOSED		Totals ('000)	\$1,995	\$1,891	\$1,345

New & Upgraded

ID	Project Name	Project Description	SUBURB	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
B4051	Croft Road Sealing	Upgrade and Seal Croft Road from Fox Creek Road to Bike Park Car Park.	CUDDLEE CREEK	1,200		
			Totals ('000)	\$1,200		

Renewal

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-26 Intended ('000)
Bird in Hand Road	Bird in Hand (tied to seal)	WOODSIDE			
Kersbrook Road (Hill Road)	Norsworthy Road to South Para Road	KERSBROOK			
Norsworthy Road	Forreston Road to Kersbrook Road (Hill Road)	FORRESTON			
Various	Renewal of Shoulders in line with reseal program	REGIONWIDE			
Oakwood Road	Oakwood Road	OAKBANK			
Shuberts Road	Schuberts Road Mount Torrens Road to Kenton Valley	MOUNT TORRENS			
Various	Renewal of Shoulders in line with reseal program	REGIONWIDE			
Various	Renewal of Shoulders in line with reseal program	REGIONWIDE			
PROGRAM PROPOSED			\$284	\$284	\$284

Sport and Recreation (including Playgrounds)

Renewal

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-26 Intended ('000)
Driveways/ Car Parks and Drainage	In conjunction with Community and Facilities Framework implementation.	REGIONWIDE			
Court Resurfacing	Balhannah and Crafers (in-conjunction with clubs)	REGIONWIDE			
Local Playspace Renewal	Bradbury and Uraidla	REGIONWIDE			
Court Resurfacing	Updated audit to inform further investment and alignment with club capacity and timing under the Sport and Community Facilities Framework.	REGIONWIDE			
Local Playspace Renewal	Specific allocations in year 3 to be considered following review of implementation of framework strategy.	REGIONWIDE			
Court Resurfacing	Updated audit to inform further investment and alignment with club capacity and timing under the Sport and Community Facilities Framework.	REGIONWIDE			
PROGRAM PROPOSED		Totals ('000)	\$240	\$280	\$280

New & Upgraded

ID	Project Description	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-26 Intended ('000)
B2001	Federation Park and Oval masterplan implementation			50
B3002	Implement irrigation systems (renewal / upgrades)	100	100	100
B3003	Investigate and Implement central irrigation control system (region wide)	24	24	24
C4006	Play Space Framework Implementation		270	300
	Playground upgrades – Bradbury and Uraidla			
	Playground upgrades - Tregarthern			
C4021	Community & Recreation Facilities Framework Implementation	72	124	124
N2008	Develop informative and attractive signage in Council reserves/playgrounds	10	10	10
N3002	Resilient community facilities and open space including water fountains	30	31	32
Totals ('000)		\$236	\$559	\$640

Renewal

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
Towers Road	Towers Road - Replace existing drainage (No.30 -32)	BRIDGEWATER			
Minor Stormwater Renewal	Unspecified allocation for small stormwater issue that arise during the year. Typical value of individual project \$ 5k to \$ 20k)	REGIONWIDE			
Minor Stormwater Renewal	Unspecified allocation for small stormwater issues that arise during the year. Typical value of individual project \$ 5k to \$ 20k)	REGIONWIDE			
Stormwater Renewal	Further information to be included from the outcomes of the Aldgate Creek Stormwater Management Plan and regionwide Asset Management Plan for Stormwater	REGIONWIDE			
AHBTC Culvert Renewal	Replacement of the culvert structure that pass under buildings at AHBTC	LOBETHAL			
Stormwater Renewal	To be determined following adoption of Stormwater Asset Management Plan	REGIONWIDE			
AHBTC Culvert Renewal	Replacement of the culvert structure that pass under buildings at AHBTC	LOBETHAL			
PROGRAM PROPOSED		Totals ('000)	\$115	\$620	\$700

New & Upgraded

ID	Project Name	Project Description	SUBURB	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-56 Intended ('000)
B4045	Stormwater Projects			445	522	544
	Heathfield Oval/ Hender Road	Upgrade drainage form Heathfield Oval to Hender Road	HEATHFIELD			
	Balhannah Township Drainage Study Implementation	Yr 1 Design development of solution for high priority sites and progress West Terrace area and Lutana Grove Detention Basin upgrades	BALHANNAH			
	AHBTC Culvert Replacement	Detailed design and costing options for renewal/ diversion of creek flow under buildings.	LOBETHAL			
			Totals ('000)	\$445	\$552	\$544

Renewal

Proposed Project Name	Project Description	Suburb	2023-24 Proposed ('000)	2024-25 Intended ('000)	2025-26 Intended ('000)
Adelaide Gully Road, Millbrook	Mount Gawler Road to Bagshaw Road (Segment 20 - AD	MILLBROOK			
Adelaide Gully Road, Millbrook	Millbrook Road to Mount Gawler Road (Segment 10 -	MILLBROOK			
Adelaide Gully Road, Millbrook	Bagshaw Road to Bridge (150m before South Para Rd)	MILLBROOK			
Drummond Road, Woodside	End of Sealed Section (Bird in Hand Road) to Nairne	WOODSIDE			
Fox Road, Mount Torrens	Springhead Road to End Of Road (Segment 10 - FOX R	MOUNT TORRENS			
Harben Lane, Balhannah	Altmanns Road to Rural Property Address 30 (End of	BALHANNAH			
Kumnick Hill Road, Lenswood	Rural Property Address 145 to Tiers Road	LENSWOOD			
Mawson Road, Forest Range	Blockers Road to Masons Road (Segment 30 - MAWSON	FOREST RANGE			
Ostigh Road, Balhannah	Rural Property Address 72 (End of Sealed Section)	BALHANNAH			
Pye Road, Balhannah	End of Sealed Section to Swamp Road (Segment 20 -	BALHANNAH			
Synbank Road, Kersbrook	Watts Gully Road to Rural Property Address 67 (End	KERSBROOK			
Warmington Run, Woodside	Sandy Waterhole Road to Whimpress Road (Segment 60	WOODSIDE			
Western Branch Road, Woodside	Farnham Road to Burns Road (Segment 40 - WESTERN B	WOODSIDE			
Whitegum Road, Oakbank	Murray Road to Monkhouse Road (Segment 10 - WHITEG	OAKBANK			
Program 2024-25	Unsealed Road Program to be reviewed within 23/24	REGIONWIDE			
Program 2025-26	Unsealed Road Program to be reviewed within 23/24	REGIONWIDE			
PROGRAM PROPOSED		Totals ('000)	\$834	\$1,213	\$1,214

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 9 May 2023
AGENDA BUSINESS ITEM**

Item: 12.7

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

Subject: Strategic Plan Engagement Strategy

For: Decision

SUMMARY

The review of the *Strategic Plan* is a legislative requirement under the *Local Government Act 1999*. The *Strategic Plan* is a key element of the Strategic Management Plans along with Council's *Long Term Financial Plan* and the *Asset Management Plans*.

In developing a strategic plan, the goals and objectives will be identified for the next 4 years which will consider the financial, social and environmental sustainability for Council into the future.

This report presents the proposed engagement strategy which will be used to involve the community, Council Members and the administration in the review and development of the Strategic Plan.

RECOMMENDATION

Council resolves:

1. That the report be received and noted.
 2. To endorse the draft *Strategic Plan – engagement strategy*, as contained in Appendix 1 to guide the development of the Strategic Plan
-

1. BACKGROUND

The review of the *Strategic Plan* is a legislative requirement under the *Local Government Act 1999*. The *Strategic Plan* is a key element of the Strategic Management Plans along with Council's *Long Term Financial Plan* and the *Asset Management Plans*.

In developing a strategic plan, Council will consider the financial, social and environmental sustainability of Council over the next 4 years.

The development approach and related engagement strategy was discussed with Council at the 21 March and 23 April Council workshops. The development approach has been split into the following four phases:

- Phase 1 – Initial Research
- Phase 2 – Development
- Phase 3 – Consultation
- Phase 4 - Adoption

There are various engagement activities in phases one to three which are detailed in the *Strategic Plan - Proposed Engagement Strategy* (**Appendix 1**).

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

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

Priority O5.3 Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community

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

➤ Legal Implications

Section 122 of the *Local Government Act 1999* (the “Act”) requires all councils to have strategic management plans. Council’s *Strategic Plan* is part of this suite of strategic management plans. Section 122 (4)(b) requires Council to review the strategic management plans within 2 years after each general election of Council.

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

➤ Risk Management Implications

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

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

Inherent Risk	Residual Risk	Target Risk
High	Medium	Medium

The Strategic Plan set the main goals and objectives for Council, but is just one of the suite of Strategic Management Plans (along with the Long Term Financial Plan and Asset Management Plans) which contribute to mitigating this risk.

➤ **Financial and Resource Implications**

The *Strategic Plan* will be primarily produced internally using current levels of staff resources in the Governance & Performance and the Communications, Engagement & Events departments.

A budget of \$20k has been included in the draft *2023-24 Annual Business Plan* specifically to cover the external costs for activities such as:

- 2 to 3 consultant-led development workshops,
- professional design assistance, and
- promotional costs related to engagement and public consultation such as advertising

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

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

➤ **Sustainability Implications**

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

➤ **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: Workshops to discuss the Strategic Plan development and engagement approach were held on 21 March and 23 April 2023.

Advisory Groups: Not Applicable

External Agencies: Not Applicable

Community: Not Applicable

➤ **Additional Analysis**

The development approach and related engagement strategy was discussed with Council at the 21 March and 23 April Council workshops. The development approach has been split into the following four phases:

Phase	Description
1. Initial Research	Leveraging existing data and existing consultation activities to provide Council with a high-level picture of what matters most to the community. This will provide information to assist in the “development” phase.
2. Development	Developing the strategic goals, objectives and activities to produce a draft Strategic Plan. This will include Council Member workshops, online collaboration, and targeted community engagement.
3. Consultation	Providing the draft Strategic Plan for review by the community to confirm that they are in support of Council’s direction
4. Adoption	Adoption of the Strategic Plan by Council and publication of the document online. This also includes promotion of the Strategic Plan.

There are various engagement activities in phases one to three which are detailed in the draft *Strategic Plan Engagement Strategy* (**Appendix 1**).

The purpose of the engagement is to provide Council with insight into what matters most to the community to assist Council Members and Administration to develop the Strategic Plan. Each phase of consultation has a different outcome:

Phase 1 – Initial Research

This phase is about getting a high-level picture of what matters most to the community to assist Council Members in developing the high level strategic goals for the community in their initial workshops. This will be achieved through leveraging existing data and existing consultation activities such as the Community Survey.

Phase 2 – Development

The official public launch of Strategic Plan engagement. Target and bespoke engagement is designed to dive into the areas of importance, ensure we are reaching all demographics with the aim of further informing Council on specific objectives or priorities for the community

Phase 3 - Consultation

This is to confirm that the community support the draft Strategic Plan and that Council has listened to the feedback provided in earlier phases.

3. OPTIONS

Council has the following options:

- I. To endorse the *Strategic Plan Engagement Strategy* contained in **Appendix 1** (Recommended)
- II. To endorse the *Strategic Plan Engagement Strategy* contained in **Appendix 1** with changes as specified by Council
- III. To not endorse the *Strategic Plan Engagement Strategy* contained in **Appendix 1** (Not Recommended)

4. APPENDIX

- (1) *Strategic Plan Engagement Strategy*

Appendix 1

Strategic Plan engagement strategy

Adelaide Hills Council - Strategic Plan Engagement Strategy

A description of the planned engagement for the Adelaide Hills Council Strategic Plan.

Engagement level

The main engagement level selected from the International Association for Public Participation - IAP2¹ is “Consult”. This means our promise to the public is that we will keep them informed, listen to and acknowledge concerns and aspirations, and provide feedback on how input influenced the decision.

Who are we looking to engage?

Our stakeholders in this project are Council Members, Council Officer and Community with a connection to the hills.

In our community consultation, we primarily want to hear from those residing in and/or owning a business, but we are also keen to hear from anyone studying, working or visiting the Adelaide Hills Council Area. See *How can we reach our community?*

How will we engage?

There are three core engagement phases to develop the Strategic Plan.

- **Phase 1: Initial Research** – Leveraging existing data and consultation activities
- **Phase 2: Development** – Official public launch of Strategic Plan engagement. Targeted and bespoke engagement in specific areas
- **Phase 3: Consultation** – Confirming the community supports the draft Strategic Plan

Each phase is explained in more detail in the *Community and Stakeholder Engagement Phases* section.

Our approach

The key aspects that will be important in this strategy’s success will be:

- Ensuring that feedback capture is consistent, timely and that we are closing loops (responding to feedback received)
- Reaching our community using standard channels as well as tailored engagement (see: *How can we reach our community?*)
- Having a strong and engaging communications campaign with an easy identifiable “look and feel” with elements that can be carried over from the 2023 Community Survey campaign into the Strategic Plan campaign.
- Using contemporary engagement tools such as video as a prioritised method for engagement and reporting back to help cut through to our audiences.

Engagement outcomes

The purpose of the engagement is to provide Council with insight into what matters most to the community to assist Council Members and Administration to develop the Strategic Plan. Each phase of consultation has a different outcome:

Phase 1 – Initial Research

This phase is about getting a high-level picture of what matters most to the community to assist Council Members in developing the high level strategic goals for the community in their initial workshops

Phase 2 – Development

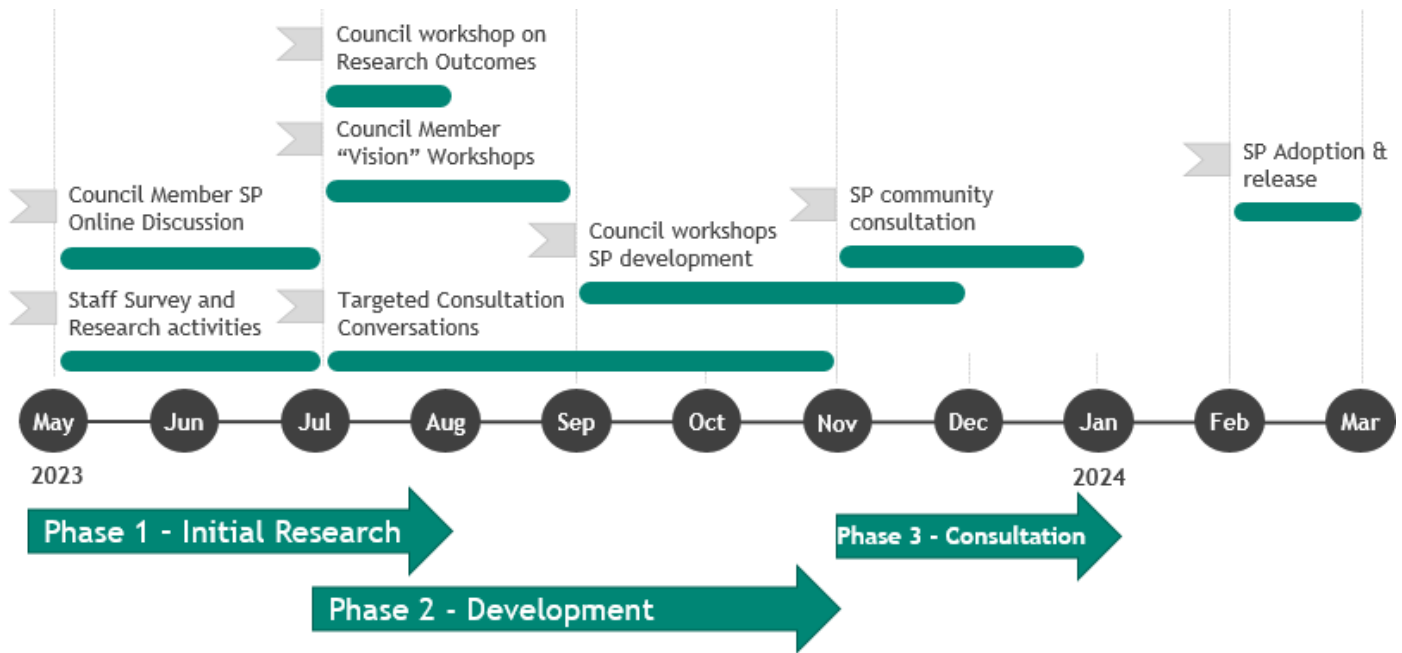
Target and bespoke engagement is designed to dive into the areas of importance, ensure we are reaching all demographics with the aim of further informing Council on specific objectives or priorities for the community

Phase 3 - Consultation

¹ <https://iap2.org.au/resources/spectrum/>

This is to confirm that the community support the draft Strategic Plan and that Council has listened to the feedback provided.

Community and Council Engagement Activities Timeline



Budget

The budget allocation for the Strategic Plan is \$20,000. This is allocated to be approximately:

- \$10,000 – Consultant
- \$6,000 – Design Consultant
- \$4,000 – Promotional costs

Community and Council Engagement Phases

Phase 1: Initial Research		
Timing	<i>March to July 2023</i>	
Aim and description	Desktop phase - gathering existing data and leveraging other surveys (namely 2023 Community Survey) to develop a baseline understanding of what matters to our community.	
	Community Engagement	Council Engagement
Engagement purpose	We want people to complete existing engagement opportunities to tell us what matters most to them into the future.	We want Council Members to provide those topics and key issues that matter most to their communities We want officers to tell us what they hear from the community, and also what matters most to them as staff members.
Engagement method	<ul style="list-style-type: none"> Existing Council engagement opportunities happening at this time as part of business as usual processes - eg: Annual Business Plan engagement Bi-annual Community survey (online, hard copy and phone) 	<ul style="list-style-type: none"> Council Member discussion board Council Workshop Council Officer Survey
Engagement tools	Not Applicable (Community survey and other current engagement opportunities have their own campaign)	<ul style="list-style-type: none"> Engagement HQ page for Council Members Workshop for Council Members to discuss demographic data and feedback analysis Survey for Staff members Strategic Plan digital resource SharePoint page for internal staff
Output to inform strategic plan (internal)	Council report and Cpresentation containing demographic analysis and feedback gathered	Council report and presentation containing demographic analysis and feedback gathered
Evaluation – success	<ul style="list-style-type: none"> All age categories, wards and other demographics have been captured Data from a broad range of existing resources was used 	<ul style="list-style-type: none"> Council Members have all contributed their ideas to the discussion boards. Feedback gathered from a broad group of Council officers
Comms materials required	Not Applicable (Community survey will have its own campaign)	<ul style="list-style-type: none"> Email invite to Council Members Internal email and Hills Hub invitation
Resourcing considerations	Analysis of data and report presentation	Analysis of data and report presentation
Risks	<ul style="list-style-type: none"> Low participation rates 	<ul style="list-style-type: none"> Low participation rates
Mitigation	Phase 2 is designed to increase engagement to address gaps and low participation rates in some areas/demographics.	Phase 2 is designed to increase engagement to address gaps and low participation rates.

Leverage opportunities

In Phase 1, most information and intelligence will be sourced from other campaigns or existing data sources. The official public launch of the strategic plan engagement will be in Phase 2.

Existing opportunities to leverage include:

- 2023 Community Survey
- ABP Engagement campaign
- Staff feedback as part of their day to day engagement (e.g. young people, climate matters)
- CRM topics + customer service intelligence
- Website and social media analytics
- Other consultations that have relevant data/topics

Phase 2: Development		
Timing	<i>Jul to Nov 2023</i>	
Aim and description	<p>This will be the official launch phase of the Strategic Plan. Targeted and bespoke engagement based on Phase 1 outcomes using online and face to face approaches.</p> <p>Defining and prioritizing what we have heard in phase 1 Listening deeper to key themes emerging from phase one and addressing any gaps from who has participated. Using our staff to facilitate conversations using their existing relationships and subject matter expertise.</p>	
	Community Engagement	Council Engagement
Engagement purpose	We want to talk with people further to unpack topics that have emerged. We want to develop priorities with the community. We want to hear from anyone we have not heard from in phase one.	<p>We want to talk with people further to unpack topics that have emerged.</p> <p>We want to develop a strategic plan that reflects the wants and needs of the AHC community.</p>
Engagement method	<ul style="list-style-type: none"> • Focused group conversations based on topic/demographic gaps or trends (online or face to face) • Deeper surveys / questions • Updated Community Engagement Hub + continued use of interactive tools for feedback • Youth focused engagement tailored to schools • Online webinar style conversations 	<ul style="list-style-type: none"> • Initial consultant led Council “Vision” Workshop to establish Goals/Objectives • Additional Council workshops (with or without consultant) to further develop Strategic Plan elements • Council Member online discussions • Staff member workshops and/or online discussions focused on specific topics
Feedback tools	<ul style="list-style-type: none"> • Focused group conversations (verbal feedback + note taking) • Customer service centres and community centres • Dedicated Community Engagement Hub page and tools • Telephone • Email • Post • Tailored youth feedback tools 	<ul style="list-style-type: none"> • Digital resources for Council Members - eg: discussion board/teams • Strategic Plan SharePoint page for internal staff
Output to inform strategic plan (internal)	<ul style="list-style-type: none"> • Focused group conversations notes • Engagement outcomes report (containing summary of all feedback received and captured) 	<ul style="list-style-type: none"> • Notes from workshops and online discussions to be developed into draft Strategic Plan
Evaluation – success	Council members feel confident we have captured all community views.	Council members feel confident the draft reflects the views of the community and AHC organisation
Comms materials required	<ul style="list-style-type: none"> • AHC website banner • Video / document summarising what we heard in Phase One • Council Member + staff briefing pack – how to host deeper conversations • Tailored emails and briefing packs for community groups based on themes or demographics • Tailored school engagement to hear from young people • Tailored social media campaign (all platforms) • Signature block change results of first phase inviting to second phase • Courier column • Email to anyone who participated in phase one • eNewsletter articles (libraries, community centres, businesses + Hills Voice) • Community Engagement Hub 	Not Applicable

Phase 2: Development		
Resourcing considerations	<ul style="list-style-type: none"> • Venue hire / catering • Invite management and associated communications • Photography and video of focused group conversations 	<ul style="list-style-type: none"> • Consultant to lead Council Member workshops (initially 2 workshops with option to engage consultant for further workshops if needed) • Design consultant costs for assistance with draft Strategic Plan
Risks	<ul style="list-style-type: none"> • Resourcing of focused group conversations exceeds internal resource availability (budget impact) 	<ul style="list-style-type: none"> • Budgeting to allow for two consultant led workshops. Any additional workshops would exceed budget allocated
Mitigation	<ul style="list-style-type: none"> • Allocate budget for focused group conversations • Cap number of focused group conversations to a maximum of 6 to stay within budget. 	<ul style="list-style-type: none"> • Additional budget to be sought if additional consultant workshops are required.

Phase 3: Consultation	
Timing	<i>Nov to Dec 2023</i>
Aim and description	Community Consultation on draft Strategic Plan + telling the story of what we have heard to date. Confirming what we have heard in phase one and two are reflected in the Strategic Plan and community is in support for its adoption. This is in line with consultation requirements under the <i>Local Government Act 1999</i> , and Council's <i>Public Consultation Policy</i>
Engagement purpose	We want people to let us know what they think of the final draft and if anything is missing from the Plan. We are not looking for wholesale changes, rather a focus on whether anything is missing from the plan before it is finalised.
Engagement method	<ul style="list-style-type: none"> • Making the draft Strategic Plan available for public viewing and comment • Promotion as required under the Local Government Act • Direct emails to anyone that has participated to date • Online Community Engagement Hub with feedback tools • Video/ document telling the story of what we have heard to help us build the Strategic Plan
Feedback tools	<ul style="list-style-type: none"> • Customer service centres and community centres • Community Engagement Hub tools • Calling our team • Email • Post
Output to inform strategic plan (internal)	<ul style="list-style-type: none"> • Consultation outcomes report as a formal requirement of our <i>Public Consultation Policy</i>
Evaluation – success	Community is in support of the Strategic Plan developed and that it reflects their aspirations for the Council for the next four years.
Comms materials required	<ul style="list-style-type: none"> • Draft strategic plan (designed) • What we have heard document/ video – describing the making of the plan • Advert in Courier (as per Local Government Act requirement) • Customer service centre display • Social media • AHC website banner • Social media (all platforms) • Signature block change • Courier column • Email to anyone who participated in phase one and two • eNewsletter articles (libraries, community centres, businesses + Hills Voice) • Community Engagement Hub • Hills Hub announcement
Resourcing considerations	<ul style="list-style-type: none"> • Video creation (in house) • Design of draft Strategic Plan – CONSULTANT
Risks	<ul style="list-style-type: none"> • Dissatisfaction / non-support for draft Strategic Plan
Mitigation	<ul style="list-style-type: none"> • Communicate how community has helped build the strategic plan (video/ engaging

How can we reach our community?

Who is our community?	Percentage in Adelaide Hills Council Area) - 2021 Census Data	Tailored engagement (Assume all will also be reached via general comms approaches)
Secondary schoolers (12 to 17)	8.6%	<ul style="list-style-type: none"> Youth Leadership Network (incl socials) Schools 7High Schools 25 Primary Schools Sport and recreation clubs Bus stops Online (targeted) Community centres (specific programs esp. school holiday)
Tertiary education and independence (18 to 24)	7.5%	<ul style="list-style-type: none"> Sport and recreation clubs Youth Leadership Network (incl socials) Bus stops Online (targeted) Community centres (specific programs)
Young workforce (25 to 34)	8.5%	<ul style="list-style-type: none"> Online (targeted)
Parents and homebuilders (35 to 49)	19.1%	<ul style="list-style-type: none"> Online (targeted) Community centres (specific programs)
Older workers and pre-retirees (50 to 59)	15.3%	<ul style="list-style-type: none"> Online (targeted)
Empty nesters and retirees (60 to 69)	13.9%	<ul style="list-style-type: none"> Positive ageing team Library Sport and recreation clubs
Seniors (70 to 84)	11.7%	<ul style="list-style-type: none"> Positive ageing team Community centres (specific programs) Library Sport and recreation clubs
Elderly aged (85 and over)	1.9%	<ul style="list-style-type: none"> Positive ageing team Community centres (specific programs) Library Sport and recreation clubs
Aboriginal and Torres strait Islander People	0.7% (n=281 people)	<ul style="list-style-type: none"> Adelaide Hills Reconciliation Working Group Network and learning circles with Reconciliation SA and LGASA
Business owners	Approx 4k	<ul style="list-style-type: none"> Direct email (EDM via monthly business newsletter) Bi annual business survey Home based business network
Community groups	400+ contacts	<ul style="list-style-type: none"> Direct email (EDM) - 400 contacts
Renters	9.9% Private (n=1,489) 0.6% Social housing (n=90)	<ul style="list-style-type: none"> Online (targeted)

Who is our community?	Percentage in Adelaide Hills Council Area) - 2021 Census Data	Tailored engagement (Assume all will also be reached via general comms approaches)
People with disabilities	3.8% (n=1,540 people) Needing help in their day-to-day lives due to disability	<ul style="list-style-type: none"> • Access and inclusion advisors (AHC managed network) • Easy read survey • Follow accessibility guidelines for all documents produced • Video • Phone assisted survey
Speaks another language, and English not well or not at all	0.4% (n=160 people)	<ul style="list-style-type: none"> • Online - select language button on Community Engagement Hub
People employed	21,048 people living in Adelaide Hills Council in 2021 were employed, of which 56% worked full-time and 38% part-time.	<ul style="list-style-type: none"> • LinkedIn • Employee networks
One parent families	7.9% (n=1,1190)	<ul style="list-style-type: none"> • Child care centres • Schools HS + PS
Couples with children	36.4% (n=5,472)	<ul style="list-style-type: none"> • Child care centres • Schools HS + PS • Playgroups

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 9 May 2023
AGENDA BUSINESS ITEM**

Item: 12.8

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

Subject: Attendance at National General Assembly of Local Government, 13 to 16 June 2023

For: Decision

SUMMARY

The National General Assembly of Local Government (the “NGA23”) is being held in Canberra from Tuesday 13 to Friday 16 June 2023.

Consistent with the *Council Member Training & Development Policy* (the “Policy”), the attendance at a conference or seminar in an official (representative) capacity is not considered a developmental activity however, where projected costs exceed \$1,500, approval of the Council is required.

Mayor Jan-Claire Wisdom has advised that she wishes to attend NGA23 in a representative capacity. A development opportunity was presented to Council Members via an Expression of Interest. No Expressions of Interest were received by the response date.

The overall cost of attendance at NGA23, including registration, fares and accommodation, is approximately \$4,200 per person. An option for a Virtual Registration is available for \$689.

These application(s) are to be considered for approval by the Council under the provisions of the Policy given that the indicative costs exceed the \$1,500 threshold.

RECOMMENDATION

Council resolves:

- 1. That the report be received and noted.**
 - 2. To approve Mayor Jan-Claire Wisdom’s physical attendance in a representative capacity at the National General Assembly of Local Government in Canberra in June 2023 and coverage of related costs estimated at \$4,200 in accordance with the *Council Member Training and Development Policy*.**
 - 3. To approve Cr..... attendance in a development capacity at the National General Assembly of Local Government in Canberra in June 2023 and coverage of related costs estimated at \$4,200 in accordance with the *Council Member Training and Development Policy*.**
-

1. BACKGROUND

The National General Assembly of Local Government is being held in Canberra from 13 to 16 June 2023. A copy of the NGA23 Program is at **Appendix 1**.

The estimated cost of in-person attendance at the Conference, Regional Cooperation & Development Forum from 12 June to 16 June is:

- Registration \$995 or \$895 (early bird) plus \$175 for the General Assembly Dinner
- Travel (\$800 - \$1,000)
- Accommodation (\$1,500 - \$1,800)
- Taxis and meals over 4 days are estimated to be an extra \$500

Total costs for in person attendance is estimated to be up to \$4,200.00.

The alternative option is a Virtual Registration for \$689.

2. ANALYSIS

➤ Strategic Management Plan/Council Policy

Strategic Plan 2020-24 – A brighter future

Goal 5 A Progressive Organisation

Objective O4 We actively represent our community

Priority O4.2 Attract and develop a diverse and capable elected body that represents, promotes and reflects the composition of the community

Priority O4.3 Advocate to, and exert influence with, our stakeholders on behalf of our community to promote the needs and ambitions of the region

Clause 7 of the Policy provides that attendance at conferences and seminars where the estimated costs are greater than \$1,500 must be approved by the Council.

Clause 8 of the Policy provides that the Mayor is the default representative of Council in an official capacity at events such as the NGA23. Where costs exceed \$1,500, requests to attend functions in an official capacity shall be the subject of a report to Council for consideration.

Clause 9 of the Policy further provides that Council Members who have attended an external training and development activity will provide a summary written report at the next Council meeting outlining the nature of the program/activity, the benefits gained from attendance along with feedback on ideas to enhance Council's activities.

➤ Legal Implications

There are no direct legal implications in regard the matters contained in this report.

Section 80A of the *Local Government Act 1999* requires that a council must prepare and adopt a training and development policy for its members. Council's current policy was adopted on 8 September 2015.

➤ **Risk Management Implications**

Council Members who attend a range of professional development activities, including Local Government assemblies and conferences, ensure they continue to be informed and improve their understanding of current issues across local government. Further these activities enable advocacy. Collectively these assist in mitigating the risks of:

Poor representation of the community by Council Members leading to formal decisions that do not appropriately take account of the community needs.

Inherent Risk	Residual Risk	Target Risk
High (3B)	Medium (2C)	Medium (2C)

Failure to engage in sector-wide reform initiatives leading to the Adelaide Hills community not being adequately represented.

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

➤ **Financial and Resource Implications**

Sufficient funds are available in the Governance & Performance Department budget for the costs associated with the attendance of Mayor Wisdom and a Council Member approved to attend.

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

Attendance at the National General Assembly may build up to date knowledge of local government issues and improve understanding of local community requirements, in addition it may provide opportunities for advocacy.

➤ **Sustainability Implications**

Not applicable

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

Consultation on the development of this report was as follows:

Council Committees: Not Applicable

Council Workshops: Not Applicable

Advisory Groups: Not Applicable

Community: Not Applicable

➤ **Additional Analysis**

The National General Assembly of Local Government is a significant gathering of local government representatives and other key stakeholders from across the country. It is the peak decision-making forum for local government in Australia and provides direction as well as formal and informal discussion on topical issues.

The option of a Virtual Registration for \$689.00 is available. Obviously, this provides access to the Conference and Forums but lacks the networking benefits of in-person attendance.

As the overall cost of attendance at the Assembly, including registration, fares and accommodation is in excess of \$1,500, in accordance with the Policy, any such requests from Council Members to attend the Assembly, requires approval by Council.

In previous years, Council has supported, in addition to the Mayor attending in a representative capacity, also a Councillor attending in a development capacity.

3. OPTIONS

Council can determine to either:

1. Approve the Mayor's physical attendance at NGA23 and payment of related costs in accordance with the *Council Member Training and Development Policy* (Recommended).
2. Approve the Mayor's virtual attendance at NGA23 and payment of related costs in accordance with the *Council Member Training and Development Policy* (Not Recommended).
3. Approve a Councillor's physical or virtual attendance at NGA23 and payment of related costs in accordance with the *Council Member Training and Development Policy* (Recommended). While sufficient funds exist for one (1) Councillor to attend physically, a number would be able to participate virtually.
4. Not approve the Mayor's and or a Councillor's attendance at NGA23 physically or virtually (Not Recommended).

4. APPENDIX

- (1) NGA23 Program

Appendix 1

NGA Program 2023



AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION

2023 NGA

OUR COMMUNITIES
OUR FUTURE ▶▶▶

REGISTRATION INFORMATION

13 – 16 JUNE 2023

NATIONAL CONVENTION CENTRE
CANBERRA



2023 Sponsors

Foundation Sponsor



Platinum Sponsors



Australian Government

Department of Infrastructure, Transport,
Regional Development and Communications



President Welcome



Dear colleagues,

I am pleased to invite you to attend the 29th National General Assembly (NGA) of Local Government in Canberra.

Since we last met in June 2022, we have a new Federal Government. As a result, local government has been restored to National Cabinet when required, and to a wide range of Government Ministerial councils.

This year's Conference is set to be the biggest yet, especially with the return of the Australian Council of Local Government (ACLG) for the first time in more than a decade.

Local government is finally back at the table and, on behalf of our sector, I couldn't be more excited about this event that will follow, and be informed by, the discussions at this year's NGA.

The ACLG will allow you to share your community's key priorities, challenges and aspirations directly with the Prime Minister and Federal Ministers.

Re-establishing the ACLG was an Australian Government commitment, secured by ALGA on your behalf, and we're looking forward to helping deliver this historic event.

As a nation, we have experienced further unprecedented natural disasters that continue to devastate our local communities.

Collectively, we are working hard to rebuild our cities, towns and regions, in the face of skyrocketing inflation and serious jobs and skills shortages.

As a level of government, we are always looking to the future, and this year's NGA will consider the policies – and funding partnerships we need – to deliver for our communities.

Importantly, we need up-front investment from all levels of government to help councils build back better, saving all governments money in the long-term.

Post COVID, the Federal Government is experiencing record funding pressures, and that's why we're advocating for smarter, targeted investments that capitalise on our strengths and assets to bolster our long-term national prosperity, stimulate growth and increase Australia's productivity.

Research shows local government directly impacts broader economic productivity, including urban infrastructure, mitigating externalities in urban development, placemaking and the visitor economy, land for housing, better local labour markets and providing land for business, innovation and the circular economy.

Without question, investing in local government is an investment in increasing our nation's productivity and prosperity, and I look forward to hearing your ideas on the support we need to make good on this promise.

I look forward to welcoming you to Canberra this June.

Cr Linda Scott
ALGA President

Provisional Program

TUESDAY 13 JUNE

9.00am	Registrations Open
9.30am - 5.00pm	Regional Forum (Additional registration required)
5.00pm - 7.00pm	Welcome Reception & Exhibition Opening

WEDNESDAY 14 JUNE

8.00am	Registrations Open
9.00am	Opening Ceremony Welcome to Country
9.40am	Minister Address The Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government (invited)
10.00am	ALGA President's Address Cr Linda Scott, ALGA President
10.30am	MORNING TEA
11.00am	Panel: Building a Stronger Workforce Panelists TBC
11.45am	Keynote Address TBA
12.30pm	LUNCH
1.30pm	Panel: The Future of Local Government Dr Jonathan Carr-West, CEO, Local Government Information Unit, UK Tahlia Azaria, Director, Young Mayors Program, Foundation for Young Australians
2.15pm	Panel: Local Solutions to Global Problems - Councils Addressing Climate Change Panelists TBC
3.00pm	AFTERNOON TEA
3.30pm	Debate on Motions Concurrent Session TBC
7.00pm - 11.00pm	General Assembly Dinner QT Hotel, Canberra

THURSDAY 15 JUNE

9.00am	Panel: Indigenous Affairs Panelists TBC
9.45am	Keynote: Leading Communities Through Change Jennifer Michelmores, Chief Executive, Studio THI
10.30am	MORNING TEA
11.00am	Panel: Cyclones, Fires and Floods Brendan Moon, Coordinator-General, National Emergency Management Agency Other Panelists TBC
11.45am	Minister Address The Hon Peter Dutton MP, Leader of the Opposition (invited)
12.30pm	LUNCH
1.30pm	Panel: Australia's Affordable Housing Crisis Nathan Dal Bon, CEO, National Housing Finance and Investment Corporation Wendy Hayhurst, CEO, Community Housing Industry Association
2.15pm	Panel: Cyber Security and Local Government Clive Reeves, Deputy Chief Information Security Officer, Telstra Other Panelists TBC
3.00pm	AFTERNOON TEA
3.30pm	Debate on Motions Concurrent Session TBC

FRIDAY 16 JUNE

7.30am	Registrations Open
8.00am - 3.00pm	Australian Council of Local Government (ACLG)

Key Dates

FRIDAY 24 MARCH 2023

Call for Motions Close

FRIDAY 19 MAY 2023

Close of Early Bird Registrations

TUESDAY 13 JUNE 2023

Regional Cooperation & Development Forum

WEDNESDAY 14 - THURSDAY 15 JUNE 2023

National General Assembly

FRIDAY 16 JUNE 2023

Australian Council of Local Government (ACLG)





AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION



**REGIONAL
FORUM**

2023

**TUESDAY
13 JUNE 2023**



GENERAL INFORMATION

REGISTRATION FEES

Forum Only Registration
\$425

**NGA Delegate Discount
Registration**
\$225

Register Online Now:
regionalforum.com.au

Dress Code: Smart Casual

PROVISIONAL PROGRAM

9.00AM	Registrations Open
9.30AM	Welcome to Country
9.40AM	ALGA President Opening Cr Linda Scott, ALGA President
9.50AM	Minister Address The Hon Kristy McBain MP, Minister for Regional Development, Local Government and Territories
10.30AM	Shadow Minister Address The Hon Darren Chester MP, Shadow Minister for Regional Development, Local Government and Territories
11.00AM	MORNING TEA
11.30AM	Panel: Recovering from Cyclones, Fires and Flood
12.15PM	Panel: Skills Shortages in Regional and Rural Australia Susie Tegen, CEO, National Rural Health Alliance David Williams, Former CEO, Planning Institute of Australia
1.00PM	LUNCH
2.00PM	Panel: Regional Housing Challenges
2.45PM	Panel: Connecting Our Communities
3.30PM	AFTERNOON TEA
4.00PM	Regional update from the Department for Infrastructure, Transport, Regional Development, Communications and the Arts
4.45PM	Closing Remarks Cr Linda Scott, President, ALGA

2023 MC



DANIELA RITORTO

Daniela Ritorto is a journalist, MC and communications professional with two decades of national and international experience, including presenting BBC World News from London, SBS Chief Political Correspondent in Canberra and managing communications for an ASX top 30 company.

Speakers



THE HON CATHERINE KING MP (INVITED)

Minister for Infrastructure, Transport, Regional Development and Local Government

Catherine King was born in Melbourne. She holds a Degree in Social Work and a Masters in Public Policy from the Australian National University and has recently completed a law degree from Deakin University.

First elected to Federal Parliament in 2001 to represent the electorate of Ballarat, Catherine has been re-elected as member at each subsequent Federal Election.

Following the 2019 election, Catherine was appointed to the role of Shadow Minister for Infrastructure, Transport and Regional Development in the Shadow Cabinet led by the Hon. Anthony Albanese.

Prior to entering Parliament, Catherine worked in the social welfare sector in Ballarat and later in the public sector in Canberra, as a director for the Commonwealth Department of Health and Aged Care and as a senior manager at KPMG's Health Consulting Practice.



THE HON KRISTY MCBAIN MP

Minister for Regional Development, Local Government and Territories

Kristy McBain proudly grew up on the NSW Far South Coast, and she is the first woman to represent Eden-Monaro.

Since being elected in 2020, Kristy has built a formidable reputation as a plain spoken, hard-working local member who advocates with all levels of Government and all sides of politics to get results for her constituents.

A former Mayor of the Bega Shire Council, Kristy advocated day and night for people through the darkest days of the Black Summer Bushfires in 2019-20.

Kristy studied law at the University of Canberra and as the first person in her family to go to university, she is passionate that all kids get the chance to go to university or TAFE and have the opportunity to build their careers and lives in the regions as she has done.



THE HON PETER DUTTON MP (INVITED)

Leader of the Opposition

Peter Dutton is the Federal Member for Dickson and Leader of the Liberal Party.

For nine years, Peter served his community as a Police Officer. He worked in the National Crime Authority and Drug and Sex Offenders' Squads, with a focus on protecting women and children.

First elected to Parliament in November 2001, Peter was appointed to the Ministry in 2004. In January 2006, he became Peter Costello's Assistant Treasurer.

Peter is married to Kirilly and is the proud father of Rebecca, Harry and Tom and lives in Dayboro in the Dickson electorate.

2023 Speakers



THE HON DARREN CHESTER MP

Shadow Minister for Regional Development, Local Government and Territories

Darren Chester was born and educated in Sale.

He was elected to Federal Parliament as the Member for Gippsland on June 26, 2008, in a by-election following the retirement of the Hon Peter McGauran.

During his time in Parliament, Darren has served in multiple executive positions across both Government and Opposition such as Minister for Infrastructure and Transport, Minister for Veterans' Affairs and Defence Personnel, Assistant Minister for Defence and Shadow Parliamentary Secretary for Roads and Regional Transport.

Prior to entering Parliament, Darren worked as a newspaper and television journalist before becoming Chief of Staff to the Leader of The Nationals in Victoria.

Darren is a keen sportsman who enjoys boating, camping and running marathons. He lives in Lakes Entrance with his wife Julie and their four children.



SUSI TEGEN

CEO, National Rural Health Alliance

Susi Tegen came to Australia from her native Austria as a teenager and as an immigrant and carer, she understands the confusion that arises for patients in a new country and a complex medical system.

Susi has lived and worked in, as well as advocated for, rural Australia for most of her working life, while living in rural SA, NT, NSW and Victoria. Until recently, she was a partner of a sheep meat and wool, cattle trading and grain property in the Limestone Coast for 30 years. Her passion is in farm safety, mental health services, remote monitoring and telehealth to support medical and health service access to rural and remote communities. She recognises the value in rural medical training and placements as well as government and private approaches to serving communities sustainably.



DAVID WILLIAMS

Former CEO, Planning Institute of Australia

David Williams was CEO of the Planning Institute of Australia (PIA) from December 2016 until March 2023, and for five years prior was the PIA's Chief Operating Officer.

Prior to joining PIA, David held general management and leadership roles for nearly 20 years, including four years as Chief Executive Officer for Greening Australia, Australia's largest environmental not-for-profit.

David's view is that the key strategic challenges facing the built and natural environments are largely the same. Sustainability, liveability and resilience in the context of a growing population are issues that David has been focused on throughout his career. Enthusiasm, educating and empowering members to take action at the personal, professional and community levels has always been David's favoured tactic to address these key challenges.

2023 Speakers



DR JONATHAN CARR-WEST

CEO, Local Government Information Unit UK

Dr Jonathan Carr-West has been Chief Executive of LGIU (Local Government Information Unit) since February 2013, where he leads on all aspects of the think tank's policy, membership and influencing work.

Some of his particular interests are in participative democracy, the evolving nature of public services and devolution. With extensive media profile and sector credibility, he has published on topics as diverse as localism and public service transformation, cognitive and behavioural science, and the politics of cultural memory.

Prior to being appointed as Chief Executive, Jonathan was Director of Policy at the LGIU where he led on research and consultancy, policy development and piloting, best practice dissemination, learning and development.



TAHLIA AZARIA

Director, Young Mayors

Tahlia Azaria is the Director of the Young Mayors program at the Foundation for Young Australians (FYA). Tahlia has a Bachelor of Communication (Journalism) from RMIT University and an MBA from Melbourne Business School, and has worked in the youth, media, arts and not-for-profit sectors for 15 years in senior leadership roles at institutions including SYN Media, Circus Oz and the Community Broadcasting Association of Australia. Tahlia is also Chair of the Board of Outer Urban Projects, a performing arts company in Melbourne's outer north.



JENNIFER MICHELMORE

Chief Executive, Studio THI

Jennifer is an accomplished urbanist and designer, and has been part of the THI family for over 15 years. Having established her career with the organisation in community development, she's also worked across strategy and change, and is now at the helm of the organisation.

Jennifer completed her study in Industrial Design at the Queensland University of Technology (QUT), where she's also been a guest lecturer.

Her strong design and conceptual capabilities drive her aspirations for achieving bold and innovative outcomes that can shape urban places and practice.

She's a big believer in power of co-creation and collaboration, and has played a central role in securing THI's position as an independent platform for urban professionals and communities to come together.

2023 Speakers



BRENDAN MOON AM

Coordinator-General, National Emergency Management Authority

Brendan Moon AM commenced as the first Coordinator-General of the National Emergency Management Agency in October 2022.

Brendan brings with him extensive expertise and experience in disaster response, recovery, preparedness and risk reduction.

He spent 10 years with the Queensland Reconstruction Authority (QRA), starting as the General Manager, Operations in 2011 until his appointment as Chief Executive Officer in 2016.

Brendan is a regular contributor to national and international dialogue on disaster risk and resilience and has addressed the United Nations Office of Disaster Risk Reduction's Asian Ministerial Conferences on multiple occasions. He is a passionate advocate for cooperation and collaboration across international, national, state and local agencies for disaster preparedness, response and recovery.



NATHAN DAL BON

CEO, National Housing Finance and Investment Corporation

Nathan has been Chief Executive Officer of NHFIC since its inception in 2018. He has more than 25 years' experience in economic policy development and advising across government. In his previous role as a senior Commonwealth Treasury official, he led the team that worked extensively on the establishment of NHFIC. As CEO, Nathan is focused on building an organisation that improves housing outcomes, particularly in affordable housing.

Prior to joining NHFIC, Nathan held senior executive roles in the Commonwealth Treasury, and the departments of Industry, Innovation and Science; Foreign Affairs and Trade; and Prime Minister and Cabinet. He has served as a non-executive director of the Australian Housing and Urban Research Institute (AHURI).

In 2014, Nathan was Australia's representative to the United Nations for the Report of the Intergovernmental Committee of Experts on Sustainable Development Financing.

Nathan holds a Masters in Public Administration from Harvard University and a Bachelor of Economic (Hons) degree from the University of Newcastle.




WENDY HAYHURST

CEO, Community Housing Industry Association

Wendy was appointed in March 2019 as CEO of the Community Housing Industry Association (CHIA), the peak body representing not for profit community housing organisations across Australia.

Previously she led CHIA NSW – the state peak – for four years. Wendy has spent almost her entire career in social and affordable housing – working her way from the front line to a non-executive directorship and senior managerial roles in a wide range of housing provider organisations, regulatory bodies, specialist consultancies and performance benchmarking organisations.

She has in-depth knowledge and experience of the NSW, national and international community housing sector through her work with the NSW Regulator, in shaping and administering the National Regulatory System and her work in the United Kingdom.



2023

SAVE THE DATE



KAMBRI
CULTURAL
CENTRE, ANU
—
CANBERRA

**NATIONAL LOCAL ROADS
& TRANSPORT CONGRESS**

6 - 7 September 2023

RoadsCongress.com.au

Registration Information

Registration form available at nga23.com.au

GENERAL ASSEMBLY REGISTRATION FEES		INCLUSIONS
Registration Fees – Early Bird Payment received by Friday 19 May 2023	\$895.00	– Attendance at all General Assembly sessions – Morning tea, lunch and afternoon tea as per the General Assembly program
Registration Fees – Late Payment received after Friday 19 May 2023	\$995.00	– One ticket to the Welcome Drinks, Tuesday – General Assembly satchel and materials

VIRTUAL REGISTRATION FEES		INCLUSIONS
Full Virtual Registration	\$689.00	– Virtual access to all General Assembly sessions for day(s) selected
Virtual Day Registration (Wednesday or Thursday)	\$489.00	– Meeting hub to connect with other virtual attendees

DAY REGISTRATION FEES		INCLUSIONS
Wednesday 14 June 2023	\$489.00	– Attendance at all General Assembly sessions on the day of registration
Thursday 15 June 2023	\$489.00	– Morning tea, lunch and afternoon tea as per the General Assembly program on that day – General Assembly satchel and materials

TUESDAY REGIONAL FORUM REGISTRATION FEES	
Forum Only Tuesday 13 June 2023	\$425.00
NGA Delegate Delegates attending the Regional Forum and the NGA are entitled to this discount	\$225.00

ACCOMPANYING PARTNERS REGISTRATION FEES		INCLUSIONS
Accompanying Partners Registration Fee	\$280.00	– 1 ticket to the Welcome Reception, Tuesday 13 June – Day tour Wednesday 14 June – Day tour Thursday 15 June

All amounts include GST

Cancellation Policy

All alterations or cancellations to your registration **must be made in writing** and will be acknowledged by email. Notification should be sent to: E-mail: nga@confco.com.au

STANDARD REGISTRATION TERMS

An administration charge of \$110.00 will be made to any participant cancelling before Friday 19 May 2023. Cancellations received after Friday 19 May 2023 will be required to pay full registration fees. However, if you are unable to attend, substitutes are welcome at no additional cost

By submitting your registration you agree to the terms of the cancellation policy.

Substitutions

As with all ALGA events, substitutions are allowed for delegates. Please notify the conference organisers in writing if substitutions are required.

No refund will be available to no shows.

ACCOMMODATION TERMS

All cancellations or amendments must be made in writing to Conference Co-ordinators and will be acknowledged by email.

All rooms cancelled 30 day prior to check-in will be charged the full amount unless the room can be resold.

You are required to pay for your full accommodation account and any incidental expenses incurred during your stay when checking in to the hotel.

No refund will be available to no shows.



General Information

Privacy Disclosure

ALGA collects your personal contact information in its role as a peak body for local government. ALGA may disclose your personal contact information to the sponsors of the event for the purposes of commercial business opportunities.

If you do not consent to ALGA using and disclosing your personal contact information in this way, please tick the appropriate box on the registration form.

Importantly, your name can also be included in the General Assembly List of Participants. You must tick the appropriate box on the registration form if you wish your name to appear in this list.

Photographs

During the General Assembly there will be a contracted photographer taking photographs during the sessions and social functions. If you have your picture taken it is assumed that you are giving consent for ALGA to use the image. Images may be used for print and electronic publications.

Car Parking

Parking for delegates is available underneath the National Convention Centre for a cost of approximately \$19.50 per day. Alternatively, voucher public parking is available 300m from the Centre at a cost of approximately \$15.70 per day. The voucher machines accept either cash or cards (Visa or MasterCard).

Coach Transfers

Welcome Reception and Exhibition Opening - Tuesday 13 June 2023
National Convention Centre

Coaches will collect delegates from all General Assembly hotels (except Crowne Plaza Canberra) at approximately 4:45pm. The return coaches will depart at 7:00pm.

Daily Shuttles to and from the National Convention Centre

A shuttle service between all General Assembly hotels (except Crowne Plaza Canberra) and the National Convention Centre will operate between 8:00am and 8:30am. Return shuttles will depart the National Convention Centre at 5:30pm.

General Assembly Dinner -
Wednesday 14 June 2023
Qt Hotel Canberra

Coaches will collect delegates from all General Assembly hotels (except for Qt Hotel and Peppers Gallery) at approximately 6:50pm. A return shuttle service will operate between 10:30pm and 11:45pm.

Payment Procedures

Payment can be made by:

Credit card

MasterCard and Visa

Cheque

Made payable to ALGA

Electronic Funds Transfer

Bank: Commonwealth Bank

Branch: Woden

BSB No: 062905

Account No: 10097760

ALGA ABN

31 008 613 876

Contact Details

Conference Co-ordinators

PO Box 905

Woden ACT 2606

Phone: 02 6292 9000

Email: nga@confco.com.au

All amounts include GST. Invoices are sent once a registration has been completed.

Canberra Weather in June

Winter days in Canberra are characterised by clear sunny skies but the days are cool at around 12-15C and temperatures do drop to 1C on average in the evenings, so be sure to bring a warm jacket.

Mornings can be foggy so keep this in mind when booking flights. It is best to avoid early arrivals or departures in case of delays due to fog.

Social Functions

Welcome Reception and Exhibition Opening

Tuesday 13 June 2023

Venue: National Convention Centre Canberra

The Welcome Reception will be held in the exhibition hall and foyer.

5:00pm – 7:00pm

\$50.00 per person for day delegates and guests. No charge for full registered delegates. No charge for registered accompanying partners.

Dress Code: Smart casual

General Assembly Dinner

Wednesday 14 June 2023

Venue: QT Hotel Canberra

The dinner is being held in The Grand Ballroom.

7:00pm – 11:00pm

\$175.00 per person

Dress Code: Formal/Cocktail

Numbers to this dinner are limited. Tickets are allocated on a first in basis.

General Assembly Business Sessions

Wednesday 14 June 2023 – Thursday 15 June 2023

Venue: National Convention Centre Canberra

All plenary sessions will be held in the Royal Theatre at the National Convention Centre.

Dress Code: Smart casual

Exhibition

Wednesday 14 June 2023 – Friday 16 June 2023

Venue: National Convention Centre

The exhibition is being held in the Exhibition Hall at the National Convention Centre.

Partner Tours

The partners meet at the National Convention Centre Canberra each morning to join the tour guide for their specialised trip around Canberra.

Gallery & Taste of Braddon Tour Wednesday 14 June – 10.30am

We will start the morning exploring the Canberra exclusive Portrait23: Identity Exhibition at the Portrait Gallery, with some spare time to view the other open exhibitions within the gallery.

We will then get to enjoy the taste of Braddon tour – Where you will go on a foodie adventure to discover some of the top venues and hidden gems in this hip and popular shopping and foodie precinct. Your guide will share local knowledge with you and provide an insight into Canberra's food scene.

Pialligo Truffles and Wine Thursday 15 June – 10.00am

Today we get to explore Pialligo, a rural suburb of Canberra. The tour will start with a Truffle hunt, then on to lunch at Rodney's Garden Café. The café location is also home to a beautiful garden and giftware shop and the Pialligo Food Emporium that stocks a large variety of locally owned and hard to come by international food products.

We will then finish the day with a wine tasting at the Mount Majura Winery with a full array of cool climate wines paired with cheeses.

Accommodation

A by Adina

1 Constitution Avenue, Canberra

A by Adina Canberra is the newest hotel to Canberra which is located on Constitution Avenue only a 5-minute walk from the National Convention Centre.

The hotel combines spacious apartment living with 24-hour reception, room service, service provided by knowledgeable concierges and a well-equipped gym.

A new dining district is also newly constructed in the immediate area.

All rooms have a king bed and the studios offer a twin option of two singles beds.

Studio Rooms: \$209 per night
— Single/twin/double

1 Bedroom Apartments: \$239 per night
— Single/double

Avenue Hotel

80 Northbourne Avenue, Canberra

The Avenue Hotel is one of the only 5 star options in the Canberra city and offers guests both studio and apartment style rooms. The hotel is a 15-20 minute walk from the Convention Centre.

The apartments have a fully functioning kitchen. Twin option at the hotel consists of two king singles.

Superior King Rooms \$285 per night
— Single/twin/double

1 Bedroom Apartments \$335 per night
— Single/double

Crowne Plaza

1 Binara Street, Canberra

The Crowne Plaza is adjacent to the Convention Centre and only a short walk from restaurants, bars and the main shopping district.

Twin option at the hotel consists of two double beds.

Superior Room \$345 per night
— Single/twin/double

Deluxe Room \$390 per night
— Single/twin/double

Mantra on Northbourne

84 Northbourne Avenue, Canberra

Mantra on Northbourne is centrally located within the CBD and approximately a 15-20 minute walk from the National Convention Centre. The hotel features underground parking (for a fee), a 24 hour reception, a heated indoor pool, sauna and a fully-equipped gymnasium.

All apartments offer one king bed, individually controlled air-conditioning, WiFi (for a fee), pay per view movies, mini bar, tea/coffee making facilities, a separate lounge and dining area, kitchen and a fully equipped laundry.

Nesuto Apartments

2 Akuna Street, Canberra

Located in the heart of Canberra's CBD, the Nesuto Apartments is only a five-minute walk from the National Convention Centre. The one-bedroom apartments also offer a separate lounge/dining area.

Twin option at the hotel consists of two single beds. Additional costs will apply if more than 2 guests are within the one room.

Studio Apartment \$219 per night
— Single/twin/double

1 Bedroom Apartments \$239 per night
— Single/twin/double

Peppers Gallery

15 Edinburgh Avenue, Acton

Located in the New Action Hub, Peppers Gallery Hotel offers boutique accommodation options, complimentary WiFi access, an Italian restaurant, onsite car parking and a 24 hour reception. Walking distance to the Convention Centre is approximately 20 minutes.

Peppers rooms all have unique décor and contain a coffee machine, walk in showers and a large work desk.

Queen Room \$249 per night
— Single/double

King Room \$269 per night
— Single/double

Qt Hotel

1 London Circuit, Canberra

The Qt Hotel is a modern hotel with boutique style furnishings, central to the city and a 10-minute walk to the National Convention Centre.

Twin option at the hotel consists of two single beds.

Standard Room \$229 per night
— Single/twin/double

The Sebel Canberra Civic

197 London Circuit, Canberra

The Sebel Canberra Civic is one of Canberra's newest hotels which opened in June 2019 and is just a 7-minute walk from the National Convention Centre.

This property offers free WiFi throughout the hotel, a fully equipped gym, and an onsite restaurant and bar lounge.

All rooms come with a fully equipped kitchenette with Nespresso machine and dining table. Every bathroom is accessibility friendly with walk in showers.

Superior rooms come with a queen bed, Executives are fitted with king beds.

Superior Room \$190 per night
— Single/double

Executive Room \$240 per night
— Single/double

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 9 May 2023
AGENDA BUSINESS ITEM**

Item: 12.9

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
23/08/2022	Ordinary Council	206/22	MON Undergrounding of Power Lines Lobethal, Mt Torrens & Woodside	Nil
24/01/2023	Ordinary Council	4/23	MON Aldgate Main Street Amenity Upgrade - Stage 2	General - Cr Mark Osterstock General - Cr Kirrilee Boyd
28/03/2023	Ordinary Council	62/23	Petition - Flooding Junction Road Balhannah	Nil
11/04/2023	Ordinary Council	79/23	Records & Information management Policy & Procedure	Nil
26/04/2023	Ordinary Council	92/23	Long Term Financial Plan for Adoption	Nil
26/04/2023	Ordinary Council	97/23	MWN Condolence Motion for Loiacono Family	Nil
26/04/2023	Ordinary Council	101/23	Audit Committee Recommendations to Council from 17/4/23	Nil

1. GOVERNANCE

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal 5 A Progressive Organisation

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

Priority O5.3 Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community

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.

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 Direc	Status	Status (for Council reporting)	Confidential
24/01/2017	Ordinary Council	7/17	Cromer Cemetery Revocation of Community Land	None declared	a report be prepared and submitted to the Minister for Local Government seeking approval for the revocation of the community land classification of a portion of the land contained in Certificate of Title Volume 5880 Folio 219 identified in red on the plan attached as Appendix 1.	Terry Crackett	In Progress	DEWNR have requested that the revocation be put on hold whilst they investigate the requirements to alter the trust affecting the land and undertake an assessment of the native vegetation on the land, this is likely to take some months. DEW advised on 4/12/18 that there are some impediments to the progression of the proposed boundary realignment due to the mining operations on the adjacent land, which are being negotiated with the Dept for Mining. Advice is that these negotiations could take considerable time (2yrs). In the interim, consideration will be given to the granting of a right of way to ensure that the cemetery has legal access. DEW staff member dealing with this matter has left DEW so there may be an extended delay whilst it is reallocated and assessed. DEW awaiting finalisation of negotiations with Dept for Mining March 21 - Council staff have requested an update from DEW as to the status of this matter October 21 - Council staff continue to engage with DEW to seek a progression of the matter November 21 - no further update from DEW Jan 22 - contact has been made with DEW who are investigating the situation again prior to further communication with Council March 22 - a new contact has been established with DEW who is working proactively with Council to plan a path forward to meet both DEW and Council objectives August 2022 - DEW have advised that the land can be subdivided as Crown Land and rededicated back to Council which will mean Community Land revocation is unnecessary. On site meeting held with DEW, Survey Plan prepared and with DEW for comment (sent 30/08/2022) prior to lodgement. Seeking confirmation from DEW on their willingness to resume the land prior to lodging land division. October 2022 - DEW have the Plan of division and are liaising with staff regarding the best way forward. Nov 22 - liaising with Plan SA who have now received the land division for assessment Dec 22 - Council's comments on the crown land division now with Plan SA for a final decision Jan 23 - Crown Lands advised early Jan that they are finalising paperwork submission to Minister Feb 23 - no update Mar 23 - Awaiting update advice from Crown Lands SA Apr 23 - Land division application has now been approved. Site will be pegged and land division finalised shortly. Waiting on Crown Lands SA to finalise re-dedications May 23 - no update	FALSE
28/08/2018	Ordinary Council	200/18	Proposal to enter 11 AHC Reserves into Heritage Agreements 2018	None declared	1. That the report be received and noted. 2. That the Biodiversity Officer be authorised to enter: Doris Coulls Reserve, 152 Old Mt Barker Road, AldgateHeathfield Waste Facility, 32 Scott Creed Road, HeathfieldKiley Reserve, 15 Kiley Road, AldgateShanks Reserve, 1 Shanks Road, AldgateStock Reserve, Stock Road, MylorLeslie Creek Reserve, Leslie Creek Road, MylorMi Mi Reserve, 125 Aldgate Valley Road, MylorAldgate Valley 2 Reserve, 114 Aldgate Valley Road, MylorKyle Road Nature Reserve, Kyle Road, MylorCarey Gully Water Reserve, Deviation Road, Carey GullyHeathfield Stone Reserve, 215 Longwood Road, HeathfieldMylor Parklands, Mylor all being of significant biodiversity value, into Heritage Agreements. 3. That the Heritage Agreements retain the existing dog access arrangements in place for each of those reserves.	Peter Bice	In Progress	The Heritage Applications were phased over the years in order to be accommodated within available resourcing. All applications have been lodged by June 30 2022 as per 2018 Council resolution. Heritage Agreements have been registered over: Kiley Reserve Shanks Reserve Kyle Road Nature Reserve, Leslie Creek Reserve Aldgate Valley 2 Reserve Doris Coulls Reserve Mylor Parklands Heathfield Waste Facility Heathfield Conservation Reserve Conditionally approved: 1. Reserve 26 - "Stock Rd 1". Closed Road Title Certificate to issue a new Certificate of Title for closed roads A1 and B1 in Road Plan 572 has been signed by the Surveyor General and forwarded to Land Services SA. Process can be tracked on SALLS with dealing number 13991916. 2. Carey Gully. Rededication from recreation to conservation purposes required. Paperwork to amend a dedication submitted to Crown Lands. Awaiting outcome. NOTES: Heathfield Stone Reserve was successfully rededicated for conservation purposes with Lands Title Office, and is now referred to as Heathfield Conservation Reserve. Heathfield Conservation Reserve and Heritage Mi Mi Reserve Applications have been accepted and signed by CEO, to be countersigned by DEW. Carey Gully was initially rejected but appealed by Biodiversity Officer. Heritage Officer changed their	FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)	Confidential
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	Item 1 - 4 of the resolution have been complete for some time. Items 5 regarding the change over of Council held public lighting on DIT roads has not progressed. DIT requires that the lighting on DIT roads is V Category lighting and in some instances this may require upgrading of the existing lighting type and numbers to meet this requirement. The cost to undertake analysis and upgrade is likely to be a low return on investment. Note that there are only about 100 Council public lights on DIT roads across the Council area and hence the benefits of having this as a priority are minimal in the overall scheme of investment options for energy use reduction. The current status of LED lighting as it relates to items 1 - 4 LED streetlighting upgrade – Council has invested \$355,000 in the changeover of 780 public street lights to LED. The remaining approximately 600 lights are more challenging with higher costs and a lower cost benefit. •267 LED 17 were rolled out as a bulk rollout program with a \$ 355k investment. Council has entered into PLC tariffs for these lights, that is Council funds the capital investment and receives a lower tariff fee and associated reduce electricity use that provides long term operational costs for providing this service. •28 further 29 lights have been upgraded to LED – Located in Aldgate Main Street, Summertown, and Uraidla. •280 have been changed over by SAPN as part of routine maintenance operations – SAPN policy to change public lights with LED equivalents when existing stocks are depleted. •324 remain to be converted – cost in the order of 600k – 700k as these are vertical mounted (technical challenges with existing assemblies) or higher-class V Category. •We have had 73 additional LED lights transferred to Council by Developers (Crest and Hamilton Hill)	FALSE
28/01/2020	Ordinary Council	11/20	Revocation of Community Land - Bridgewater Retirement Village	None declared	That the report be received and noted. Subject to the Supreme Court issuing an order granting approval for a trust variation scheme, a report be prepared and submitted to the Minister for Planning seeking approval to revoke the community land classification of Allotment 220 in Filed Plan No. 8131 known as 511 Mount Barker Road Bridgewater. The Mayor and CEO be authorised to sign all necessary documentation to give effect to this resolution.	Terry Crackett	In Progress	Application to the Minister for Planning will be made once the trust variation scheme has been approved by the Supreme Court. The Attorney-General has provided in-principle support for the proposal. A detailed landscape design has been prepared, community consultation on the design is underway and submission for the Supreme Court is being prepared. November 21 - consultation has been undertaken, draft affidavit has been prepared for lodgement with the Supreme Court Jan 22 - awaiting approval from the Attorney General to lodge with the Supreme Court April 22 - documents nearing finalisation for lodgement with Supreme Court June 22 - all Supreme Court documents have been executed and progressed with the Attorney-General August 2022 - Supreme court document have been approved, Trust now removed from Retirement Village site and have been transferred to Caripook Park. Meeting with residents on 22 September to discuss status and will then finalise report to Minister to revoke community land classification. Oct 22 - Meeting held with residents re current status on 22/10/2022. Community Land revocation application finalised and sent to minister week ending 14/10/2022 Nov 22 - advice received from Minister that community land revocation would be assessed around mid November 2022 Dec 22 - awaiting final decision from Minister regarding community land revocation Jan 23 - awaiting final decision from Minister regarding community land revocation Feb 23 - awaiting final decision from Minister regarding community land revocation Mar 23 - awaiting final decision from Minister regarding community land revocation Apr 23 - Minister has now made its decision to approve the revocation. Report to come to Council shortly to finalise. May 23 - Report to go to Council on 9 May 2023 seeking revocation of the community land classification	FALSE
15/12/2020	Ordinary Council	300/20	Road Exchange Pomona Road Stirling	None declared	1. That the report be received and noted. 2. In accordance with sections 12 and 15 of the Roads Opening and Closing) Act 1991, enter into an Agreement for Exchange with the owner of the land of 21 Pomona Road Stirling and issue a Road Process Order to open as public road the area identified as "Road to be opened 1" on the Preliminary Plan No 20/0038 and in exchange to close a portion of Pomona Road as identified on the Preliminary Plan No 20/0038 as "Public Road A", subject to the owner of the land at 21 Pomona Road Stirling agreeing to pay all costs associated with the road exchange process including but not limited to all survey, valuation and reasonable legal costs 3. The closed road be excluded as Community Land pursuant to the Local Government Act 1999. The Mayor and Chief Executive Officer be authorised to sign all documents that the report, related attachments and the discussion and considerations of the subject matter be retained in confidence until 30 July 2021.	Terry Crackett	In Progress	Final Plans and Road Process Order documents have been executed by all parties. Awaiting on processing with the Surveyor- General and the Lands Titles Office Apr 23 - No update May 23 - sent follow up email to surveyor on 17/04/2023 seeking an update on the lodgement of documents with the surveyor general	FALSE
27/01/2021	Ordinary Council	22/21	CWMS Review	None declared	The Mayor and Chief Executive Officer be authorised to sign all documents that the report, related attachments and the discussion and considerations of the subject matter be retained in confidence until 30 July 2021.	Peter Bice	In Progress	Still to be retained in confidence	FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Direc	Status	Status (for Council reporting)	Confidential
23/03/2021	Ordinary Council	52/21	Crown Land Revocation	None declared	<ol style="list-style-type: none"> 1. That the report be received and noted 2. That the consultation report (<i>Appendix 1</i>) be received and noted 3. To apply to the Minister for Planning to revoke the Community Land classification of the following parcels of land:- <ol style="list-style-type: none"> i. CR 5752/186, Lot 32 Fullgrave Road, Crafers ii. CR 5753/725, Section 1609 Illert Road, Mylor iii. CR 5753/729, Section 1657 Scott Creek Road, Scott Creek iv. CR 5753/741, Sections 53 and 54 Sandy Waterhole Road, Woodside v. CR 5753/742, Section 547 Schuberts Road, Lobethal vi. CR 5753/744, Section 553 Pedare Park Road, Woodside vii. CR 5753/745, Section 556 Tiers Road, Woodside viii. CR 5753/746, Section 565 Old Carey Gully Road, Stirling ix. CR 5753/754, Section 511 North East Road, Inglewood x. CR 5753/758, Section 262 Reserve Road, Forreston xi. CR 5763/631, Section 1591 Silver Road, Bridgewater xii. CR 5763/634, Section 71 Magarey Road, Mount Torrens xiii. CR 5763/635, Section 72 Magarey Road, Mount Torrens xiv. CR 5763/636, Section 84 Forreston Road, Forreston xv. CR 6142/329, Lot 501 Greenhill Road, Balhannah xvi. CR 5926/487, Lot 20 Bell Springs Road Charleston (for rededication to the Department of Environment & Water) xvii. CR 5753/718, Section 1544 Reserve Terrace Aldgate (for rededication to Meals on Wheels) xviii. CR 5753/753, Section 495 off Kersbrook Road Kersbrook (for rededication to Forestry SA) 4. That a further report be presented to Council once a response 	Terry Crackett	In Progress	<p>Being progressed in accordance with resolution.</p> <p>November 21 - awaiting feedback from the Minister for Planning on final application for revocation</p> <p>Jan 22 - final application has been lodged with the Minister for Planning</p> <p>June 22 - awaiting response from new Minister</p> <p>September 2022 - still awaiting response from Minister</p> <p>Oct 22 - Still awaiting response from Minister</p> <p>Nov 22 - Still awaiting response from Minister</p> <p>Dec 22 - received response from Minister that matter has been referred to DEW for land to be resumed from the Crown to alleviate the need for Community Land revocation. Report to be made to Council in January 2023 providing an update on the Ministers correspondence and next steps</p> <p>Jan 23 - report to Jan Council meeting regarding next steps.</p> <p>Feb 23 - matter now referred to crown lands SA - workshop to now be held with Council before Council meeting by end of June 2023</p> <p>Mar 23 - have asked crown lands SA to put matter on hold pending Council workshop schedule for May</p> <p>Apr 23 - To be discussed in future Council workshop</p> <p>May 23 - to be discussed at Council workshop on 5 June 2023</p>	FALSE
27/07/2021	Ordinary Council	158/21	Revocation of Community Land Classification - Closed Roads R2142AA & R1573AB	Perceived - Cr Linda Green	<ol style="list-style-type: none"> 1. That the report be received and noted 2. To commence a revocation of community land process for the land described as "AA" in Road Plan No. 2142 ("Closed Road"), off Lenger Road, Mount Torrens including consultation in accordance with Council's Public Consultation Policy and the <i>Local Government Act 1999</i> with the intention of selling the Closed Road to the adjoining owners. 3. To commence a revocation of community land process for the land described as "A" and "B" in Road Plan No. 1573 ("Closed Road") adjacent to 105 Nicholls Road, Norton Summit including consultation in accordance with Council's Public Consultation Policy and the <i>Local Government Act 1999</i> with the intention of selling the Closed Road to the adjoining owners. 4. That a further report be presented to Council at the completion of the consultation. 	Terry Crackett	In Progress	<p>Commenced in accordance with the resolution</p> <p>Public Consultation has completed. NO formal responses received - follow up report is prepared and to be presented at June 2022 Council meeting</p> <p>Follow up report presented to Council 26 July 2022.</p> <p>Council have written to the Minister for approval of Community Land Revocation status. Anticipated response due mid September 2022.</p> <p>Oct 22 - No response received from Minister</p> <p>Nov 22 - Response from Minister still to come</p> <p>Dec 22 - Response from Minister still to come</p> <p>Jan 23 - Response from Minister received 10/1/2023 - in favour of Revocation. Next steps are to prepare next report to Council to progress with the sale of the Closed Road Land (March 2023 Meeting).</p> <p>Mar 23 - Roads Officer position now vacant, will look to report to Council on this asap likely April.</p> <p>Apr 23 - Report to be submitted to Council shortly.</p> <p>May 23 - interim roads officer following up</p>	FALSE
24/08/2021	Ordinary Council	170/21	Road Exchange Aldi Development Pomona Road Stirling	None declared	That the report be received and noted in accordance with sections 12 and 15 of the <i>Roads (Opening and Closing) Act 1991</i> , enter into an Agreement for Exchange with the owner of the land of 3-5 Pomona Road Stirling and issue a Road Process Order to open as public road the area identified as "Road to be opened 1" on the Preliminary Plan No 21/0011 and in exchange to close a portion of Pomona Road as identified on the Preliminary Plan No 21/0011 as "Public Road A", subject to the owner of the land at 3-5 Pomona Road Stirling and Council agreeing to share all costs associated with the road exchange process including but not limited to all survey, valuation and reasonable legal costs. The closed road be excluded as Community Land pursuant to the <i>Local Government Act 1999</i> . The Mayor and Chief Executive Officer be authorised to sign all documents necessary, including affixation of the common seal, to give effect to this resolution.	Terry Crackett	In Progress	<p>Commenced in accordance with resolution</p> <p>Road Process Documents have been signed by Council. Currently awaiting process by the Surveyor-Generals and Lands Titles Office.</p> <p>Road plan has been examined, however this is awaiting the deposit of a prior amalgamation and easement plan with the Lands Titles Office.</p> <p>Oct 22 - No further update to report</p> <p>Nov 22 - No further updates</p> <p>Dec 22 - No further updates</p> <p>Jan 23- No further updates</p> <p>6 Feb 23- No further updates</p> <p>Mar 23 - easement plan now signed and ready for lodgement</p> <p>Apr 23 - Awaiting further advice from Surveyor</p>	FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Direc	Status	Status (for Council reporting)	Confidential
24/08/2021	Ordinary Council	178/21	Operational Workplace Review	None declared	<ol style="list-style-type: none"> That the report be received and noted That Council take up commercial lease space in Stirling at 85 Mount Barker Road Stirling, and the associated costs for the leasehold premises detailed in <i>Appendix 1</i> be adjusted in the 2021-22 financial year at Budget Review 1 Further detailed scoping be undertaken on the proposed renewal and energy efficiency upgrades to the Stirling Office, Heathfield Depot, Gumeracha Depot and Woodside Offices (current Development and Building Team offices) and presented to Council for consideration where appropriate within the 2021-22 Budget Review 1 and the next review of the Long Term Financial Plan Subject to endorsement of the detailed scoping identified in 3 above, the Development and Building Team be relocated from Woodside to Stirling To include budget provision in the draft Annual Business Plan for the 2022-23 financial year to undertake a feasibility study on the medium to long term needs for community and operational sites and where greater efficiencies may be obtained through consolidation of sites. 	Terry Crackett	In Progress	<p>Commenced in accordance with resolution</p> <p>Fitout of Garrod Office and progression of preliminary work for Stirling transportable underway. Scoping of other components to be is nearing completion and will be presented back to Council for review.</p> <p>Sept 22 - refit of transportable building at Stirling underway to allow for Ranges and EHO's to move in. Fitout at Garrod now complete with some staff having moved in. Meeting at Heathfield in early Sept to continue discussions on extension/renovations at that site.</p> <p>Oct 22 - Transportable building renovations well progressed. Meeting at Heathfield postponed pending further discussion with CEO on process for moving forward given scope of new building proposed for Heathfield has now changed.</p> <p>Nov 22 - Transportable renovations going to plan with completion estimated prior to Christmas. Discussion held with Ceo/exec team re scope/process moving forward</p> <p>Dec 22 - Transportable on track to be completed prior to Christmas. Scoping for planning and building team to be relocated to Stirling underway</p> <p>Jan 23 - discussions underway regarding options for woodside staff to be relocated to Stirling together with costings for changes to West Wing (Council chamber). Report to be submitted to Council prior to any changes being made.</p> <p>Feb 23 - update report coming to council in March/April</p> <p>Mar 23 - update report to come to Council more likely April/May</p> <p>Apr 23 - Still under internal review - report possible to Council in June 23</p> <p>May 23 - still under internal review</p>	FALSE
26/10/2021	Ordinary Council	220/21	Charleston Cemetery Compulsory Acquisition	None declared	<ol style="list-style-type: none"> That the report be received and noted. To revoke the resolution of Council of 22 May 2001, B129. To commence a process to compulsorily acquire, under the <i>Land Acquisition Act 1969</i>, the Charleston Cemetery being the land contained in Certificate of Title Volume 5066 Folio 740 located at 36 Newman Road Charleston from The Charleston Cemetery Trust Inc. To continue to manage the Charleston Cemetery on behalf of The Charleston Cemetery Trust Inc in the interim from the date of this resolution until the completion of the land acquisition process. To authorise the Mayor and Chief Executive Officer to undertake all necessary actions, including execution of documents, including under the common seal of Council, to give effect to this resolution. 	Terry Crackett	In Progress	<p>Commenced in accordance with the resolution.</p> <p>November 21 - letter seeking consent to undertake the compulsory acquisition has been sent to the Minister</p> <p>Jan 22 - Minister has advised they are considering their position and will advise further in due course</p> <p>March 22 - Minister advised that has been deferred until after the election</p> <p>April 22 - new Minister has confirmed receipt and will review in due course</p> <p>Aug 22 - received advice from Minister for Local Government (via Normans) on 9/08/2022 that they were still waiting to hear back from Crown Solicitors Office on this matter.</p> <p>Oct 22 - No update received from Minister</p> <p>Nov 22 - No update received from Minister</p> <p>Dec 22 - No update received from Minister</p> <p>Jan 23 - no update received from Minister.</p> <p>Feb 23 - no update received from Minister</p> <p>Mar 23 - Lawyer followed up and Minister has advised that they are still reviewing the request from Council</p> <p>Apr 23 - Have written to Minister (via Lawyer) seeking urgent decision on this matter due to delays</p> <p>May 23 - no response from minister received</p>	FALSE
26/10/2021	Ordinary Council	235/21	Ashton Landfill - Confidential Item	None declared	As per Confidential minute	Peter Bice	In Progress	Matter continues to be progressed. Further updates will be provided when a material change occurs.	TRUE
26/10/2021	Ordinary Council	238/21	Electricity Procurement Legal Matter - Confidential Item	None declared	As per confidential minute	Peter Bice	In Progress	Still to be retained in confidence	TRUE
14/12/2021	Ordinary Council	274/21	Woodside Recreation Ground Reuse further information	Perceived - Cr Stratford	<ol style="list-style-type: none"> The report be received and noted. That a report be prepared for Council's information on the costs associated with bore water saving initiatives that could be implemented in respect to Council-owned recreational assets that are currently irrigated by bore water. 	Peter Bice	In Progress	<p>An audit of the site was undertaken on Wednesday 4th January 2023, along with other key areas.</p> <p>Still waiting for report which is due shortly.</p>	FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Direc	Status	Status (for Council reporting)	Confidential
22/03/2022	Ordinary Council	52/22	Response to MON Bore Use	Nil	<ol style="list-style-type: none"> 1. That the report be received and noted 2. To negotiate an agreement with the Summertown Village Water Company for access to the Council bore located on Anya Crescent Reserve at Summertown for a defined period, being not more than 3 years, on terms and conditions to be agreed whereby by the end of the agreement term, the Summertown Village Water Company has established an independent water supply for its shareholders and current use of the Council bore ceases 3. To negotiate in principle agreement with the Summertown Community Centre Inc. for a land exchange at Tregarthen Reserve Summertown that would see the public infrastructure located on land owned by the Council and the sport and recreation infrastructure located on land owned by the Summertown Community Centre Inc. with the Council being responsible for the provision of water to Tregarthen Reserve 4. To negotiate an agreement with the owner of 30 Stonehenge Avenue Stirling, for access to and use of the bore located on Council land at 28 Stonehenge Avenue Stirling, for a defined reasonable period of time, say 18 – 24 months, on terms and conditions to be agreed whereby by the end of the agreement, the landowner has established an independent water supply for its land and use of the Council bore ceases 5. To undertake further investigations in relation to the Mylor bore and tanks and to which properties it supplies water 6. The CEO further reports to Council on an annual basis of progress being made on points 2-5. 	Terry Crackett	In Progress	<p>Commenced in accordance with resolution.</p> <p>Sept 22 - commenced as per resolution</p> <p>Oct 22 - commenced as per resolution</p> <p>Nov 22 - commenced as per resolution</p> <p>Dec 22 - commenced as per resolution with an update report to be submitted to Council in early 2023</p> <p>Jan 23 - update to be reported to Council in March 2023</p> <p>Feb 23 - report still on track for March 2023 meeting</p> <p>Mar 23 - report to now be considered by Council for meeting later this year around September</p> <p>Apr 23- no update</p> <p>May 23 - no further update</p>	FALSE
22/03/2022	Ordinary Council	53/22	Removal of Remoteness Sculpture, Stirling	Nil	<ol style="list-style-type: none"> 1. That the report be received and noted. 2. That the sculpture known as <i>The Remoteness</i>, be removed from the area in front of the Coventry Library, Stirling. 3. That best endeavours should be made to retain suitable elements of the sculpture for placement in the surrounding landscape in a manner appropriate to the setting, such as for informal seating. 4. That the Council works with the Stirling Business Association and stakeholders from the former Adelaide Hills International Sculpture Symposium Inc to identify and implement appropriate means of recognising the sculpture and ensuring its legacy is not lost to the precinct in which it is presently situated and the overall Hills Sculpture Trail. 	Terry Crackett	In Progress	<p>In mid-June, the former artistic director for Adelaide Hills International Sculpture Symposium Inc approached Council staff advising of a product he believes may provide a potential 'fix' for the sculpture. He was unavailable to progress the matter through June/July, however staff have recently met with him to progress the matter.</p> <p>Staff have sought advice on the suggested fix from ArtLab and at the time of update, are awaiting an outcome of their work. It will be important to evaluate whether or not the risk profile associated with the matter would change with the proposed fix. As there is a Council resolution to remove the sculpture, the matter may need to come back to Council for consideration if the fix is deemed viable.</p> <p>Response from Artlab has indicated that, given the load bearing of the design and the weakened nature of the stone it is unlikely that any treatment options will resolve the issues, however they suggested that we further consult with an engineer regarding proposed fix. An engineer has been approached and provided with all information to date and we await his response.</p> <p>The engineer has met with the artist who proposed the potential fix and we are in discussions with him regarding options.</p> <p>12/12 David Waters has spoken to the engineer who is sending some additional information regarding risk management.</p> <p>19/1 Information has been received from the engineer which indicates there may be some merit in the solution proposed by the artist but there are still some complexities regarding that solution. The case has now been referred to property services to review and finalise.</p> <p>Feb 23 - property reviewing all documentation and undertaking a risk assessment on current proposal</p>	FALSE
26/04/2022	Ordinary Council	86/22	MON Property Lobethal Road Lenswood	Nil	<ol style="list-style-type: none"> 1. Council notes the long history of compliance action taken by the Council under both the <i>Development Act 1993</i>, and the <i>Local Nuisance and Litter Control Act 2016</i>, in relation to: continuing unauthorised use of the land as a junkyard/scrap storage facility/builder's storage facility; the continuing unsightly condition of the land when viewed from the public realm; and ongoing nuisance caused by wandering livestock and animals which issues continue to bring about adverse impacts within the locality. The Council instructs the Chief Executive Officer to take such further action/s as he may be advised to take under (including but not limited to) the <i>Local Nuisance and Litter Control Act 2016</i>, and/or the <i>Planning, Development and Infrastructure Act 2016</i>, (which action/s may involve the commencement legal proceedings and/or the exercise of step-in rights) to address the above issues on an ongoing basis. Wherever possible, such action should seek to recover the Council's costs 	Natalie Armstrong	In Progress	Continued monitoring is being undertaken by Council staff and action if appropriate.	FALSE
26/04/2022	Ordinary Council	87/22	Property Lobethal Road Lenswood - Duration of Confidentiality	Nil	<p>Item</p> <p>Duration of Confidentiality</p> <p>NB: Item to be reviewed every 12 months if not released</p> <p>Report Two year term</p> <p>Related Attachments Two year term</p> <p>Minutes NIL</p> <p>Other (presentation,</p>	Natalie Armstrong	In Progress		FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Direc	Status	Status (for Council reporting)	Confidential
24/05/2022	Ordinary Council	122/22	Purchase of Land 8 St John Road Norton Summit	Perceived - Cr Leith Mudge	I move that the matter of the purchase of land at 8 St John Road Norton Summit be brought to a workshop to ensure all members are fully aware of the situation which includes issues that have to be resolved, e.g. Council's encroachment onto Church land of the septic system and part of the CFS shed.	Terry Crackett	In Progress	Workshop scheduled for 9 August 2022. Workshop held on 16 August 2022. Investigations ongoing during September/October 2022 Nov 22 - internal investigations ongoing with report planned for Council meeting in early 2023. Dec 22 - on site meeting held to discuss possible options for new septic tank including land requirement Jan 23 - property team is seeking quotes for upgrade of septic system, Feb 23 - have given engineer go ahead for quote and design of new septic system Mar 23 - awaiting advice from engineer re scope and design of new septic system Apr 23 - Still awaiting advice re new septic system	FALSE
28/06/2022	Ordinary Council	157/22	Revocation of Community Land Classification - Closed Roads Mt Torrens & Norton Summit	Perceived - Cr Linda Green	That the report be received and noted A report be prepared and submitted to the Minister for Planning seeking approval for the revocation of the community land classification of the land identified as: a. Closed Road AA in Road Plan No. 2142 contained in Certificate of Title Volume 6261 Folio 496 located at Mount Torrens (Appendix 1) b. Closed Road AB in Road Plan No. 1573 contained in Certificate of Title Volume 6261 Folio 497 located at Norton Summit (Appendix 1)	Terry Crackett	In Progress	Commenced in accordance with resolution. Council staff have written to the Minister for Local Government (Hon. Geoff Brock) seeking the Revocation of Community Land Classification. Oct 22 - Waiting on response from Minister Nov 22 - Awaiting response from Minister Dec 22 - Awaiting response from Minister Jan 23 - Response from Minister received 10/1/2023 - in favour of Revocation. Next steps are to prepare next report to Council to progress with the sale of the Closed Road Land (March 2023 Meeting). Mar 23 - Report more likely to come in April due to staff vacancy Apr 23 - Report to come shortly	FALSE
28/06/2022	Ordinary Council	166/22	Warren Road Birdwood Blackspot Nil - Confidential Item	Nil	See Confidential Minute	Peter Bice	In Progress	In Progress	TRUE
28/06/2022	Ordinary Council	167/22	Warren Road Birdwood Blackspot Nil - Duration of Confidentiality	Nil	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 18.1 in confidence under sections 90(2) and 90(3)(d) of the <i>Local Government Act 1999</i> , resolves that an order be made under the provisions of sections 91(7) and (9) of the <i>Local Government Act 1999</i> to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not releasedReportUntil all resolutions are executed, but not longer than 28 June 2023Related AttachmentsUntil all resolutions are executed, but not longer than 28 June 2023MinutesUntil all resolutions are executed, but not longer than 28 June 2023	Peter Bice	In Progress	In Progress	FALSE
28/06/2022	Ordinary Council	172/22	Ashton Landfill - Confidential	Nil	See Confidential Minute	Peter Bice	In Progress	Matter continues to be progressed. Further updates will be provided when a material change occurs.	TRUE
28/06/2022	Ordinary Council	173/22	Ashton Landfill - Duration of Confidentiality	Nil	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 18.3 in confidence under sections 90(2) and 90(3)(i) of the <i>Local Government Act 1999</i> , resolves that an order be made under the provisions of sections 91(7) and (9) of the <i>Local Government Act 1999</i> to retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not releasedReport28 June 2024Related Attachments28 June 2024Minutes28 June 2024OtherNIL	Peter Bice	In Progress	Matter continues to be progressed.	FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)	Confidential
28/06/2022	Ordinary Council	175/22	Fabrik Tender & Contract - Confidential Item	Nil	See Confidential Item	Terry Crackett	In Progress	Oct 2022 - Building 21 Contract has now been finalised. Contracts for remainder of buildings in process of being finalised. Nov 22 - remaining contracts in process of being finalised. Dec 22 - External works contract in process of being finalised which will be the last of the four contracts to be executed. Jan 23 - External works contract to be signed early 2023 Feb 23 - awaiting signing of external works contract Mar 23 - awaiting signing of external works contract Apr 23 - awaiting signing of external works contract	TRUE
26/07/2022	Ordinary Council	182/22	Policy Review - Festivals and Events	Nil	That the report be received and noted. To undertake public consultation on the Draft July 2022 <i>Festivals and Events Policy</i> and the CEO prepares a report for Council.	Rebecca Shephers	In Progress	We have commenced phase 1 of consultation on the Festival & Events Policy with a general invitation to our community and event attendees to provide feedback on events they run or attend. We will then run a workshop session with Council in the second half of the year to provide details regarding the variety of ways we currently support events and seek input into how we should be supporting them in the future. That feedback will then inform the development of our new policy to come to Council in August 2023. https://engage.ahc.sa.gov.au/festivals-and-events-in-the-adelaide-hills	FALSE
23/08/2022	Ordinary Council	206/22	MON Undergrounding of Power Lines Lobethal, Mt Torrens & Woodside	Nil	That the CEO investigates the potential for undergrounding of power lines in: Main Street and portion of Lobethal Road, Lobethal; Onkapinga Valley Road (Main Street) Woodside; and Townsend Street, Mount Torrens and, after consultation with the Power Lines Environment Committee, provides a report to Council by 28 February 2023.	Peter Bice	Completed	Report provided at 26 April 2023 meeting.	FALSE
23/08/2022	Ordinary Council	230/22	East Waste Recycling Contract – Duration of Confidentiality	Nil	to retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report 23 August 2024 Related Attachments 23 August 2024 Minutes 23 August 2024 Other 23 August 2024 Pursuant to section 91(9)(c) of the <i>Local Government Act 1999</i> , the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.	Peter Bice	In Progress	Confidential material remains sensitive and could reasonably be expected to prejudice the commercial position of the person who supplied the information.	FALSE
23/08/2022	Ordinary Council	234/22	Revised East Waste 2022-23 Annual Plan & Budget – Duration of Confidentiality	Nil	to retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report Nil Related Attachments Appendix 1 Appendix 2 23 August 2024 Nil Minutes Nil Other Nil Pursuant to section 91(9)(c) of the <i>Local Government Act 1999</i> , the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.	Peter Bice	In Progress	Confidential material remains sensitive and could reasonably be expected to prejudice the commercial position of the business who supplied the information.	FALSE
23/08/2022	Ordinary Council	237/22	Ministerial Exemption - Duration of Confidentiality	Nil	to retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report 23 August 2024 Related Attachments 23 August 2024 Minutes 23 August 2024 Other 23 August 2024 Pursuant to section 91(9)(c) of the <i>Local Government Act 1999</i> , the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.	Peter Bice	In Progress		FALSE
20/12/2022	Ordinary Council	303/22	Surplus Government Land Notification	Nil	See Confidential Minute	Terry Crackett	In Progress		FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Direc	Status	Status (for Council reporting)	Confidential
20/12/2022	Ordinary Council	304/22	Surplus Government Land Notification	Nil	to retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not releasedReportUntil the land has been placed on the open market by the State Government or until the State Government authorises release of the information, whichever event occurs first.Related Attachments Until the land has been placed on the open market by the State Government or until the State Government authorises release of the information, whichever event occurs first.Minutes Until the land has been placed on the open market by the State Government or until the State Government authorises release of the information, whichever event occurs first.Other (presentation, documents, or similar)NIL	Terry Crackett	In Progress		FALSE
24/01/2023	Ordinary Council	3/23	Questions adjourned - Options to reduce traffic congestion and improve child safety adjacent to Bridgewater Primary School	Nil	1. That the report be received and noted. 2. That following the completion of the Child Care development, and in liaison with the Department for Education, Council Staff undertake a Traffic Monitoring Study of the local road network in the vicinity of Bridgewater Primary School including Lezayre Avenue, Morella Grove, Trenouth Street and Shannon Road. 3. That a report be brought back to Council within 6 months of the opening of the Childcare Centre.	Peter Bice	In Progress	Report to be brought back to Council within 6 months of the opening of the Childcare Centre. Staff will progress at the appropriate time once child care centre has been in operation for six months.	FALSE
24/01/2023	Ordinary Council	5/23	MON First Nations use of Surplus Land	Material - Cr Adrian Cheater	That the CEO investigates the feasibility, including yet not limited to the implications for Council, of providing preference to traditional custodians and other Aboriginal and Torres Strait Islander stakeholders who live, work or have a strong connection to the Adelaide Hills, to purchase, lease or use vacant land, at no cost to Council, that is: a. owned by Council; or b. crown land under the care and control of Council, that is surplus to Council's needs. 1. The Adelaide Hills Reconciliation Working Group (AHRWG), traditional custodians and other Aboriginal and Torres Strait Islander stakeholders who live, work or have a strong connection to the Adelaide Hills be consulted as part of this investigation. 2. The outcomes of the investigation be discussed at a workshop and a report including recommended changes to relevant policy be presented to Council for consideration not later than 30 June 2023.	Terry Crackett	In Progress	Feb 23 - not yet commenced Mar 23 - Workshop scheduled for May 2023 with Council report scheduled for June 2023 Apr 23 - workshop now scheduled for early June 2023 with Council report in late June 2023	FALSE
24/01/2023	Ordinary Council	7/23	First Nations and Australia Day	Nil	That Council 1. Reaffirms its commitment to being an inclusive council that respects First Nations culture and values 2. Acknowledges the 26th of January is a day of mourning for many First Nations people 3. Requests the Chief Executive Officer prepares a report for Council's consideration on the proposal to move citizenship ceremonies, award ceremonies and related events to a date other than 26 January from 2024 onwards.	Rebecca Shepherc	In Progress	Initial discussions regarding stakeholder engagement have occurred. A consultation plan has been developed and appointments are being made with stakeholders. Meetings have been held with the Reconciliation Working Group and two stakeholder groups. 4/4 All stakeholder meeting have been undertaken and results are to be workshopped with Council members. 17/4 Workshop with Council members is currently scheduled for 5 / 6 / 23 and report tentatively scheduled to go to Council on 13/6 /23 pending the workshop progress.	FALSE
24/01/2023	Ordinary Council	14/23	37 Yanagin Road Greenhill Revocation of Community Land Classification and Land Swap with Yanagin Reserve	Nil	1. That the report be received and noted. 2. That Council commences a revocation of community land process for the land identified in Appendix 2 including consultation in accordance with Council's Public Consultation Policy and the <i>Local Government Act 1999</i> with the intention of undertaking a land swap with the owners of 37 Yanagin Road, Greenhill, together with varying the existing Heritage Agreement over Yanagin Reserve. 3. That a report be brought back to Council following completion of the Community Consultation process.	Terry Crackett	In Progress	Feb 23 - materials for public consultation in process of being prepared Mar 23 - public consultation process now underway Apr 23 - public consultation now closed and submissions in process of review	FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Direc	Status	Status (for Council reporting)	Confidential
24/01/2023	Ordinary Council	4/23	MON Aldgate Main Street Amenity Upgrade - Stage 2	General - Cr Mark Osterstock General - Cr Kirrilee Boyd	<ol style="list-style-type: none"> A report be prepared for Council's consideration on the feasibility (including costings) of: Refurbishing (high pressure cleaning, realignment, reseating and replacement where necessary) the paved footpath on the western side of Mount Barker Road, from Euston Road to Kingsland Road (landscaping, plantings, bin replacement, street furniture replacement, signage replacement), consistent with that of the recently completed Aldgate Main Street Amenity Upgrade – Stage 1. Maintenance (including yet not limited to, landscaping, plantings, signage replacement) of the Aldgate roundabout, consistent with that of the Stirling roundabout. Refurbishment (high pressure cleaning and sealing of the limestone supporting structures, including yet not limited to, replacement landscaping, plantings and signage) of the Aldgate Railway Bridge and its approaches. That the funding source for these works will be the Local Roads and Community Infrastructure Program (Phase 4), and where possible, and within existing budgetary parameters and commitments, the use of in-house staff for these proposed works, as opposed to external contractor/s. That the subject report be presented to Council for consideration in March 2023, or earlier, depending on the Local Roads and Community Infrastructure Program (Phase 4) requirements and guidelines. That the report also includes a strategic priority list of potential Main Street/Town Centre upgrades and the merits of implementing a Plan (including financial implications) to undertake upgrades aligned with the priority list. 	Peter Bice	Completed	Report coupled with PLEC Projects was presented to April 26 Council Meeting.	FALSE
14/02/2023	Ordinary Council	26/23	Preserving Randell's Workers Cottages 1 Beavis Ct Gumeracha	Nil	<ol style="list-style-type: none"> That the report be received and noted. That the amount of \$20,000 be considered as part of the 2023/24 budget preparation process to prevent further deterioration of Randell's Cottages at 1 Beavis Court, Gumeracha. That Council explores another submission to the State Government in an attempt to excise this parcel of land from the Environmental Food 	Natalie Armstrong	In Progress	Funds have been allocated in the draft 23/24FY budget for this project. The State Government reviews the EFPA every 4 years, with the last review being undertaken in 2022. The next review will be due in 2026. A request for review will not be considered until the next review in 2026.	FALSE
14/02/2023	Ordinary Council	29/23	Policy Review Meeting Procedures	Nil	That the report be received and noted. That in relation to the Code of Practice for Council Meeting Procedures: This Code of Practice be brought to the Elected Body in a Workshop so the newly Elected Body has the opportunity to fully explore and understand both the Code in its current form and the implications of the proposed changes.	David Waters	In Progress	Planning for workshop is underway with launch of discussion board on Member's Portal.	FALSE
14/02/2023	Ordinary Council	30/23	Policy Review Access to Council, Committee, Information or Briefing Sessions	Nil	<ol style="list-style-type: none"> That the report be received and noted. That in relation to the Code of Practice for Access to Council and Council Committee and Information or Briefing Session Meetings & Documents: This Code of Practice be brought to the Elected Body in a Workshop so the newly Elected Body has the opportunity to fully explore and understand both the Code in its current form and the implications of the proposed changes. 	David Waters	In Progress	Planning for workshop is underway with launch of discussion board on Member's Portal.	FALSE
14/02/2023	Ordinary Council	37/23	Substantive CEO Recruitment Remuneration & Independent Advice	Nil	See Confidential Minute	David Waters	In Progress	Recruitment process is underway.	FALSE
14/02/2023	Ordinary Council	38/23	Substantive CEO Recruitment Remuneration & Independent Advice Duration of Confidentiality	Nil	retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report Until the contract execution of the Substantive Chief Executive Officer Related Attachments Until the contract execution of the Substantive Chief Executive Officer Minutes Until the contract execution of the Substantive Chief Executive Officer Other (presentation, documents, or similar) Nil	David Waters	In Progress	Recruitment process is underway.	FALSE
28/02/2023	Ordinary Council	40/23	MON Violence Against Women	Nil	Notes the <i>National Plan to End Violence Against Women and Children 2022-2032 (Appendix 1)</i> ; Recognises that violence against women and children is one of the most widespread violations of human rights in our community; is committed, where possible, to helping its community end violence against women and children in the Adelaide Hills Council region; Requests that the CEO implement the Our Watch's Prevention Toolkit for Local Government by 31 October 2023 so that they may be able to inform Council on how best to assist in helping its community end violence against women and children within our region.	Rebecca Shepher	In Progress	The A/CEO has communicated the Council's resolution to the Council's workforce. A work plan is being developed to commence adoption and formal implementation of the toolkit.	FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Direc	Status	Status (for Council reporting)	Confidential
28/02/2023	Ordinary Council	41/23	MON Hanson Construction Materials Ltd - White Rock Quarry	Nil	<p>1. That the Chief Executive Officer, on behalf of Council, writes to the Chief Executive Officer of the Department for Energy and Mining (Dr Paul Heithersay), requesting: Details on the current status of Hanson Construction Materials Ltd (Hanson) White Rock Quarry (expansion) revised Mine Operations Plan (MOP) that was originally submitted on or about 23 December 2020. Details and outcomes of any and all compliance order(s) that have been issued to Hanson since the subject MOP was submitted on or about 23 December 2020. Details and outcomes of any and all compliance actions that the Environment Protection Authority has undertaken in respect to Hanson since the subject MOP was submitted on or about 23 December 2020. Confirmation that the ultimate decision maker as to whether Hanson's MOP obtains approval is the Minister for Energy and Mining (the Honourable Tom Koutsantonis MP).</p> <p>2. That once a response is received from the Chief Executive Officer of the Department for Energy and Mining, that response will be tabled at the next scheduled Ordinary meeting of Council.</p>	Natalie Armstrong	In Progress	Letter has been sent and receipt acknowledged. No response has been received to date.	FALSE
28/02/2023	Ordinary Council	45/23	Parking and Road Safety Wattle Tree Road Bridgewater	Nil	That the report be received and noted to implement the recommended signage addition and vegetation management outlined in the report in addition to the recommended signage, to investigate and implement advisory speed signage in the vicinity of the crest, or other appropriate traffic control mechanisms aimed at reducing vehicle speeds That Council ensure the road siding of section 2 is maintained through the regular application of appropriate fill That parking, access and safety considerations on Wattle Tree Road be monitored again once current residential development on the street is complete.	Peter Bice	In Progress	Referred back to consultant for advice regarding additional crest signage requested. Response from them has been delayed due to lead consultant's availability (illness and workload).	FALSE
28/02/2023	Ordinary Council	46/23	Coach Parking in Stirling	Nil	The report be received and noted The merit of coach parking in Stirling be further explored by the administration and the development of costings be considered The Stirling Business Association and Adelaide Hills Tourism be consulted as part of this process A report be brought back to Council by December 2023.	Rebecca Shepher	Not Started		FALSE
14/03/2023	Ordinary Council	52/23	Heritage Agreements	Nil	That the report be received and noted. That the Chief Executive Officer further investigate and where feasible and eligible, be authorised to enter: Bridgewater Recreation Reserve, Cave Reserve, Bridle Path & Walking trails at Cave Ave, Ayr Street, Anzac Ridge Road, Bridgewater RAA Tower Reserve at 21 Hillcrest Avenue Crafers West Heron Reserve at 21 Onkaparinga Rd, Bridgewater Charleston Waste Facility (Mt Charles) at Harrison Road, Charleston The Deanery, Old Mount Barker Rd, Bridgewater Gasby Reserve at Pye Road, Balhannah Halliday Reserve at Wright Rd, Stirling Rudall Reserve at 7-9 Rudall Ave, Crafers Smith Rd/Stone Quarry Reserve at South Para Rd, Kersbrook Hampton Reserve at Hampton Rd, Mylor Cooper's Reserve at Silver Lake Rd, Mylor Gurr Rd Reserve parcel at Gurr Rd North, Bradbury Heathfield/Longwood Reserve, Corner of Heathfield & Longwood Rd, Heathfield Aldgate Tennis Courts at 180 Mt Barker Rd, Aldgate Chapman Water Reserve at Chapman Road, Inglewood Aldgate Valley Wildlife Corridor, aka "Bandicoot Lane" Stock Road to Stevens Rd, Mylor Silver Rd Reserve at 34 Silver Rd Bridgewater Pitt Road Reserve at Pitt Rd, Paracombe Head Rd Reserve at Head Road North, Houghton Fernwood Reserve at Fernwood Way, Upper Sturt Pound reserve, Marble Hill and Pound Rd, Ashton Mt Bold Cutting, Mount Bold Road Cut, Dorset Vale Stirling Cemetery, Strathalbyn Rd, Aldgate Aldgate Valley Reserve, 96 Aldgate Valley Rd, Aldgate Windmill Reserve, 151 Norton Summit Rd, Woodforde being of significant or high potential biodiversity value, into Heritage Agreements. That the Heritage Agreement applications seek to apply to those portions of the abovementioned reserves which are of significant or high potential biodiversity value, while retaining any existing dog access and established recreational use arrangements in place for each of those reserves.	Peter Bice	In Progress	Initial feedback from Native Vegetation Council's Heritage Agreement Officer received and included in summary developed for internal consultation with key Council staff. Workshop scheduled in May to determine which sites may be appropriate to be the first ones to enter into HA.	FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Direc	Status	Status (for Council reporting)	Confidential
28/03/2023	Ordinary Council	64/23	Fire Water Tank Upper Hermitage	General - Cr Pauline Gill General - Cr Malcolm Herrmann General - Cr Adrian Cheater	<ol style="list-style-type: none"> the report be received and noted. Council acknowledges the fundraising efforts by Ms Jan Verrall and Ms Denise Elland. in view of advice by letter dated 21 February 2023 received from the CFS Regional Commander Region 2, summarised as follows:the whole of the land is needed for CFS volunteers to exercise and train;the tank would not be used or maintained by the CFS, andthe Upper Hermitage site is a dangerous location to place a community water tank for use during a time of fire; Council respectfully declines the offer for the donation and placement of a fire water tank at the corner of Range Road North and Warner Road Upper Hermitage. That Council staff continue to work with the CFS across the Regions to support firefighting, fire prevention and fire educational efforts. That the CEO or his delegate formalises the use of the land described as allotment 5 in Filed Plan 218343 and contained in Certificate of Title 5854 Folio 841, commonly known as the Upper Hermitage tennis courts and CFS land, to the SA Country Fire Service (CFS) for its purposes. 	Terry Crackett	In Progress	Apr 23 - resolutions to be progressed shortly	FALSE
28/03/2023	Ordinary Council	66/23	MON - Community Event Electrical Certificates of Compliance Subsidies	Material - Cr Malcolm Herrmann Material - Cr Adrian Cheater	<ol style="list-style-type: none"> That in relation to Anzac Day 2023, NAIDOC Week and National Reconciliation Week 2023, Council subsidises the cost of obtaining licenced electricians to review and certify electrical installations in respect to community groups holding dawn services and other commemorative events on Council land (including roads) to a limit of \$150 per event. That as part of the current review of the Council's Festivals and Events Policy, consideration be given to the feasibility (including costings) of: Financial subsidies for the attainment of a Certificate of Compliance (CoC) for community groups conducting activities on council lands and utilising council electrical outlets. That subsidies only apply for community events held on prominent national or local commemoration days including, but not limited to, ANZAC Day, NAIDOC Week and Remembrance Day, noting that the Council's position on events normally held on Australia Day (26 January) is currently under review. The report be made available for Council's consideration by 22 August 2023. 	Rebecca Shepher	In Progress	Three community groups took up the subsidy for ceremonies at Stirling, Houghton and Norton Summit CoCs.	FALSE
28/03/2023	Ordinary Council	67/23	Adelaide Hills Subzone Code Amendment	General - Cr Nathan Daniell General - Cr Leith Mudge	That the report be received and noted. That the CEO progress preliminary investigations including pre-engagement with affected residents and landowners, to inform Council's position on whether a formal Code Amendment process for the Adelaide Hills Subzone will be initiated, with the CEO to table a report for Council's consideration on the matter by 23 May 2023. To instruct the CEO to inform the State Planning Commission and the Minister of Planning of Council's intention to progress preliminary investigations in preparation for a Code Amendment process for the Adelaide Hills Subzone, including the rationale.	Natalie Armstrong	In Progress	Consultation commences early May. It has been delayed to accommodate other planning and engagement priorities. The report to be brought back to Council will occur in June rather than May.	FALSE
28/03/2023	Ordinary Council	62/23	Petition - Flooding Junction Road Balhannah	Nil	2. The CEO write to the CEO of the Dept for Infrastructure & Transport asking them to prioritise committed works at this location	Peter Bice	Completed	Chief Executive Officer of DIT and The Hon Minister Koutsantonis both received the request to prioritise the works in writing and via personal deputation from Mayor Wisdom and AHC CEO.	FALSE
11/04/2023	Ordinary Council	76/23	Bike Lockers for Personal Use	Nil	the CEO prepare a report for Council's consideration examining installation of bike lockers or cages for public use including: key locations on council land where bike lockers or bike cages could strategically be placed, taking into consideration public transport stops and cycleways, including but not limited to: Verdun Junction Woodside Main Street Balhannah Main Street Kayannie Corner (intersection of Woodside Road and Onkaparinga Valley Road) Aldgate Bus Depot and/or Main Street Bridgewater Oval Steamroller Park, Stirling Uraidla Main Street the initial installation cost and ongoing maintenance costs of bike lockers and cages any other	Peter Bice	In Progress	Information gathering and preliminary investigation commenced.	FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Direc	Status	Status (for Council reporting)	Confidential
11/04/2023	Ordinary Council	77/23	Uluru Statement from the Heart and Voice Referendum	Nil	<ol style="list-style-type: none"> Acknowledges the Uluru Statement from the Heart and acknowledges that the Statement seeks to have, amongst other things, a First Nations Voice to Parliament enshrined in the Australian Constitution. Notes the passage of the First Nations Voice Bill 2023 through State Parliament and assent by Her Excellency the Governor of SA. Is supportive of the upcoming Federal referendum, proposing a law; "to alter the Australian Constitution to recognise the First Peoples of Australia by establishing an Aboriginal and Torres Strait Islander Voice". Acknowledges and accepts that such a decision to approve this proposed law to alter the Australian Constitution is a matter for the Australian people. Resolves to submit an item of business for the Greater Adelaide Region of Council's consideration for the Local Government Association to support the positions set out in points 1 – 4 of this resolution. Requests that the Mayor write to the Federal Member for Mayo, Rebekha Sharkie MP, the Hon. Peter Malinauskas MP, Premier of South Australia, the Hon. David Speirs MP, Leader of the State Opposition, and 	David Waters	In Progress	Letters to MPs sent 20/4/23 Lachlan Miller drafting GAROC item of business	FALSE
11/04/2023	Ordinary Council	78/23	Illegal Native Vegetation Clearance	Nil	<ol style="list-style-type: none"> Condemns the unapproved and excessive clearance of remnant native vegetation at 104 Mount Lofty Road, Crafers. Reaffirms its unwavering commitment to protecting and restoring the Adelaide Hills natural environment. Requests the Mayor write to the Minister for Climate, Environment and Water, Hon Dr Susan Close MP to request: <ol style="list-style-type: none"> The <i>Native Vegetation Act 1991</i> be amended to increase penalties associated with the illegal clearance of native vegetation; The budget allocated to the <i>Native Vegetation Council</i> be increased to enable appropriate resources to be allocated to compliance and enforcement Requests the CEO review legislative options available to strengthen Council's compliance and enforcement efforts in preventing and addressing illegal clearance of native vegetation. That as part of this review: <ol style="list-style-type: none"> A workshop be conducted with elected members. A report be provided to Council by 30 June 2023 including options that would improve Council's ability to ensure prevention, compliance, and enforcement, associated with the illegal clearance of native vegetation. Requests the CEO investigate any scope for the inclusion of additional Council owned properties to be assessed for suitability to be encumbered by a Heritage Agreement for the additional protection of native vegetation on that land. That as part of this investigation: <ol style="list-style-type: none"> A workshop be conducted with elected members (at the same time as 4(a) above). 	Natalie Armstrong	In Progress	Letter has been sent to Minister Close. Workshop and Council report are on schedule	FALSE
11/04/2023	Ordinary Council	79/23	Records & Information management Policy & Procedure	Nil	<ol style="list-style-type: none"> That the report be received and noted. With an effective date of 26 April 2023, to revoke the 22 September 2020 '<i>Records Information Management Policy</i>' (Appendix 1) and to adopt the new '<i>Records Information Management Policy</i>' as contained in App 2. With an effective date of 26 April 2023, to revoke the 22 September 2020 '<i>Records & Information Management for Council Members Procedure</i>' (Appendix 3) and to adopt the updated '<i>Records Information Management for Council Members Procedure</i>' as contained in Appendix 4. That the Chief Executive Officer, or delegate, be authorised to make any formatting, nomenclature or other minor changes to the policy and the procedure prior to the date of effect. 	Terry Crackett	Completed		FALSE
26/04/2023	Ordinary Council	91/23	MON Western Border Suburbs of Council	General - Cr Louise Pascale	<ol style="list-style-type: none"> That the Adelaide Hills Council undertake a safety audit with footpath study for Heather Ave connecting Kintyre Road and Morialta Road, Woodforde, with the outcome informing future capital works budget proposals. That the Adelaide Hills Council audit the suburb signage for Woodforde, Rostrevor and Teringie and the CEO report to Council costs and logistics for increasing signage along the western border of Adelaide Hills Council. That Adelaide Hills Council invite Managing Director Damon Nagel from Kite Property to present to Council the planning and design of Hamilton Hill at a Councillors Workshop held at the Norton Summit Community Centre prior to the Regional Planning briefing Workshop. 	Peter Bice	In Progress	Approach for undertaking the steps outlined in the resolution being developed.	FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Direc	Status	Status (for Council reporting)	Confidential
26/04/2023	Ordinary Council	91/23	MON Western Border Suburbs of Council	General - Cr Louise Pascale	4. That the Chief Executive Officer form an internal working group to explore opportunities to establish and support connections between the residents of the newly developed part (Hamilton Hill) and established part of Woodforde by July 2023 and report back to Council in a workshop on the outcome.	Rebecca Shepher	In Progress		FALSE
26/04/2023	Ordinary Council	92/23	Long Term Financial Plan for Adoption	Nil	1. That the report be received and noted. 2. To adopt the 2023-24 Long Term Financial Plan, as contained in Appendix 1 to this report, in accordance with <i>Section 122 of the Local Government Act 1999</i> . 3. That the CEO be authorised to make any formatting, nomenclature or other minor changes to the Plan prior to being published.	Terry Crackett	Completed	Long Term Financial Plan published on Council Website 3 May 2023	FALSE
26/04/2023	Ordinary Council	93/23	PLEC and Main Street Projects	Nil	1. The report be received and noted. 2. Strategic Prioritisation criteria for Main Street upgrades and activation to support placemaking outcomes be workshopped with Council Members to guide implementation priorities moving forward. 3. Council staff submit an application for undergrounding of power lines for Lobethal Stage 3 for construction following 2024-25, as well as requesting Mount Torrens and Woodside Stages to be considered for future rounds. 4. The refurbishment of the southern side of Aldgate Main Street and the roundabout at the intersection of Mount Barker Road and Strathalbyn Road, be undertaken in 2023-24 in a style consistent with paving and landscaping on the northern side, with funding obtained from Local Roads and Community Infrastructure Program Phase 4 supplemented by operational budgets where appropriate.	Peter Bice	In Progress	Actions to address each part of the resolution are now underway.	FALSE
26/04/2023	Ordinary Council	94/23	Development of Behavioural Support Policy	Nil	1. That the report be received and noted. 2. To determine not to develop a Behavioural Support Policy at this point in time. 3. To request the Chief Executive Officer to prepare a report on the operation of the Behavioural Management Framework, specifically as it relates to the Adelaide Hills Council, for its April 2024 meeting. 4. That the Chief Executive Officer (or another person delegated by them) may make public comment and/or statements to the media on behalf of the Council relating to the policy of Council, its position on particular issues, and operational matters.	David Waters	In Progress	Parts 1 and 2 - completed Part 3 - item will stay open on the action list until report provided to Council in April 2024. Part 4 - process to be put in place regarding delegations to officers.	FALSE
26/04/2023	Ordinary Council	97/23	MWN Condolence Motion for Antonio Loiacono	Nil	1. Council expresses its sincere condolences to the family of the late Antonio Loiacono. 2. Acknowledges the support for the family from members of the Birdwood Football and Netball Club and the Gumeracha Football Club.	David Waters	Completed	230503 Letter emailed to parents	FALSE
26/04/2023	Ordinary Council	98/23	Coronation of King Charles III	Nil	That, from existing tree planting resources and with support from local community groups, the A/CEO arranges for the planting of a suitable native tree in Federation Park Gumeracha to commemorate the coronation of King Charles III.	Peter Bice	In Progress	Investigation is now underway in relation to species and location of tree to be planted.	FALSE
26/04/2023	Ordinary Council	101/23	Audit Committee Recommendations to Council from 17/4/23	Nil	That the report be received and noted. In relation to Appendix 1 of this report: To approve the 2022-23 <i>External Audit Plan</i> by BDO Audit Pty Ltd. To note the 2022-23 <i>Financial Statement Audit – Engagement Letter</i> and the 2022-23 <i>Internal Financial Control Audit – Engagement</i> . In relation to Appendix 2 of this report, to receive and note the Q3 2022-23 Quarterly Council Performance Report.	David Waters	Completed	FYA required.	FALSE
26/04/2023	Ordinary Council	102/23	Confidential Item - Amy Gillett Bikeway Stage 4 Agreement	General - Cr Melanie Selwood	Refer to Confidential Minute	Peter Bice	In Progress	As per confidential minute	FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Status (for Council reporting)	Confidential
26/04/2023	Ordinary Council	104/23	Confidential - Amy Gillett Bikeway Stage 4 Agreement	General - Cr Melanie Selwood	retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report Until execution of necessary funding deeds and a public announcement of the project by the State Government (whichever is the later), but no later than 26 April 2024. Related Attachments Nil Minutes Until execution of necessary funding deeds and a public announcement of the project by the State Government (whichever is the later), but no later than 26 April 2024. Other (presentation, documents, or similar) Nil	Peter Bice	Not Started	As per confidential minute	FALSE

Item 17 Minutes of Committees

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 9 May 2023
CONFIDENTIAL AGENDA BUSINESS ITEM**

Item: 18.1

Responsible Officer: Karen Cummings
Manager Property Services
Corporate Services

Subject: Sale of Retirement Village

For: Decision

1. Land tenure matter – Exclusion of the Public

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

- Acting Chief Executive Officer, David Waters
- Acting Director Community Capacity, Rebecca Shepherd
- Director Corporate Services, Terry Crackett
- Director Development & Regulatory Services, Natalie Armstrong
- Director Infrastructure & Operations, Peter Bice
- Executive Manager Governance & Performance, Lachlan Miller
- Manager Property Services, Karen Cummings
- Governance & Risk Coordinator, Steven Watson
- Minute Secretary, Pam Williams

be excluded from attendance at the meeting for Agenda Item 18.1: (Land Tenure matter) in confidence.

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

Section 90(3)(b) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is

- (b) Information the disclosure of which –
- (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

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

3. Land tenure matter – Duration of Confidentiality

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 18.1 in confidence under sections 90(2) and 90(3)(b) 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* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

Item	Duration of Confidentiality NB: Item to be reviewed every 12 months if not released
Report	Until the sale has been finalised, but not longer than 12 months from the date of this report being 9 May 2024.
Related Attachments	Until the sale has been finalised, but not longer than 12 months from the date of this report being 9 May 2024.
Minutes	Until the sale has been finalised, but not longer than 12 months from the date of this report being 9 May 2024.
Other	NIL

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