



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 28 May 2024
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 black ink, appearing to read 'GG', is written over a horizontal line.

Greg Georgopoulos
Chief Executive Officer



ORDINARY COUNCIL MEETING

AGENDA FOR MEETING
Tuesday 28 May 2024
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

Cr Pauline Gill, 26 April 2024 to 31 May 2024, approved by Council on 9 April 2024

3.3. Absent

4. MINUTES OF PREVIOUS MEETINGS

Council Meeting –

That the minutes of the ordinary meeting held on 14 May 2024. as supplied, be confirmed as an accurate record of the proceedings of that meeting.

5. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF COUNCIL

6. MAYOR'S OPENING REMARKS

7. QUESTIONS ADJOURNED/LYING ON THE TABLE

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

8. PETITIONS / DEPUTATIONS / PUBLIC FORUM

- 8.1. Petitions
Nil
- 8.2. Deputations
Nil
- 8.3. Public Forum

9. PRESENTATIONS (by exception)

- 9.1. Adelaide Hills Region Waste Management Authority – 2024/25 Draft Annual Business Plan and Budget – Leah Maxwell
- 9.2. Eastern Waste Management Authority – 2024/25 Draft Annual Business Plan and Budget – Rob Gregory

10. QUESTIONS ON NOTICE

- 10.1. Gravelling Wright Road Dog Park Car Park – Cr Kirsty Parkin

11. MOTIONS ON NOTICE

- 11.1. Mount Lofty Football Club Electronic Scoreboard – Cr Malcolm Herrmann
That the CEO provide a report on the submission from the Mount Lofty Football Club, seeking financial assistance for the erection of an electronic scoreboard at the Heathfield Oval; the report to be submitted on or before the meeting when council considers the responses received from the public consultation on the Annual Business Plan.
- 11.2. Onkaparinga Football Club Unisex Changerooms – Cr Malcolm Herrmann
That the CEO provides a report on the submission from the Onkaparinga Football Club seeking financial assistance towards the erection of Unisex change rooms at the Johnson Memorial Park, Balhannah; the report to be presented to council on or before the date when council considers response to the Annual Business Plan consultation.
- 11.3. Crafers Village Pedestrian Connections – Cr Adrian Cheater
 - 1. *Council notes the Crafers Village Design Guidelines, adopted by Council on 15 December 2020, includes an opportunity to "improve pedestrian connections across the main street and between key destinations" and specifically identifies the potential for raised pedestrian crossings on the main street.*
 - 2. *Council notes that a range of changes impacting traffic and pedestrian movements since that time have occurred, including the addition of a third*

lane on the South Eastern Freeway between Stirling and Crafers and the Park and Ride facility currently under construction.

3. *The CEO engage with the Department for Infrastructure and Transport, to establish the feasibility of, and requirements to deliver, a raised pedestrian crossing on the Crafers Main Street, including at the location conceptualised in Appendix 1.*
4. *The CEO report back on the outcome of the above, including an estimate of cost of any feasible options and an appraisal of potential external sources of funding, by 30 December 2024.*

12. ADMINISTRATION REPORTS – DECISION ITEMS

- 12.1. Adelaide Hills Region Waste Management Authority – Draft 2024/25 Annual Business Plan and Budget
 1. *That the report on Eastern Waste Management Authority - Draft 2024-25 Annual Plan and Budget be received and noted.*
 2. *To provide consent to the Eastern Waste Management Authority Draft Annual Plan 2024-25.*
 3. *That the CEO is to advise the Eastern Waste Management Authority Board that Council has provided consent to the Eastern Waste Management Authority Draft Annual Plan 2024-25.*
- 12.2. Eastern Waste Management Authority – Draft 2024/25 Annual Plan and Budget
 1. *That the report on Eastern Waste Management Authority - Draft 2024-25 Annual Plan and Budget be received and noted.*
 2. *To provide consent to the Eastern Waste Management Authority Draft Annual Plan 2024-25.*
 3. *That the CEO is to advise the Eastern Waste Management Authority Board that Council has provided consent to the Eastern Waste Management Authority Draft Annual Plan 2024-25.*
- 12.3. Local Heritage Code Amendments – Approach and Preliminary Engagement
 1. *That the report on the Local Heritage Code Amendments – Approach and Preliminary Engagement be received and noted.*
 2. *That the administration proceed with investigations that explore the opportunities to further strengthen the heritage policy framework within the Planning and Design Code as it applies to the Torrens Valley and the Onkaparinga Valley, including consideration of Local Heritage Places and Historic Area Overlays.*

3. *That the administration proceed with a thematically aligned approach to the Torrens Valley and the Onkaparinga Valley Heritage Code Amendments which will allow for staging.*
 4. *That the administration undertake preliminary engagement with property owners directly affected by a proposed Local Heritage Place listing associated with the Torrens Valley or the Onkaparinga Valley Heritage Code Amendment process.*
- 12.4. Draft Animal Management Plan
1. *That the report on the Draft Animal Management Plan 2024-2029 be received and noted.*
 2. *That the Draft Dog and Cat Animal Management Plan 2024-2029 be adopted*
 3. *That the CEO provide the Dog and Cat Animal Management Plan 2024-2029 to the Dog and Cat Management Board for approval.*
 4. *That the Chief Executive Officer be authorised to make any formatting, nomenclature or other minor changes to the Draft Animal Management Plan 2024-2029*
- 12.5. Fabrik Business Implementation Plan
1. *That the report on the Fabrik Business and Implementation Plan be received and noted.*
 2. *To receive and note the Fabrik Business and Implementation Plan 2024.*
 3. *To support the continued operation of Fabrik Arts and Heritage in line with the Fabrik Business and Implementation Plan 2024.*
 4. *That regular reporting on Fabrik be provided to Council through the Quarterly Performance Report, including financial, tourism, community and arts support metrics as outlined in the Fabrik Business and Implementation Plan 2024 evaluation and monitoring.*
 5. *That the CEO provides a progress report on the implementation of the Fabrik Business and Implementation Plan 2024 within 12 months of the redeveloped Fabrik Arts and Heritage becoming operational.*
- 12.6. Sustainable Procurement
1. *That the report on ISO20400 Sustainable Procurement and Procurement Policy review be received and noted.*
 2. *With an effective date of 1 July 2024, to adopt the amendments as presented in the Procurement Policy as per Appendix 1.*
 3. *That the Chief Executive Officer be authorised to make any formatting, nomenclature or other minor changes to the Policy as per Appendix 1 prior to the date of effect.*

- 12.7. Coach Parking at Stirling
1. *That the updated report on Stirling Village Coach Parking traffic and parking assessment be received and noted.*
 2. *That, based on feedback from the Stirling Business Association and Adelaide Hills Tourism, no further action relating to coach parking be taken at this time and that Council continues to work closely with local developers, Stirling Business Association and Adelaide Hills Tourism to promote and develop the Stirling main street as a sought after tourist destination.*
- 12.8. Food Organic Garden Organic Kerbside Bin Service
1. *That the report on Food Organic Garden Organic Kerbside Bin Service be received and noted.*
 2. *That the Food Organic Garden Organic kerbside bin service be expanded to include the clusters of properties identified in Appendix 1 of this report at Paracombe and Ironbank.*
 3. *That these changes to the kerbside bin service be communicated to the effected communities and implemented as soon as possible.*
- 12.9. Which Bin Stickers
1. *That the report be received and noted.*
 2. *That, effective from 1 July 2024, Which Bin stickers be applied to new and replacement food organic garden organic (green) and recycling (yellow) bin lids as part of existing programs for new and replacement bins and lids.*
- 12.10. 2023-24 Budget Review 3
1. *That the report be received and noted.*
 2. *To adopt the proposed budget adjustments presented in Budget Review 3 for the 2023-24 financial year which result in:*
 - a. *A decrease in the Operating Surplus from \$572k to \$558k for the 2023-24 financial year.*
 - b. *A reduction to the capital expenditure budget for 2023-24 of \$3.05m bringing the total budget to \$21.9m*
 - c. *Proposed financial sustainability indicators as follows:*
 - i. *Operating Surplus Ratio 1% (Target 1% to 5%)*
 - ii. *Net Financial Liabilities Ratio 50% (Target 25% to 75%)*
 - iii. *Asset Renewal Funding Ratio 111% (Target 95% to 105%)*
- 12.11. Gawler River Floodplain Management Authority – Appointment of Deputy Board Members
Decision 1
Council resolves:

1. *That the report on Gawler River Floodplain Management Authority – Appointment of Deputy Board Member be received and noted.*
2. *To note that the Chief Executive Officer's has nominated David Collins, Manager Strategic Assets, to the role of Deputy Board Member (Chief Executive Officer) commencing from 28 May 2024 and concluding on 29 November 2024 (inclusive).*
3. *To determine that the method of selecting the Gawler River Floodplain Management Deputy Board Member (elected member) to be by an indicative vote to determine the preferred person for the position utilising the process set out in this Agenda report.*
4. *To adjourn the Council meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote to determine the preferred persons for the Gawler River Floodplain Management Authority Deputy Board Member (elected member) role and for the meeting to resume once the results of the indicative voting for the Deputy Board Member role has been declared.*

Decision 2

1. *That in relation to the Gawler River Floodplain Management Authority Board to appoint _____ to the Deputy Board Member (elected member) position for the remainder of the term commencing from 28 May 2024 and concluding on 29 November 2024 (inclusive).*
2. *To authorise the Chief Executive Officer to lodge all required documentation to give effect to Council's resolutions regarding Gawler River Floodplain Management Authority Board Membership.*

12.12. Deputy Mayor Appointment

Decision 1 (required if one candidate indicates intention to nominate)

Council resolves:

1. *That the report on the Deputy Mayor Appointment be received and noted.*
2. *To appoint Cr _____ to the position of Deputy Mayor for a _____ month/year term to commence 1 June 2024 and conclude on 31 May 20__ inclusive.*

Decision 2 (required if more than one candidate indicates intention to nominate)

Council resolves:

1. *That the report on the Deputy Mayor Appointment be received and noted.*
2. *To determine that the method of selecting the Deputy Mayor to be by an indicative vote to determine the preferred person utilising the process as set out within this report and in accordance with the advice contained within Appendix 1.*

*Formal Motion to Adjourn
On resumption of Meeting*

1. *To appoint Cr _____ to the position of Deputy Mayor for a _____ month/year term to commence 1 June 2024 and conclude on 31 May 20__ inclusive.*

13. ADMINISTRATION REPORTS – INFORMATION ITEMS

- 13.1. Service Review Biannual Report
- 13.2. Stirling Oval Pavilion Update

14. CORRESPONDENCE FOR NOTING

Nil

15. QUESTIONS WITHOUT NOTICE

16. MOTIONS WITHOUT NOTICE

17. REPORTS

- 17.1. Council Member Function or Activity on the Business of Council
- 17.2. Reports of Members/Officers as Council Representatives on External Organisations
- 17.3. CEO Report

18. REPORTS OF COMMITTEES

- 18.1. Council Assessment Panel – 8 May 2024
That the minutes of the CAP meeting held on 8 May 2024 as supplied, be received and noted.
- 18.2. Audit Committee – 20 May 2024
That the minutes of the Audit Committee meeting held on 20 May 2024 as supplied, be received and noted
- 18.3. CEO Performance Review Panel
Nil
- 18.4. Boundary Change Committee
Nil

19. CONFIDENTIAL ITEMS

Nil

20. NEXT MEETING

Tuesday 11 June 6.30pm, 63 Mt Barker Road, Stirling

21. CLOSE MEETING

Council Meeting & Workshops 2024

DATE	TYPE	LOCATION	MINUTE TAKER
JANUARY 2024			
Wed 10 January	CAP	Stirling	Karen Savage
Tues 23 January	Council	Stirling	Rebekah Lyons
Tues 30 January	Workshop	Stirling	N/A
FEBRUARY 2024			
Mon 5 February	Workshop	Woodside	N/A
Tues 13 February	Council	Stirling	Rebekah Lyons
Wed 14 February	CAP	Stirling	Karen Savage
Mon 19 February	Audit Committee	Stirling	Jody Atkins
Tues 20 February	Professional Development	Stirling	N/A
Thurs 22 February	CEO PRP	Stirling	Jody Atkins
Tues 27 February	Council	Stirling	Rebekah Lyons
MARCH 2024			
Mon 4 March	Workshop	Woodside	N/A
Tues 12 March	Council	Stirling	Rebekah Lyons
Wed 13 March	CAP	Stirling	Karen Savage
Tues 19 March	Professional Development	Stirling	N/A
Tues 26 March	Council	Stirling	Rebekah Lyons
APRIL 2024			
Tues 2 April (Easter Monday)	Workshop	Woodside	N/A
Wed 10 April	CAP	Stirling	Karen Savage
Tues 16 April	Professional Development	Stirling	N/A
Mon 15 April	Audit Committee	Stirling	TBA
Mon 22 April	Boundary Change Committee	Stirling	Zoë Gill
Tues 23 April	Council	Stirling	Rebekah Lyons
MAY 2024			
Mon 6 May	Workshop	Woodside	N/A
Wed 8 May	CAP	Stirling	Karen Savage
Tues 14 May	Ordinary Council	Stirling	Rebekah Lyons
Mon 20 May	Audit Committee	Stirling	TBA
Tues 21 May	Professional Development	Stirling	N/A
Thur 23 May	CEO PRP	Stirling	Kelley Jones Lawyers
Tues 28 May	Council	Stirling	Rebekah Lyons
JUNE 2024			
Mon 3 June	Workshop	Woodside	N/A
Tues 11 June	Ordinary Council	Stirling	Rebekah Lyons
Wed 12 June	CAP	Stirling	Karen Savage
Tues 18 June	Professional Development	Stirling	N/A
Tues 25 June	Ordinary Council	Stirling	Rebekah Lyons

DATE	TYPE	LOCATION	MINUTE TAKER
JULY 2024			
Mon 1 July	Workshop	Woodside	N/A
Tues 9 July	Ordinary Council	Stirling	Rebekah Lyons
Wed 10 July	CAP	Stirling	Karen Savage
Tues 16 July	Professional Development	Stirling	N/A
Tues 23 July	Ordinary Council	Stirling	Rebekah Lyons
AUGUST 2024			
Mon 5 August	Workshop	Woodside	N/A
Tues 13 August	Ordinary Council	Stirling	Rebekah Lyons
Wed 14 August	CAP	Stirling	Karen Savage
Mon 19 August	Audit Committee	Stirling	TBA
Tues 20 August	Professional Development	Stirling	N/A
Thur 22 August	CEO PRP	Stirling	Kelley Jones Lawyers
Tues 27 August	Ordinary Council	Stirling	Rebekah Lyons
SEPTEMBER 2024			
Mon 2 September	Workshop	Woodside	N/A
Tues 10 September	Ordinary Council	Stirling	Rebekah Lyons
Wed 11 September	CAP	Stirling	Karen Savage
Tues 17 September	Professional Development	Stirling	N/A
Tues 24 September	Ordinary Council	Stirling	Rebekah Lyons
OCTOBER 2024			
Tues 1 October (Public Holiday)	Workshop	Woodside	N/A
Tues 8 October	Ordinary Council	Stirling	Rebekah Lyons
Wed 9 October	CAP	Stirling	Karen Savage
Tues 15 October	Professional Development	Stirling	N/A
Mon 14 Oct	Audit Committee	Stirling	TBA
Tues 22 October	Ordinary Council	Stirling	Rebekah Lyons
NOVEMBER 2024			
Mon 4 November	Workshop	Woodside	N/A
Tues 12 November	Ordinary Council	Stirling	Rebekah Lyons
Wed 13 November	CAP	Stirling	Karen Savage
Mon 18 November	Audit Committee	Stirling	TBA
Tues 19 November	Professional Development	Stirling	N/A
Tues 26 November	Ordinary Council	Stirling	Rebekah Lyons
DECEMBER 2024			
Mon 2 December	Workshop	Woodside	N/A
Wed 11 December	CAP	Stirling	Karen Savage
Tues 17 December	Ordinary Council	Stirling	Rebekah Lyons

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

Community Forums 2023

6.00 for 6.30pm

(dates and venues to be confirmed)

DATE	LOCATION

Council Member Attendance 2024

Information or Briefing Sessions

Meeting Date	Mayor Jan-Claire Wisdom	Cr Kirrilee Boyd	Cr Adrian Cheater	Cr Nathan Daniell	Cr Leith Mudge	Cr Louise Pascale	Cr Mark Osterstock	Cr Kirsty Parkin	Cr Pauline Gill	Cr Chris Grant	Cr Malcolm Herrmann	Cr Lucy Huxter	Cr Melanie Selwood
19.03.2024 (PD)	LOA	F	F	F	F	F	AP	F	F	F	F	F	F
23.03.2024 (WS)	LOA	P	F	F	F	F	P	P	F	F	F	AP	F
02.04.2024 (WS)	LOA	AP	F	F	F	F	F	P	A	F	F	P	P
09.04.2024 (WS)	LOA	F	F	F	F	LOA	F	F	A	F	F	LOA	F
16.04.24 (WS)	LOA	F	P	F	AP	LOA	LOA	LOA	F	F	F	F	F
06.05.2024 (WS)	LOA	F	F	F	F	F	A	F	LOA	F	F	F	F
21.05.2024 (WS)	F	F	F	F	F	P	LOA	F	LOA	F	F	AP	F

Council Member Attendance 2024

Council Meetings (including Special Council Meetings)

Meeting Date	Mayor Jan-Claire Wisdom	Cr Kirrilee Boyd	Cr Adrian Cheater	Cr Nathan Daniell	Cr Leith Mudge	Cr Louise Pascale	Cr Mark Osterstock	Cr Kirsty Parkin	Cr Pauline Gill	Cr Chris Grant	Cr Malcolm Herrmann	Cr Lucy Huxter	Cr Melanie Selwood
26.03.2024	LOA	AP	F	F	F	P	LOA	F	F	AP	F	AP	F
9.04.2024	LOA	F	F	F	F	LOA	F	F	P	F	F	LOA	F
23.04.2024	LOA	F	F	F	F	LOA	F	F	AP	F	F	F	F
14.05.2024	LOA	F	F	F	F	F	LOA	AP	LOA	F	F	F	F

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 depute 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.

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 14 MAY 2024
63 MT BARKER ROAD STIRLING**

In Attendance

Presiding Member: Acting Mayor Nathan Daniell

Members:

Councillor Kirrilee Boyd
Councillor Adrian Cheater
Councillor Chris Grant
Councillor Malcolm Herrmann
Councillor Lucy Huxter
Councillor Leith Mudge
Councillor Louise Pascale
Councillor Melanie Selwood

In Attendance:

Greg Georgopoulos	Chief Executive Officer
Ashley Curtis	Acting Director Corporate Services
Jess Charlton	Acting Director Community and Development
David Waters	Director Environment and Infrastructure
Zoë Gill	Governance and Risk Coordinator
Rebekah Lyons	Minute Secretary
Skye Ludzay	Governance and Risk Officer
Tom Portas	Technical Support
Kira-marie Laverty	Corporate Planning and Performance Coordinator
Gary Lewis	Manager Financial Services
Karen Cummings	Manager Property Services
Sarah Hill	Acting Manager Communication, Engagements and Events

1. COMMENCEMENT

The meeting commenced at 6:30pm

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.

Mayor _____

28 May 2024

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 14 MAY 2024
63 MT BARKER ROAD STIRLING**

3. APOLOGIES/LEAVE OF ABSENCE

3.1 Apology

Cr Kirsty Parkin

3.2 Leave of Absence

Mayor Jan-Claire Wisdom, 13 February 2024 to 14 May 2024, approved by Council at its meeting of 13 February 2024.

Cr Pauline Gill 26 April 2024 to 31 May 2024, approved by Council at its meeting of 9 April 2024.

Moved Cr Chris Grant

S/- Cr Adrian Cheater

141/24

- 1 That a Leave of Absence from all duties of office be granted to Cr Mark Osterstock from 14 May 2024 to 27 May 2024.**
- 2 That any committee or panel membership currently held by Cr Mark Osterstock be undertaken by the Deputy during the leave of absence.**

Carried Unanimously

3.3 Absent

Nil

4. MINUTES OF PREVIOUS MEETINGS

4.1 Council Meeting – 23 April 2024

Moved Cr Malcolm Herrmann

S/- Cr Chris Grant

142/24

Council resolves that the minutes of the Ordinary Council meeting held on 23 April 2024, as supplied, be confirmed as an accurate record of the proceedings of that meeting.

Carried Unanimously

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 14 MAY 2024
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 19.1 Forensic Analysis of Boundary Change Submission

Under section 75B of the *Local Government Act 1999* Cr Louise Pascale disclosed a General (section 74) Conflict of Interest in Item 19.1

5.2 General Conflict of Interest, Cr Louise Pascale - Item 19.2 Strategic Communication and Engagement Plan Woodforde, Teringie and Rostrevor

Under section 75B of the *Local Government Act 1999* Cr Louise Pascale disclosed a General (section 74) Conflict of Interest in Item 19.2.

6. PRESIDING MEMBER'S OPENING REMARKS

The Acting Mayor expressed his support for the '*Give a Sheet for the Planet*' initiative, in which Council has partnered with Green Industries SA and BlockTexx to offer a free textile recycling event on Saturday 25th May.

Acting Mayor Daniell also congratulated Council's Community Resilience Team on receiving the *Excellence in Emergency Management/ Disaster Recovery Award* for their *Towards Community Led Emergency Resilience Project* at the Local Government Professionals Annual Leadership Excellence Awards on Friday 10th May.

In closing, the Acting Mayor wished Mayor Wisdom well for her return from a Leave of Absence on 15th May.

7. QUESTIONS ADJOURNED/LYING ON THE TABLE

7.1 Questions Adjourned

Nil

7.2 Questions Lying on the Table

Nil

8. PETITIONS/DEPUTATIONS/PUBLIC FORUM

8.1 Petitions

Nil

8.2 Deputations

Nil

8.3 Public Forum

Nil

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 14 MAY 2024
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9. PRESENTATIONS

- 9.1 Department for Energy and Mining: Ben Zammit, Executive Director Regulation and Compliance Division, Paul De Ionno, Director Minerals Regulation presented to Council regarding the Mine Operations Plan for White Rock Quarry
- 9.2 Adelaide Hills Tourism – Executive Officer, Tanya Jarman presented to Council a summary of Adelaide Hills Tourism key initiatives

10. QUESTIONS ON NOTICE

10.1 Fabrik Arts and Heritage – Cr Chris Grant

- 1. What is the current anticipated completion date for FABRIK and how robust is this estimate?**

The building contractor has confirmed in writing an expected completion date of 1 July 2024.

- 2. What opening date is scheduled?**

The operational opening date is planned to be the last week of August 2024, being the week commencing 26 August 2024.

- 3. Can the program of events now be circulated, and what connections have been established with other festivals such as the Fringe, SALA and the like?**

Yes, a draft program of events can now be circulated. Please see **Appendix 1**.

Council has established multiple connections across the Arts sector, such as the Adelaide Fringe, History Month and SALA since opening in 2019.

- 4. What are the specific causes of delay, and is there now a clear and definite timeline for all the steps leading up to the opening date?**

Some delays have occurred due to difficulties in securing qualified subcontractors and material shortages.

The primary cause of the latest completion delay (from February to June) has been SA Power Networks' scheduling of the upgrade of the power supply to the site. This request for works was formally submitted to SA Power Networks in November 2023. The work is now scheduled for 2 June 2024.

The main steps leading up to completion from here on are:

- Completion of external landscaping works (May-June)

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 14 MAY 2024
63 MT BARKER ROAD STIRLING**

- Replacement of the electricity main supply transformer by SA Power Networks (2 June)
- Internal works to finalise the electricity supply, commissioning of infrastructure (June)
- Certificate of Occupancy and handover to Council (July)
- Addressing any minor defects (July)
- Marketing activities to promote the opening, exhibitions and program (July-August)
- Installation and set up by Fabrik staff (July-August)

A Gantt Chart showing the final completion phase and dependent activities is included in Appendix 2.

5. What is the estimated net cost to AHC of operating Fabrik, and how robust is this estimate?

The estimated net cost of Fabrik in 2024-25 is \$484,322. This estimate is founded on detailed income and expenditure forecasts derived from the best available information, although it is important to acknowledge the inherent variability in any long-term financial projections, particularly for a redeveloped service which has not yet commenced its expanded operations.

An external consultant reviewed the financial estimates which have considered various scenario variables such as retail sales per day and retail mark up. Projected expenditure factors in required staff resourcing, including new business development and public programs positions as well as marketing (equivalent to 5% of revenue) and contingency costs (equivalent to 5% of total costs).

Further details on the financial estimates are included in the Fabrik Business and Implementation Plan which will be presented to Council on 28 May 2024. The Plan also details the social and economic benefits that are anticipated to flow from Fabrik, including a benefit-cost ratio of 4.69 (a return of \$4.69 for every \$1 of investment) for the Adelaide Hills region, meaning there are significant positive community impacts from investment in Fabrik.

10.2 Country Cabinet – Cr Malcolm Herrmann

What responses, if any, have been received from the Premier in regards to the submission made to him following the Country Cabinet meeting held in August 2023?

Appendix 3 outlines letters between the Council and The Premier of South Australia, the Hon Peter Malinauskas MP.

Various forms of communication between Council and relevant Ministers or State Government Departments have occurred since Country Cabinet was held. Council is updated on progress on a particular focus area when it occurs.

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10.3 Legal Fees – Cr Louise Pascale

- 1. Could we please have an update of the spend on legal costings including until the end of April 2024?**

AHC Legal Costs to end April 2024	2023/24 YTD Actuals to April 2024	2023/24 YTD Budget to April 2024	2023/24 Full Year Budget BR3
Corporate Services			
Governance & Performance	92,792	3,960	136,000
People and Culture & WHS	20,943	9,900	22,000
Information Management	2,553	0	0
Rates	7,725	(14,220)	12,000
	124,013	(360)	170,000
Community & Development			
C&D Director's Office	6,495	840	6,500
Animal Management	17,304	5,400	20,000
Parking and By-Laws	8,816	840	8,000
Development Assessment & Compliance	(38,999)	19,070	10,000
Environmental Health	0	0	3,360
	(6,385)	26,150	47,860
Environment & Infrastructure			
E&I Director's Office	4,368	840	7,000
Manager Open Space	1,326	2,250	2,000
AHBTC	0	1,500	1,500
Property Management	39,281	26,460	41,000
	44,975	31,050	51,500
Total Legal Costs	162,603	56,840	269,360

- 2. What is the rationale for the increase in spending on legal fees?**

The general rationale for legal expenses is to respond to events that occur throughout the year, ensuring that Council acts in accordance with its legal obligations and that it mitigates risks to Council in the most appropriate way.

Legal fees are generally not an intended or planned expense as they are incurred in response to events as they occur. One exception to this is planned expenditure on pursuing overdue rates. This is a periodic activity that can be anticipated as it is initiated by Council. Therefore, the increase in legal fees is primarily a result of unexpected events often of a confidential nature.

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3. What is the anticipated spend on legal fees to the end of this financial year?

Refer to table in *Answer 1*.

4. While savings have been made in staffing with Governance & Performance to accommodate the increased spending in this area, how far in to the 2024/25 Financial year are we expected to be paying an increase in Governance & Performance?

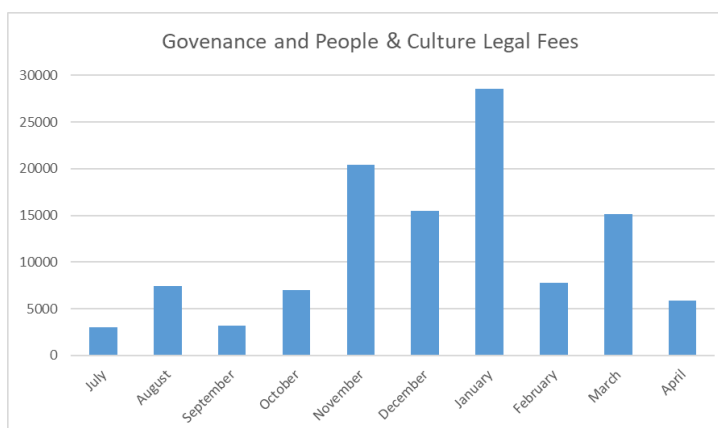
Given legal fees are a result of unexpected events, it is difficult to determine at this stage what the spend in legal fees will be in the 2024-25 financial year.

5. What is the rationale for the tripling of spending in People and Culture & WHS between YTD's?

The rationale for the increase in spend on legal fees in People and Culture is primarily related to an increase in events that required legal advice in relation to Council's legal obligations and risk minimisation. Per question 2, legal fees are primarily a result of unexpected events often of a confidential nature.

6. At what point did our legal spend begin to spike? What is the rationale for this?

The analysis below shows the timing of payments made during 2023-24 financial year. There has been a spike in legal fees in January 2024, stemming from events in late 2023. The rationale for this is primarily related to an increase in events that required legal advice in relation to Council's legal obligations and risk minimisation. Per question 2, legal fees are primarily a result of unexpected events often of a confidential nature.



11. MOTIONS ON NOTICE

Nil

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12. OFFICER REPORTS – DECISION ITEMS

12.1 Annual Business Plan 2024-25 Draft for Consultation

Moved Cr Malcolm Herrmann
S/- Cr Chris Grant

Council resolves:

1. That the *Annual Business Plan 2024-25 Draft for Consultation* report be received and noted.
2. To amend any/all of the draft *2024-25 Annual Business Plan* prior to progression to the next stage of community consultation, to include the following:

To endorse the draft Annual Business Plan 2024-25 (ABP) as contained in Appendix 1 for community consultation in accordance with Section 123 of the Local Government Act 1999, which includes a budget with an average residential rate rise of 6.42% resulting in the following financial sustainability targets as set by Council:

- a. *Operating Surplus of \$654,000*
 - b. *Adjusted Operating surplus ratio of 1% (target of 1% to 5%)*
 - c. *Net financial liabilities ratio of 55% (target of 25% to 75%)*
 - d. *Asset sustainability ratio of 100% (target of 95% to 105%)*
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*.

Motion Lost

Moved Cr Leith Mudge
S/- Cr Melanie Selwood

143/24

1. That the *Annual Business Plan 2024-25 Draft for Consultation* report be received and noted.
2. To endorse the draft *2024-25 Annual Business Plan* to enable progression to the next stage of community consultation (Recommended). That is to:

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To endorse the draft Annual Business Plan 2024-25 (ABP) as contained in Appendix 1 for community consultation in accordance with Section 123 of the Local Government Act 1999, which includes a budget with an average residential rate rise of 5.78% resulting in the following financial sustainability targets as set by Council:

- a) Operating Surplus of \$365,000
- b) Adjusted Operating surplus ratio of 0.56% (target of 1% to 5%)
- c) Net financial liabilities ratio of 55% (target of 25% to 75%)
- d) Asset sustainability ratio of 100% (target of 95% to 105%)

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.

Carried

12.2 Status Report – Council Resolutions Update

Moved Cr Chris Grant
S/- Cr Leith Mudge

144/24

Council resolves:

1. That the report be received and noted.
2. The following completed items be removed from the Action List:

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Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI
24/05/2022	Ordinary Council	122/22	Purchase of Land 8 St John Road Norton Summit	Perceived - Cr Leith Mudge
13/06/2023	Ordinary Council	164/23	Boundary Change Committee Recommendations to Council	General - Cr Pascale
13/06/2023	Ordinary Council	166/23	Confidential Item - Sale of Land for <u>non payment</u> of Rates	Material - Cr Mudge
12/09/2023	Ordinary Council	236/23	Road Exchange Decision - 13 Upper Sturt Road Crafers West	Nil
10/10/2023	Ordinary Council	258/23	Bushfire Mitigation Strategy Public Consultation	Melanie Selwood - Material COI - Husband employed by <u>Treecovery Ltd</u>
6/11/2023	Special Council	274/23	Houghton Hub Funding Request	Nil
14/11/2023	Ordinary Council	285/23	CEO PRP Council Member Appointments	Under section 75C of the <i>Local Government Act 1999</i> Cr Chris Grant disclosed a Material (section 75) Conflict of Interest at Agenda Item 5 'Declaration of Interest by Members of the Council' in relation to Item 12.2, the nature of which is as follows: I am the Presiding Member of the CEO PRP which is a remunerated position.
21/11/2023	Special Council	297/23	Motion on Notice - Houghton Hermitage Inglewood and Paracombe Hub - Cr Malcolm Herrmann	Nil
28/11/2023	Ordinary Council	303/23	MON - Recognition of Statement of Commitment (Cr Louise Pascale)	Nil
28/11/2023	Ordinary Council	306/23	Proposed Road Closure – portion of Unmade Public Road adjacent 474b Springhead Road Mount Torrens	Nil
28/11/2023	Ordinary Council	307/23	Deputy Mayor Appointment	Under section 75C of the <i>Local Government Act 1999</i> Cr Nathan Daniell IJ disclosed a Material (section 75) Conflict of Interest in Item 13.1, the nature of which is as follows: I am intending to nominate for the position of Deputy Mayor, which is a remunerated position.
28/11/2023	Ordinary Council	314/23	Burning on Private Land	Nil
23/01/2024	Ordinary Council	2/24	International Women's Day - 8 March 2024	Nil
23/01/2024	Ordinary Council	9/24	Customer Relationship Management (CRM) System	Nil
23/01/2024	Ordinary Council	13/24	CEO Performance Review Panel Independent Member Appointment	Nil
13/02/2024	Ordinary Council	21/24	Treasury Policy Report	Nil
13/02/2024	Ordinary Council	22/24	Debt Recovery Policy Report	Nil
13/02/2024	Ordinary Council	23/24	Council Resolutions Report - February 2024	Nil
13/02/2024	Ordinary Council	24/24	Confidential Items Review - February 2024	Nil
27/02/2024	Ordinary Council	41/24	Appointment of Selection Panel for CAP Membership	Under section 75C of the <i>Local Government Act 1999</i> Acting Mayor Nathan Daniell disclosed a Material (section 75) Conflict of Interest in Item 12.1 Appointment of Selection Panel for CAP Members and adoption of Revised Terms of Reference for CAP, the nature of which is as follows: I receive a sitting fee as a deputy member when I attend a panel meeting and have a pecuniary interest in the Revised Terms of Reference. Under section 75C of the <i>Local Government Act 1999</i> Cr Leith Mudge disclosed a Material (section 75) Conflict of Interest in Item 12.1 Appointment of Selection Panel for CAP Members and adoption of Revised Terms of Reference for CAP, the nature of which is as follows: I receive a sitting fee as a panel member and have a pecuniary interest in the Revised Terms of Reference.

Mayor _____

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27/02/2024	Ordinary Council	42/24	Adoption of Terms of Revised Terms of Reference for CAP	Under section 75C of the <i>Local Government Act 1999</i> Acting Mayor Nathan Daniell disclosed a Material (section 75) Conflict of Interest in Item 12.1 Appointment of Selection Panel for CAP Members and adoption of Revised Terms of Reference for CAP, the nature of which is as follows: I receive a sitting fee as a deputy member when I attend a panel meeting and have a pecuniary interest in the Revised Terms of Reference. 7:26pm Acting Mayor Nathan Daniell left the meeting room. Under section 75C of the <i>Local Government Act 1999</i> Cr Leith Mudge disclosed a Material (section 75) Conflict of Interest in Item 12.1 Appointment of Selection Panel for CAP Members and adoption of Revised Terms of Reference for CAP, the nature of which is as follows: I receive a sitting fee as a panel member and have a pecuniary interest in the Revised Terms of Reference.
27/02/2024	Ordinary Council	TBA	Petition - Miss Daisy Karamanlis	Nil
27/02/2024	Ordinary Council	46/24	Adelaide Hills Council Budget Review 2	Nil
27/02/2024	Ordinary Council	51/24	Recovery of Unpaid Rates	Nil
27/02/2024	Ordinary Council	45/24	Local Government Participation and Elections Review Report	Nil
27/02/2024	Ordinary Council	58/24	Audit Committee Minutes of Meeting – 12 February 2024	Nil
12/03/2024	Ordinary Council	63/24	Support for Stirling Main Street businesses due to Stirling Village Mall (Woolworths) fire	Nil
12/03/2024	Ordinary Council	68/24	Our Watch Toolkit	Nil
26/03/2024	Ordinary Council	86/84	Adelaide Hills Council Bushfire Mitigation Landscape Strategy	Material Conflict of Interest, Cr Melanie Selwood – Item 12.2 Bushfire Mitigation Strategy Under section 75C of the <i>Local Government Act 1999</i> Cr Melanie Selwood disclosed a Material (section 75) Conflict of Interest in Item 12.2.

Carried Unanimously

12.3 Confidential Items Review – May 2024

DECISION 1

**Moved Cr Leith Mudge
S/- Cr Chris Grant**

145/24

Council resolves:

- 1. That the report be received and noted.**
- 2. That the items held as confidential in the Confidential Items Register (*Appendix 1*) be noted.**

Carried Unanimously

Mayor _____

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DECISION 2 – Resolution 277/23– CEO Performance Review Process

Moved Cr Chris Grant
S/- Cr Adrian Cheater

146/24

Council resolves:

1. To note that in relation to resolution 277/23 Council resolved the following:

Pursuant to Section 91(7) of the *Local Government Act 1999*, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(a) and (h) of the Act:

- The Report, related attachments, minutes or other (presentation, documents or similar) of 6 November 2023, Item No. 8.1.1, CEO Performance Review Process, 277/23 remain confidential until the matter is determined and that this order be reviewed every twelve (12) months.

On the grounds that the document(s) (or part) relates to information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead) specifically, the present matter relates to the CEO Probation Review Process, and it would be unreasonable at this stage to disclose that information, together with legal advice from Norman Waterhouse Lawyers.

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

2. The document(s) in relation to resolution 277/23 be kept confidential for 3 years to 31 May 2027.

Carried Unanimously

DECISION 3 – Resolution 233/23 – Amy Gillett Bikeway Stage 4 Alternate Offer to State Government

Moved Cr Malcolm Herrmann
S/- Cr Chris Grant

147/24

Council resolves:

1. To note that in relation to resolution 233/23 Council resolved the following:

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Pursuant to Section 91(7) of the *Local Government Act 1999*, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(j) of the Act:

- The Report of 4/9/2023, Item No. 6.1, Amy Gillett Bikeway Stage 4 – Alternate Offer to State Government, 232/23 remain confidential until 4 September 2025 and that this order be reviewed every twelve (12) months.
- On the grounds that the document(s) (or part) relates to information the disclose of which would involve the unreasonable disclosure of information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being employee of council, or a person engaged by the council).
- Would on balance, be contrary to the public interest.

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

2. The document(s) in relation to resolution 233/23 be kept confidential for a further period of 12 months to 4 September 2025.

Carried Unanimously

DECISION 4 – Resolution 207/23 - Country Cabinet August 2023 Key Strategic Issues

Moved Cr Adrian Cheater

S/- Cr Chris Grant

148/24

Council resolves:

1. To note that in relation to resolution 207/23 Council resolved the following:

Pursuant to Section 91(7) of the *Local Government Act 1999*, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(i) of the Act:

- The Report, related attachments and minutes of 25 July 2023, Item No. 18.1.1, Country Cabinet August 2023 Key Strategic Issues remain confidential until the announcement has been made but no longer than 30 June 2024 and that this order be reviewed every twelve (12) months.
- On the grounds that the document(s) (or part) relates to information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which 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 Council, or a person engaged by the

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Council); and would on balance be contrary to the public interest.

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

2. The document(s) in relation to resolution 207/23 be kept confidential for a period of 12 months to 30 June 2025.

Carried Unanimously

DECISION 5 – Resolutions 236/22 & 154/23 – Ministerial Exemptions

Moved Cr Louise Pascale

S/- Cr Leith Mudge

149/24

Council resolves:

1. To note that in relation to resolution 236/22 and 154/23 Council resolved the following:

Pursuant to section 91(7) of the *Local Government Act 1999* the Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter with by the Council on a confidential basis under Sections (90(2) and 90(3)(i) of Act:

- The Report of 23 August 2022, Item No. 18.5, Ministerial Exemption – Ashton Landfill, 236/22 & 154/23 remain confidential and that this order be reviewed every twelve (12) months. On the grounds that the document(s) (or part of) would divulge information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council the disclosure of which could reasonably be expected to prejudice the legal position of the council in relation to legal proceedings.

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.

2. The document(s) in relation to resolutions 236/22 and 154/23 be kept confidential until a further order of Council is resolved.

Carried Unanimously

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DECISION 6 – Resolutions 234/22 & 158/23 – Revised East Waste 2022-23 Annual Plan and Budget

Moved Cr Kirrilee Boyd
S/- Cr Melanie Selwood

150/24

Council resolves:

1. To note that in relation to resolution 234/22 and 158/23 Council resolved the following:

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(d) of the Act:

- The report, related attachments, minutes and other (presentation, documents or similar) of 23 August 2022, Item No. 18.4, Revised East Waste 2022-23 Annual Plan & Budget, 234/22, unless previously released, remain confidential until 23 August 2024 and that this order be reviewed every twelve (12) months.
- On the grounds that the document(s) (or part) is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information.

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

2. The document(s) in relation to resolution 234/22 and 158/23 be kept confidential for a period of 12 months to 23 August 2025.

Carried Unanimously

DECISION 7 – Resolution 229/22 & 157/23 – East Waste Recycling Contract

Moved Cr Kirrilee Boyd
S/- Cr Chris Grant

151/24

Council resolves:

1. To note that in relation to resolutions 229/22 and 157/23 Council resolved:

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Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(d) of the Act:

- The report, related attachments, minutes and other (presentation, documents or similar) of 23 August 2022, Item No. 18.3, East Waste Recycling Contract, 229/22, unless previously released, remain confidential until 23 August 2024 and that this order be reviewed every twelve (12) months.
- On the grounds that the document(s) (or part) is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information.

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

2. The document(s) in relation to resolutions 229/22 and 157/23 be kept confidential for a period of 12 months to 23 August 2025.

Carried Unanimously

DECISION 8 – Resolution 236/21 – Ashton Landfill

Moved Cr Adrian Cheater

S/- Cr Chris Grant

152/24

Council resolves:

1. To note that in relation to resolution 236/21 Council resolved the following:

Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(i) of the Act:

- The report, related attachments, minutes and other (presentation, documents or similar) of 28 June 2022, Item No. 18.3, Ashton Landfill, 171/22, unless previously released, remain confidential until this matter has concluded and that this order be reviewed every twelve (12) months.
- On the grounds that the document(s) (or part) relates to information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council the disclosure of which could reasonably be

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expected to prejudice the legal position of the council in relation to the matter.

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

2. The document(s) in relation to resolution 236/21 be kept confidential until a further order of Council is resolved.

Carried Unanimously

DECISION 9 – Resolution 165/22 – Warren Road Birdwood Blackspot

Moved Cr Malcolm Herrmann

S/- Cr Leith Mudge

153/24

Council resolves:

1. To note that in relation to resolution 165/22 Council resolved the following:

Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(d) of the Act:

- The report, related attachments, minutes and other (presentation, documents or similar) of 28 June 2022, Item No. 18.1, Warren Road Birdwood Blackspot, 165/22, unless previously released, remain confidential until this matter has concluded and that this order be reviewed every twelve (12) months.
- On the grounds that the document(s) (or part) is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information.

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

2. The document(s) in relation to resolution 165/22 be kept confidential for a period of 12 months to 28 June 2025.

Carried Unanimously

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DECISION 10 – Resolution 238/21 – Electricity Procurement Legal Matter

Moved Cr Chris Grant
S/- Cr Adrian Cheater

154/24

Council resolves:

1. Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(h) of the Act:
 - The report, related attachments, minutes and other (presentation, documents or similar) of 26 October 2021, Item No. 18.1, Electricity Procurement Legal Matter, 238/21, unless previously released, remain confidential until the matter is concluded and that this order be reviewed every twelve (12) months.
 - On the grounds that the document(s) (or part) relates to is legal advice the disclosure of which could reasonably be expected to prejudice Council's position in future legal proceedings.
2. Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.
3. The document(s) to be kept confidential for a period of 12 months to 13 June 2025.

Carried Unanimously

DECISION 11 – Resolution 236/21 – Ashton Landfill

Moved Cr Kirrilee Boyd
S/- Cr Adrian Cheater

155/24

Council resolves:

1. To note that in relation to resolution 236/21 Council resolved the following:

Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(i) of the Act:

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- The report, related attachments, minutes and other (presentation, documents or similar) of 26 October 2021, Item No. 18.2, Ashton Landfill, 236/21, unless previously released, remain confidential until the matter is concluded and that this order be reviewed every twelve (12) months.
- On the grounds that the document(s) (or part) relates to information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council the disclosure of which could reasonably be expected to prejudice the legal position of the council in relation to the Ashton Landfill.

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

2. The document(s) in relation to resolution 236/21 be kept confidential until a further order of Council is resolved.

Carried Unanimously

13. OFFICER REPORTS - INFORMATION ITEMS

13.1 Kersbrook Cemetery and Martungka Natural Burial Ground Update

Moved Cr Melanie Selwood
S/- Cr Adrian Cheater

156/24

Council resolves that the report be received and noted.

Carried Unanimously

14. CORRESPONDENCE FOR INFORMATION

14.1 GRFMA – Notice of Dispute and Response

7:54pm Cr Louise Pascale left the meeting room
7:56pm Cr Pascale returned to the meeting room

Moved Cr Leith Mudge
S/- Cr Chris Grant

157/24

Council resolves that the correspondence is received and noted.

Carried Unanimously

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14.2 GRFMA – Appointment of Chairperson

Moved Cr Malcolm Herrmann

S/- Cr Kirrilee Boyd

158/24

Council resolves that the correspondence is received and noted.

Carried Unanimously

14.3 Footpath between Lenswood Primary School and the General Store – Thank you letters from Daisy K and Lenswood and Forest Range Community Association

Moved Cr Melanie Selwood

S/- Cr Adrian Cheater

159/24

Council resolves that the correspondence is received and noted.

Carried Unanimously

15. QUESTIONS WITHOUT NOTICE

Cr Melanie Selwood asked a question about Adelaide Hills Council receiving the Heritage Code Amendment grant being offered to eight other councils by the State Government.

16. MOTIONS WITHOUT NOTICE

Nil

17. REPORTS**17.1 Council Member Function or Activity on the Business of Council****Acting Mayor Nathan Daniell**

24th April – Upper Sturt ANZAC Day Eve service - Upper Sturt

25th April – Mylor dawn service - Mylor

25th April – Lenswood/Forest Range morning service - Forest Range

1st May – Activating Bridgewater meeting - Bridgewater

3rd May – Meeting with South Australian Transport Action Group - Stirling

5th May – Inaugural Adelaide Hills Garden Affair. Welcomed Governor of South Australia

Her Excellency the Honourable Frances Adamson - Aldgate

10th May – Opening night for Hills Musical Company show - Stirling

13th May – Interview with The Courier regarding “Give a Sheet” initiative – Heathfield

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 14 MAY 2024
63 MT BARKER ROAD STIRLING**

Cr Melanie Selwood

25th April - ANZAC Day Dawn Service - Norton Summit

30th April - Community Forum for the residents of Woodforde, Rostrevor & Teringie –
Norton Summit

Cr Malcolm Herrmann

25th April - Anzac Day commemorations - Gumeracha and Birdwood

27th April Presentation of Anzac Day medal- Gumeracha

1st May - Launch of new seat at GDSM Hospital- Gumeracha

Cr Louise Pascale

22nd April – Woodforde Residents Association

11th May – Kathy McKenna re property issues in Hamilton Hill

13th May – Woodforde Residents Association

17.2 Reports of Members as Council/Committee Representatives on External Organisations**Acting Mayor Nathan Daniell**

1st May – S&HLGA Management meeting on Teams

17.3 CEO Report

Greg Georgopoulos, CEO, provided Council with a verbal update:

Priorities arising from Country Cabinet in 2023 including:

Fire mitigation across the region: The CEO discussed that a tech company has been engaged by Council to develop a fire mitigation proposal unique to the Adelaide Hills. A proposal will be shared with the State Government and updates provided to Council in due course;

Amy Gillett Bikeway Project: The CEO discussed the recent successes of the project;

Drainage and stormwater issues: The CEO reported that ongoing conversations are being held specifically regarding Junction Road, Balhannah, including in-principle funding support from the Minister for Infrastructure and Transport;

Master Planning in the Central Hills District: The CEO reported that there has been progress regarding potential funding to create a Master Plan for the Central Hills district. Updates will be provided to Council as information becomes available;

Regional Plan: The CEO reported that lobbying the State Government and relevant departments to develop regional plan is ongoing. Updates will be provided to Council as information becomes available;

**ADELAIDE HILLS COUNCIL
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TUESDAY 14 MAY 2024
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The CEO confirmed that an Information or Briefing Session of Council will be held in due course focusing on outcomes and priorities arising from the Country Cabinet, as well as a formal report to Council.

Other items raised by the CEO included:

- Recruitment update for the Director of Corporate Services and Acting Director of Community and Development;
- Development of a strategic approach in the area of Human Resources including recruitment of a HR Manager;
- Overview of a recent meeting with Leyton Holdings regarding progress with the rebuild of the shopping centre.

18. REPORTS OF COMMITTEES

18.1 Council Assessment Panel

Nil

18.2 Audit Committee

Nil

18.3 CEO Performance Review Panel

Nil

18.4 Boundary Change Committee

Nil

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 14 MAY 2024
63 MT BARKER ROAD STIRLING**

19. CONFIDENTIAL ITEMS

19.1 Forensic Analysis of Boundary Change Submission – Exclusion of the Public

Moved Cr Chris Grant
S/- Cr Adrian Cheater

160/24

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

- Chief Executive Officer, Greg Georgopoulos
- Director Environment & Infrastructure, David Waters
- A/Director Corporate Services, Ashley Curtis
- A/Director Community & Development, Jess Charlton
- Governance and Risk Coordinator, Zoe Gill
- Governance and Risk Officer, Skye Ludzay
- Minute Secretary, Rebekah Lyons
- IT Support, Tom Portas

be excluded from attendance at the meeting for Agenda Item 19.1: (Forensic Analysis of Boundary Change Submission) 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, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which could reasonably be expected to prejudice the commercial position of Council and would, on balance, be contrary to the public interest.

Section 90(3) (i) of the Local Government Act, the information to be received, discussed or considered in relation to this Agenda Item is information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council.

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
TUESDAY 14 MAY 2024
63 MT BARKER ROAD STIRLING**

19.1.1 Forensic Analysis of Boundary Change Submission – Confidential Item

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 14 MAY 2024
63 MT BARKER ROAD STIRLING**

19.1.2 Forensic Analysis of Boundary Change Submission – Duration of Confidentiality

Moved Cr Chris Grant

S/- Cr Adrian Cheater

162/24

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 19.1 in confidence under sections 90(2) and 90(3) (b) and (i) 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	22 April 2028
Related Attachments	22 April 2028
Minutes	22 April 2028
Other (presentation, documents, or similar)	22 April 2028

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

8:18pm Cr Louse Pascale returned to the meeting room.

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 14 MAY 2024
63 MT BARKER ROAD STIRLING**

19.2 Strategic Communication and Engagement Plan Woodforde, Teringie and Rostrevor – Exclusion of the Public

Moved Cr Adrian Cheater
S/- Cr Kirrilee Boyd

163/24

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

- Chief Executive Officer, Greg Georgopoulos
- Director Environment & Infrastructure, David Waters
- A/Director Corporate Services, Ashley Curtis
- A/Director Community & Development, Jess Charlton
- Governance and Risk Coordinator, Zoe Gill
- Governance and Risk Officer, Skye Ludzay
- Minute Secretary, Rebekah Lyons
- IT Support, Tom Portas
- Sarah Hill, Acting Manager Communications, Engagements and Events

be excluded from attendance at the meeting for Agenda Item 19.2: (Strategic Communications & Engagement Plan Woodforde, Teringie & Rostrevor) 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, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which could reasonably be expected to prejudice the commercial position of Council and would, on balance, be contrary to the public interest.

Section 90(3) (i) of the Local Government Act, the information to be received, discussed or considered in relation to this Agenda Item is information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council.

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
TUESDAY 14 MAY 2024
63 MT BARKER ROAD STIRLING**

19.2.1 Strategic Communication and Engagement Plan Woodforde, Teringie and Rostrevor –

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 14 MAY 2024
63 MT BARKER ROAD STIRLING**

19.2.2 Strategic Communication and Engagement Plan Woodforde, Teringie and Rostrevor – Duration of Confidentiality

Moved Cr Chris Grant
S/- Cr Leith Mudge

165/24

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 19.2 in confidence under sections 90(2) and 90(3) (b) and (i) 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	22 April 2028
Related Attachments	22 April 2028
Minutes	22 April 2028
Other (presentation, documents, or similar)	22 April 2028

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

8:32pm Cr Louise Pascale returned to the meeting room.

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 14 MAY 2024
63 MT BARKER ROAD STIRLING**

**19.3 Additional Confidential Item: Questions relating to Item 10.3 of the Agenda -
Exclusion of the Public**

**Moved Cr Louise Pascale
S/- Cr Leith Mudge**

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

- Chief Executive Officer, Greg Georgopoulos**
- Director Environment & Infrastructure, David Waters**
- A/Director Corporate Services, Ashley Curtis**
- A/Director Community & Development, Jess Charlton**
- Governance and Risk Coordinator, Zoe Gill**
- Governance and Risk Officer, Skye Ludzay**
- Minute Secretary, Rebekah Lyons**
- IT Support, Tom Portas**

**be excluded from attendance at the meeting for the purpose of asking questions in
relation to Item 10.3 of the agenda.**

**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
item at the meeting on the following grounds:**

**Section 90(3) (h) of the Local Government Act, the information to be received, discussed
or considered in relation to this Agenda Item is information relating to legal advice.**

Carried Unanimously

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 14 MAY 2024
63 MT BARKER ROAD STIRLING**

20. NEXT ORDINARY MEETING

The next ordinary meeting of the Adelaide Hills Council will be held on Tuesday 28 May 2024 from 6.30pm at 63 Mt Barker Road, Stirling.

21. CLOSE MEETING

The meeting closed at 8:38pm

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item: 10.1 Question on Notice

Originating from: Cr Kirsty Parkin

Subject: Gravelling Wright Road Dog Park Car Park

1. QUESTION

Are there any plans to re-gravel the Wright Rd dog park in Stirling in the near future.

2. BACKGROUND

The regular users of the Wright Rd dog park in Stirling are concerned that the carpark becomes boggy in winter.

3. OFFICER'S RESPONSE – David Waters, Director Environment and Infrastructure

The carpark was inspected on Monday 20 May 2024 and was found to be in serviceable condition and consistent with other carparks under Council's control. It was noted that some more road base was required near the entrance and this will be attended to as part of our regular maintenance program. Council staff are aware that this location does get very wet in winter and Council will continue to monitor during the wetter months.

4. APPENDIX

Nil.

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item: 11.1 Motion on Notice

Originating from: Cr Malcolm Herrmann

Subject: Mount Lofty Football Club – Electronic Scoreboard

1. MOTION

I move that:

- 1. The CEO provide a report on the submission from the Mount Lofty Football Club, seeking financial assistance for the erection of an electronic scoreboard at the Heathfield Oval; the report to be submitted on or before the meeting when council considers the responses received from the public consultation on the Annual Business Plan.**

2. BACKGROUND

Members may recall that council received a deputation from members of the Mount Lofty Football Club on 9 April 2024. The deputation outlined that the Club was seeking financial assistance to erect an electronic scoreboard.

A further letter dated 22 April 2024 was also forwarded to Council. As yet, there has not been any formal consideration by the Council. My recollection was that the topic was not discussed in detail at any of the workshops preceding the release of the draft Annual Business Plan.

Club members noted that there wasn't any provision in the draft Plan.

3. OFFICER'S RESPONSE – David Waters, Director Environment and Infrastructure

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

Strategic Plan 2020-24 – A brighter future

Goal Community wellbeing

Objective C4 An active, healthy, thriving and resilient community

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

Further strategic analysis to be considered when a report is submitted to Council by the end of June, 2024.

➤ **Legal Implications**

There are no legal implications relating to preparing the report contemplated by the motion. Any implications related to the subject matter would be covered in that report.

➤ **Risk Management Implications**

There are no risk management implications relating to preparing the report contemplated by the motion. Any implications related to the subject matter would be covered in that report.

➤ **Financial and Resource Implications**

There are no financial implications relating to preparing the report contemplated by the motion. Any implications related to the subject matter would be covered in that report.

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

Supporters and stakeholders of teams utilising the Heathfield Oval will no doubt appreciate the Council's deliberate consideration of their funding request.

➤ **Sustainability Implications**

There are no sustainability implications associated with preparing the report contemplated by the motion.

➤ **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

Representatives from the Mount Lofty Football Club have been investigating the installation of a new electronic scoreboard at the Heathfield Oval for some time. On 9 April 2024, a presentation was made to Council outlining their vision for a new scoreboard (see **Appendix 1**). Further information on the proposed location of the scoreboard and proposed engineering details are shown in **Appendix 2 and 3**.

Following the deputation to Council on 9 April 2024, Council received a letter dated 22 April 2024 seeking a financial contribution from Council towards the Project (see **Appendix 4**).

The Council's draft 2024-25 Annual Business Plan (ABP) and budget was well progressed at the time the submission was received. It was considered appropriate for the proposal to be considered as part of community feedback during the consultation period particularly in light of the fact that the draft ABP only includes very limited projects this year.

Facility development proposals of this nature can be referred to the Council's annual Community and Recreation Facilities Grants Program, which exists to enable proposals from community and sporting organisations across the district to be considered against each other at the same time and on their relative merits. The grants are normally open in August/September each year.

The report as contemplated in this motion can be prepared and Members can expect it to be included in the agenda for the 25 June 2024 Council meeting.

5. APPENDICES

- (1) Heathfield Oval Scoreboard Deputation Proposal
- (2) Plan showing proposed location for scoreboard
- (3) Plan showing structural details for proposed scoreboard
- (4) Letter from Mount Lofty District Football Club dated 22 April 2024

Appendix 1

*Letter from Mount Lofty District Football Club dated 22 April
2024*



Heathfield Oval Scoreboard Deputation

Proposal

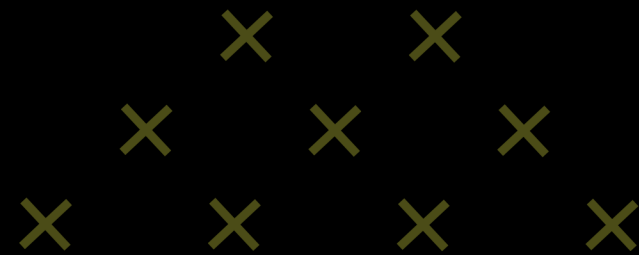
Joint submission Mount Lofty District Football Club & Community Sports Club



Introduction

The Mount Lofty District Football Club (MLDFC) and the Mount Lofty District Community Sports Club (MLDCSC) have collaborated on behalf of the Hills community to deliver an electronic scoreboard in 2024 that will benefit the entire District in the sports and recreation area.

The MLDFC have received a grant from the South Australian Football Facilities Fund of \$25,000, and have volunteers and funds for the project, however there is a funding shortfall, hence we are seeking council support, via a grant, to complete this vital community project.





Our History

Heathfield Oval was officially opened 2nd April 1966 for the Heathfield - Aldgate United FC who merged with Stirling in 1978 to become the MLDFC.

Today this extensive Crown land is home to 22 football teams playing in both the Hills Football League (HFL) and SANFL Juniors, ranging in ages from U8's to Senior Men's & Women's, with over 500 playing members, +2,000 supporters and average attendance of 1,000 people.

The Mt Lofty cricket club also play at Heathfield across 5 grades



Community

Heathfield Oval is primarily a community space that enables connection & belonging and is being used by the local community. Recent events would have benefited from a digital scoreboard.

- National Orienteering Championships - Recognition
- Junior School Sports Day - Recognition & content
- Hills Cricket Association games - Recognition & content
- Hills & Fleurieu Landscape Board meeting - Content
- CFS Group Training - Content
- Birthday Functions - Content
- Hive Disability services - Content



Our Project Team



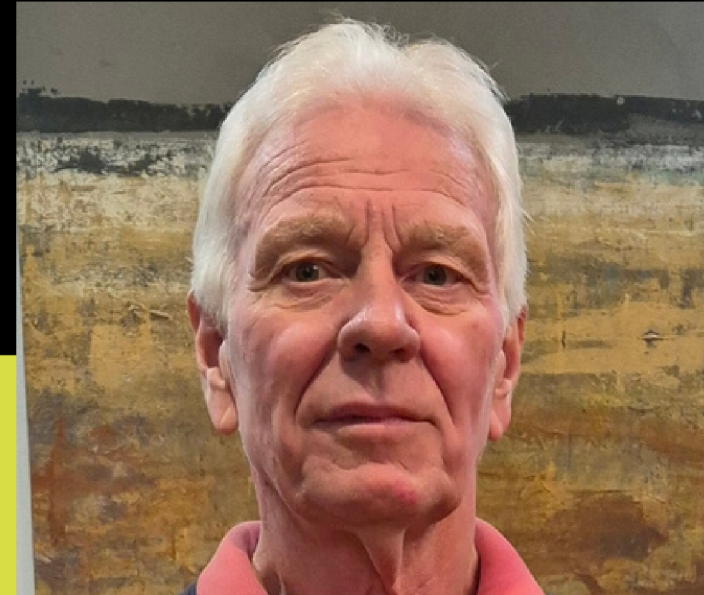
Chris Illman

MLDFC Volunteer
Project Manager



Jacq Dawes

MLDCSC Volunteer
Secretary



Ian Deans

Volunteer Building
Consultant



David Evans

MLDCSC Volunteer
Chairman



Project Description

As part of the Adelaide Hills Council Masterplan for the improvement of facilities at Heathfield High School and Heathfield Oval an upgraded scoreboard on Heathfield Oval is required.

The existing scoreboard was demolished in 2022 as it interfered with the upgrade of the Heathfield Oval Cricket pitch facility.

The MLDFC have been using a temporary solution since 2022, which is a health and safety risk, requires constant maintenance, requires volunteers to man and is unusable by the broader community.

Therefore we are seeking financial support from council to erect a 5.76m x 2.88m LED scoreboard including steel framework, footings and electrical works. Total estimated cost of the project is \$125,748*

* Subject to change





Project Description

Scoreboard \$73,000

BSV to supply of 5.76m x 2.88m LED Scoreboard, including spare parts, freight and technicians to install

Footings/Electricals \$11,670

Leabond Builders to prepare plans, submit applications to council, soil reports, risk analysis and OHS docs. Identify underground services, install footings and electrical services

Structural \$38,078

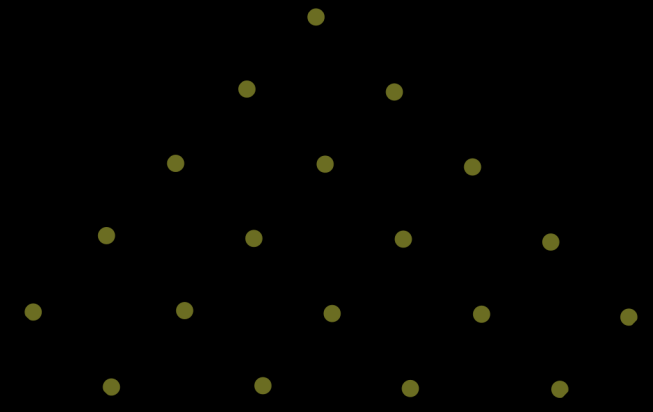
BSV to provide steel fabrication of structure, freight and installation.

Service/Software \$3,000

Annual service and maintenance contract plus software



Funding Model



SANFL

MLDFC has received a grant for \$25,000 from the South Australian Football Facilities Fund. The funding terms is 12 months from April 24.

MLDFC

Through our volunteer network and funds raised MLDFC will contribute \$45,748 to the project for structural engineering, electrical works, software and maintenance

Council

MLDFC and MLDCSC is seeking \$55,000 in council funding to complete the project in 2024



Big Screen Video

- BSV bring spaces to life through digital installations
- They deliver screens from billboards to scoreboards in Retail, Hospitality, Sport, Gaming, Transit and Education across Australia
- South Australian owned and preferred supplier to the SANFL
- Major partners include SANFL, PAC, Arkaba, Hotel, Ooh, JC Decaux, Skycity, Crown, ALH, AHA NSW, MCG.

1

Quality and Innovation

ISO certified, OS and local QC teams, Innovators in tech, power usage, environmental & sustainability

2

Price

Produced in China, BSV have provided competitive price versus competitive set

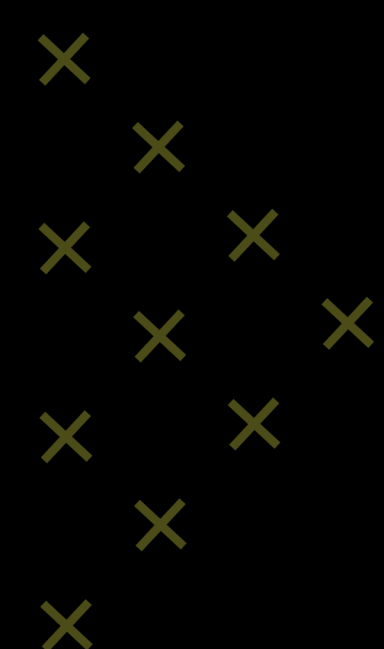
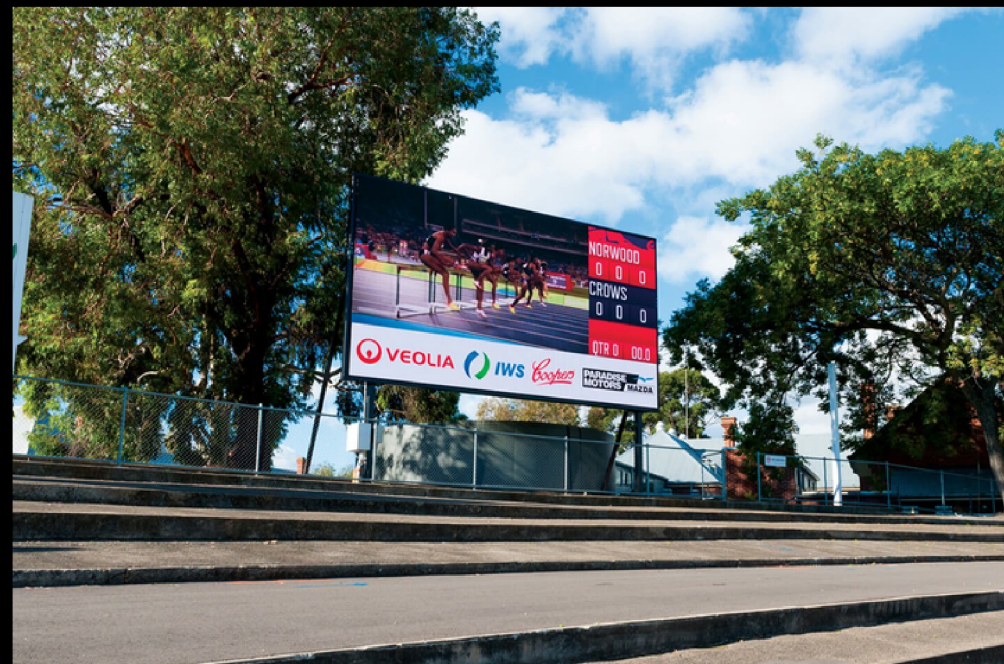
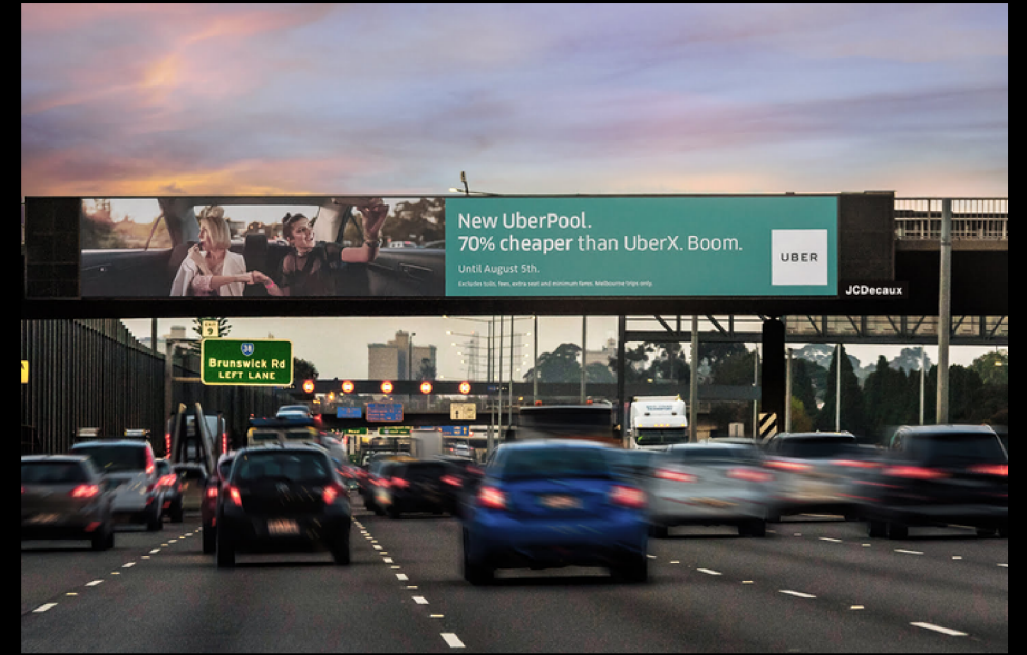
3

Service

BSV's local service, maintenance & repairs , along with full monitoring is the best in Australia, with 100% success rate on their SLA's



BSV Projects





Community Benefits

Game Day

Local business profiles, leverage current sporting club partnerships, vital community messaging - health and wellbeing

Events

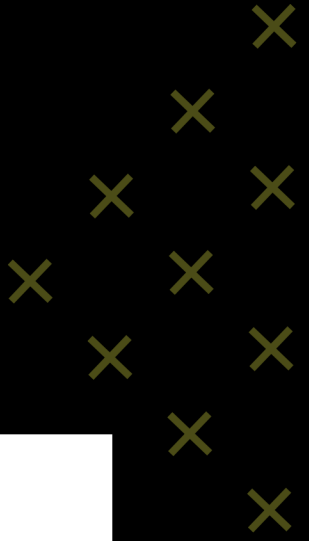
Value add to all community events on site, recognition of achievements, conduct specific community events related to the screen - movie nights

Accessibility

A modern digital screen for sport and recreation will enable a more inclusive and accessible experience for all in the community.

Volunteers

Reduce the need for volunteers at sport and recreation events at Heathfield oval



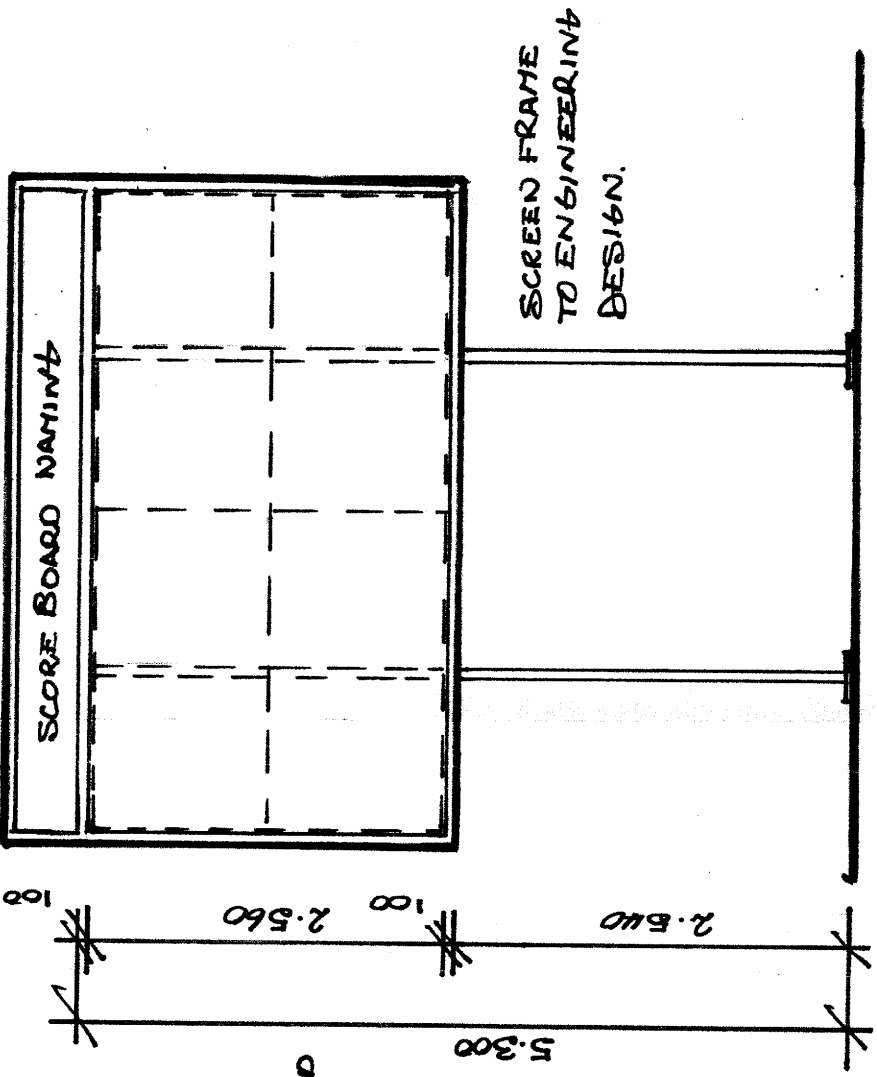


Thank You

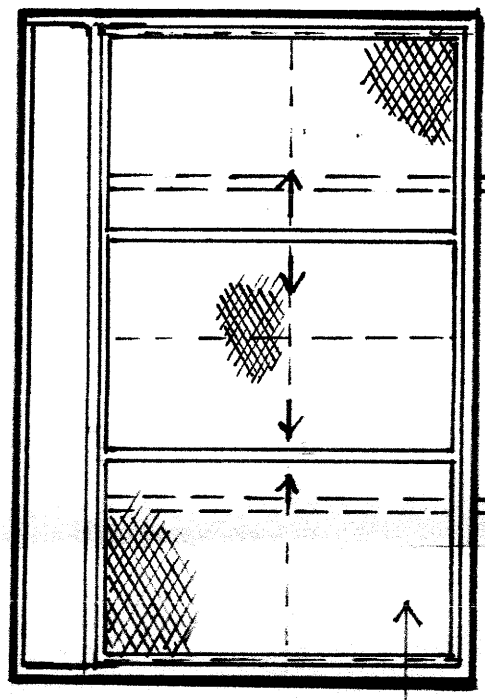
For Your Attention

Appendix 2

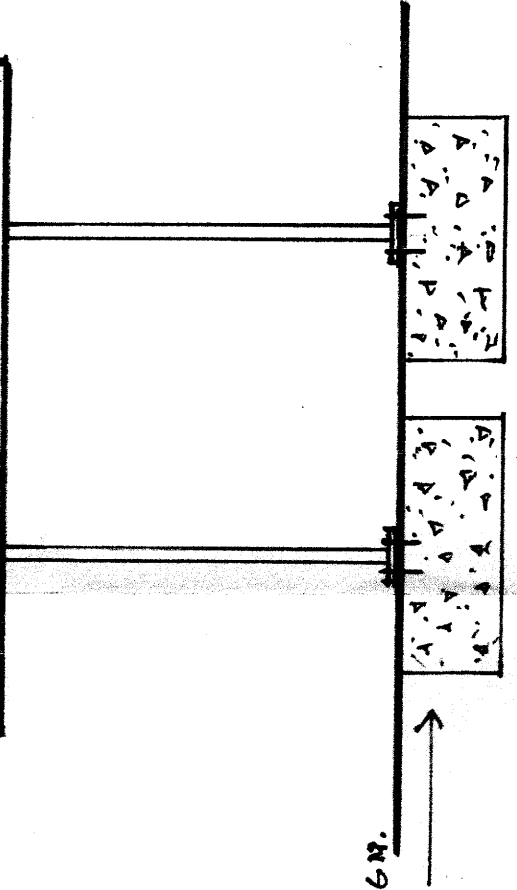
Plan showing proposed location of scoreboard



FRONT VIEW



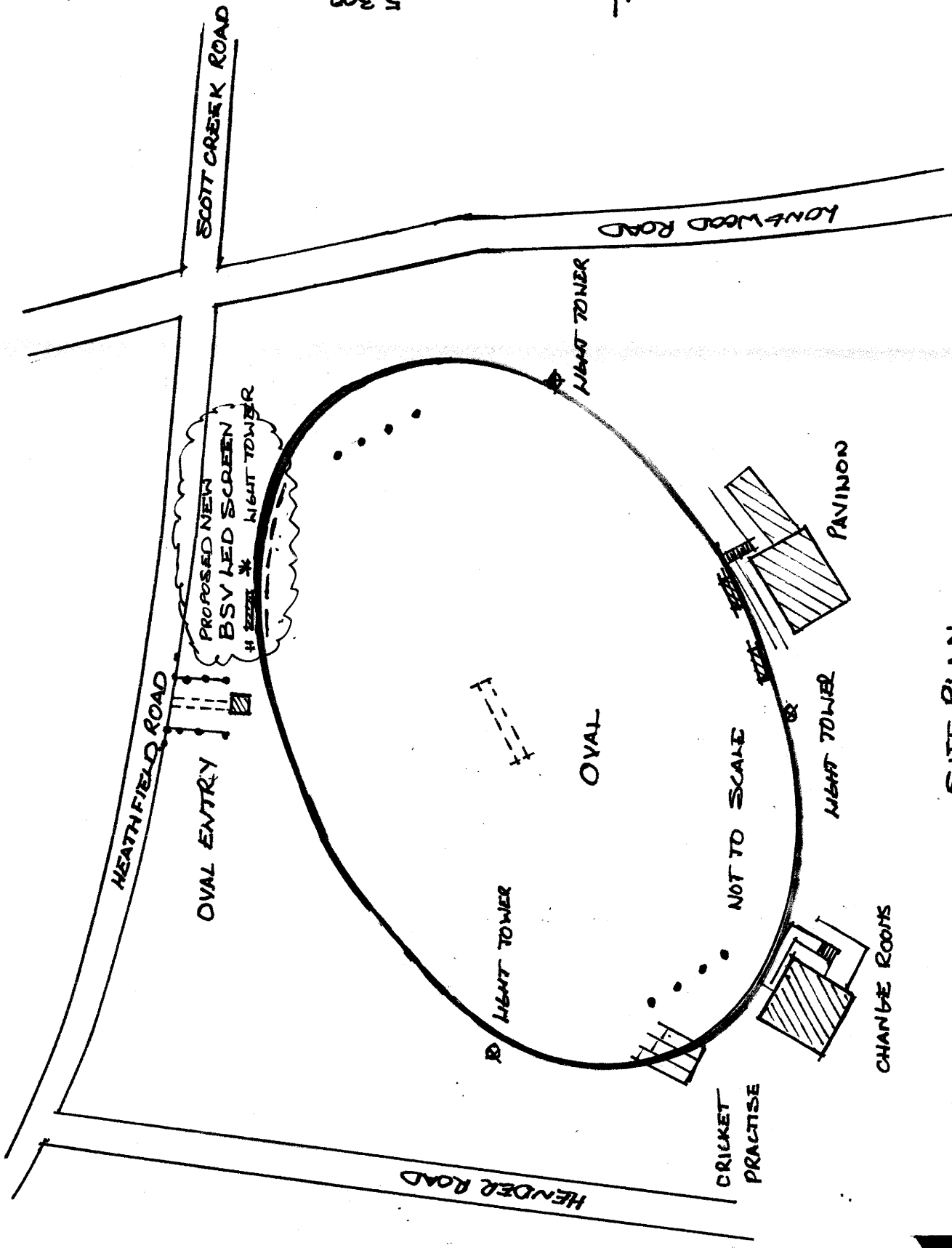
REAR VIEW



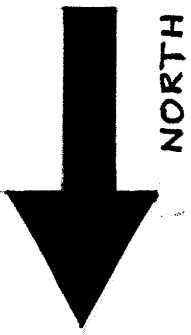
STEEL MESH SLIDING VANDAL-PROOF DOORS.

CONCRETE PADS TO ENGINEERING DESIGN.

SCALE 1:50



SITE PLAN



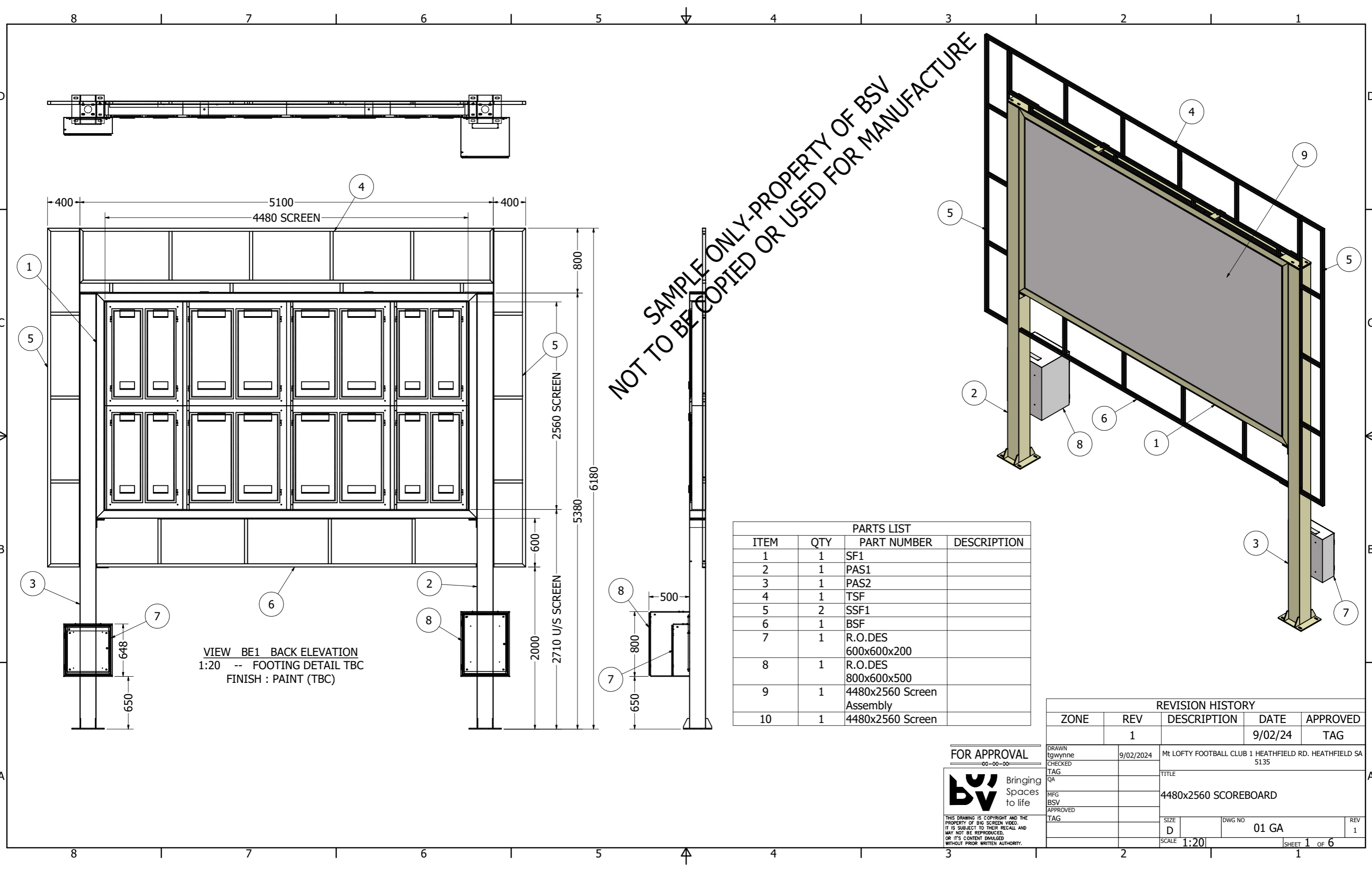
HEATHFIELD OVAL SCOREBOARD SCREEN

FEBRUARY 2024

Appendix 3

Plan showing structural details for proposed scoreboard

SAMPLE ONLY-PROPERTY OF BSV
NOT TO BE COPIED OR USED FOR MANUFACTURE



VIEW BE1 BACK ELEVATION
1:20 -- FOOTING DETAIL TBC
FINISH : PAINT (TBC)

PARTS LIST			
ITEM	QTY	PART NUMBER	DESCRIPTION
1	1	SF1	
2	1	PAS1	
3	1	PAS2	
4	1	TSF	
5	2	SSF1	
6	1	BSF	
7	1	R.O.DES 600x600x200	
8	1	R.O.DES 800x600x500	
9	1	4480x2560 Screen Assembly	
10	1	4480x2560 Screen	

REVISION HISTORY				
ZONE	REV	DESCRIPTION	DATE	APPROVED
	1		9/02/24	TAG

DRAWN tgwynne	9/02/2024	MT LOFTY FOOTBALL CLUB 1 HEATHFIELD RD. HEATHFIELD SA 5135		
CHECKED TAG		TITLE		
QA		4480x2560 SCOREBOARD		
MFG BSV		SIZE D	DWG NO 01 GA	REV 1
APPROVED TAG		SCALE 1:20	SHEET 1 OF 6	

FOR APPROVAL
00-00-00

Bringing Spaces to life

THIS DRAWING IS COPYRIGHT AND THE PROPERTY OF BIG SCREEN VIDEO. IT IS SUBJECT TO THEIR RECALL AND MAY NOT BE REPRODUCED OR IT'S CONTENT DIVULGED WITHOUT PRIOR WRITTEN AUTHORITY.

Appendix 4

Heathfield Oval Scoreboard Deputation Proposal



22nd April 2024

Att. Finance and Governance

MLDFC Request for Funding Electronic Scoreboard

Post our deputation presentation on the 9th of April I am formally writing to the Adelaide Hills council seeking our proposal for an electronic scoreboard at Heathfield oval be included in the Councils 2024 annual business plan.

Heathfield Oval is home to the Mount Lofty District Football Club (MLDFC) and we have collaborated with the Mount Lofty District Community Sports Club (MLDCSC) on behalf of the Hills community to deliver an electronic scoreboard in 2024 that will benefit the entire District in the sports and recreation area.

The MLDFC have received a grant from the South Australian Football Facilities Fund of \$25,000 however there is a funding shortfall, hence we are seeking council support, via a council grant, to complete this vital community project.

Heathfield Oval is primarily a community space for the local Hills community with recent events highlighting the usage by residents, not just MLDFC or Mount Lofty cricket club. These events include,

- National Orienteering Championships
- Junior School Sports Day
- Hills Cricket Association games
- Hills & Fleurieu Landscape Board meeting
- CFS Group Training
- Various Birthday Functions
- Hive Disability services event

As part of the Adelaide Hills Council Masterplan for the improvement of facilities at Heathfield High School and Heathfield Oval an upgraded scoreboard on Heathfield Oval is required. The existing scoreboard was demolished in 2022 as it interfered with the upgrade of the Heathfield Oval Cricket pitch facility. The MLDFC have been using a temporary solution since 2022, which is a health and safety risk, requires constant maintenance, requires volunteers to man and is unusable by the broader community for events. Therefore, we are seeking financial support from council to erect a 4.48mW x 2.56mH LED scoreboard including steel framework, footings, and electrical works. Total estimated cost of the project is \$107,748.

The Supplier of the screen will be Big Screen Video, with the digital scoreboard quoted at \$58,000, footings and electrics at \$11,670 and steel fabrication of frame and installation \$38,078.

MLDFC has received a grant for \$25,000 from the South Australian Football Facilities Fund. The funding terms are 12 months from May 1, 2024. Through our volunteer network and funds raised MLDFC will contribute \$27,748 to the project for structural engineering, electrical works, software, and maintenance MLDFC and MLDCSC is seeking \$55,000 in council funding to complete the project by March 1, 2025.

The benefits of the project to the community are the game day experience will be improved with local business profiles featured to leverage current sporting club partnerships and add vital community messaging e.g. health and wellbeing which would also mean less volunteers on game day. Value adding to local events including recognition of achievements and conducting specific community events using the screen e.g. movie nights. Finally, a modern digital screen for sport and recreation will enable a more inclusive and accessible experience for all in the community.

I look forward to hearing from you in relation to the funding request.

On behalf of the

Mt Lofty District Football Club

Chris Illman

Sponsorship Volunteer

0418 348 848

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item: 11.2 Motion on Notice

Originating from: Cr Herrmann

Subject: Onkaparinga Football Club Unisex Change Rooms

1. MOTION

I move that:

- 1. The CEO provides a report on the submission from the Onkaparinga Football Club seeking financial assistance towards the erection of Unisex change rooms at the Johnson Memorial Park, Balhannah; the report to be presented to council on or before the date when council considers response to the Annual Business Plan consultation.**

2. BACKGROUND

The Onkaparinga Football Club has submitted an application to council for financial assistance to construct Unisex Change Rooms at The Johnston Memorial Park.

The project is estimated to cost \$1.1 million.

The Club has been actively fund raising and has secured a grant from the SANFL. The Club is seeking the commitment for a grant of \$290k from the Council to support its application for a grant from the Office of Recreation and Sport.

In February, council staff have given in principle support for the project pending provision of Development and Planning Approval's which the Onkaparinga Valley Football Club will be required to request from AHC in the project planning process.

Club Officials will address members at the first available opportunity.

3. OFFICER'S RESPONSE – David Waters, Director Environment and Infrastructure

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

Goal	Community wellbeing
Objective C4	An active, healthy, thriving and resilient community
Priority C4.4	Support clubs and groups to continue to provide sport and recreation activities to the community.

Further strategic analysis to be considered when a report is submitted to Council by the end of June, 2024.

➤ **Legal Implications**

There are no legal implications directly related to producing the report contemplated in the motion. Any legal implications associated with the project proposal itself would be considered in that report.

➤ **Risk Management Implications**

There are no substantial risk management implications directly related to producing the report contemplated in the motion, however, receiving a detailed report does itself mitigate risks associated with making an uninformed funding decision. Any risk management implications associated with the project proposal itself would be considered in that report.

➤ **Financial and Resource Implications**

There are no financial implications directly related to producing the report contemplated in the motion. Existing staff will be utilised to write the report and this may impact other activities.

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

There are no customer service or community implications directly related to producing the report contemplated in the motion. Any implications associated with the project proposal itself would be considered in that report.

➤ **Sustainability Implications**

There are no sustainability implications directly related to producing the report contemplated in the motion. Any implications associated with the project proposal itself would be considered in that report.

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

Consultation on the development of this report was as follows:

Council Committees: Not applicable

Council Workshops: Not applicable

Advisory Groups: Not applicable

External Agencies: Not applicable

Community: Not applicable

4. ANALYSIS

The Onkaparinga Valley Football Club (OVFC) have engaged with Council over the last 12 months in relation to the proposed unisex change room project to be undertaken at Johnston

Memorial Park at Balhannah. In January 2024, a formal request was made for a letter of support from the Council Administration for a funding application being submitted to the SANFL. This letter of support was provided. The letter did not provide any indication of Council financial support.

A request has been received from representatives from the OVFC to present their project to Council in June. The representatives have been advised of their opportunities to make deputations or representations in public forums at Council meetings.

Requests for facility funding would normally be directed to the Council's annual Community and Recreation Facilities Grants Program, however in this instance the amount of funding sought from OVFC from Council is significantly higher than that available through the grant program (up to \$40,000 per project). It is open to the Council to determine whether or not to consider direct funding, i.e. outside the grant program, or to refer the matter to the grant program for consideration.

A project proposal requesting Council funding has been received in recent days and is contained in **Appendix 1**. Confirmation of the actual funding amount requested was being sought at the time of finalising this response.

A further report on this matter can be provided to Council in late June 2024 following further analysis on the proposal and the presentation from OVFC to Council.

5. APPENDICES

- (1) Project proposal from Onkaparinga Valley Football Club

Appendix 1
Project proposal from the Onkaparinga Valley Football Club

Onkaparinga Valley Football Club

FUNDING PROPOSAL – New Unisex Changerooms

PROJECT TITLE

Onkaparinga Valley Football Club - New Unisex Changerooms

PROJECT LOCATION

119 Onkaparinga Valley Rd, Balhannah SA 5242

PROJECT PRIMARY USAGE

Australian Rules Football

PROJECT APPLICANT

Name: Andrew Adcock

ABN (OVFC): 58 693 722 453

Position: Project Leader

City: Balhannah

Phone: 0418 816 874

State: SA

Email: andrew@adcock.com.au

Postcode: 5242

PROJECT SUMMARY

The Onkaparinga Valley Club (OVFC) is a successful and growing club apart of the Hills Football League with 14 football teams (3 women's teams) and our grounds are continuously used for community events, local school carnivals, CFS training, and more. OVFC currently have inadequate and outdated changerooms to suit the growth of the game. In the Adelaide Hills, only 7% of clubrooms are female friendly despite having a 1,059% increase over the last 5 years in women participation. The current facilities were built in the late 70s and are limiting by offering communal showers with no privacy, no toilets in home changerooms, and troughs. OVFC propose new changerooms to account for all gender use and general better quality with lockable cubicle showers, individual partitioned toilet pans and private changing areas for umpires. The need for new and inclusive changerooms at OVFC is essential to the ongoing growth of football in the region, the quality and opportunity for local events, as well as its significant alignment and contribution to the SANFL Statewide Strategic Framework.

TOTAL PROJECT ESTIMATED COST (including price rise contingency)

\$1,100,203 incl. GST

FUNDING REQUEST

\$391,000 (35.5%)

*Onkaparinga Valley Football Club
119 Onkaparinga Valley Road
Balhannah SA 5242*

14th May 2024

To whom it may concern,

On behalf of the Onkaparinga Valley Football Club, we are pleased to present this proposal for your review.

The Onka Valley Football Club is a proud volunteered run club that represents the wider community and region of many small towns in the district. We are based in Balhannah and represent the communities of towns such as Verdun, Balhannah, Oakbank and Woodside and are represented in both genders of football from Auskick (5 year olds) then u8's right through to Senior Men and an ever-increasing Women's program.

In general terms we are represented by upward of 14 teams every weekend and have a volunteer base of up to 120 people to get these teams out on the oval every week.

Our club has a rich history of well over 50 years, we pride ourselves on key values and behaviours that best represent those who have come before us, along those currently with us. Our Family friendly environment is paramount to the expectations and success we seek from all involved.

Currently however we are in a vital point in our club's history as we seek to implement highly important and much needed club improvements to meet key standards for safe and positive people management.

Our club was hand built by our past club icons back in the mid 1970's, and without the small building upgrades along the way, we have not been in a position to execute the required improvements to accommodate both genders of football in a safe and positive environment. The AFL & SANFL have very fair and much needed requirements to make sure all players, umpires and club volunteers are always kept in a safe & compliant environment, we currently do not meet those much-respected standards.

In lieu of this, as President I am very excited to be supported by a hard-working Major Projects Committee to bring this issue to a head and complete a process to make sure we provide the best possible facilities for our community of all ages and genders. The ability to source key funding to help us get this project moving is a vital for us and more importantly the community.

We greatly appreciate the opportunity this provides us and hope that our application can be met with a positive outlook. We feel this is a wonderful opportunity for council to support this urgent worthwhile community project.

Regards,

Shane Collins
OVFC President

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PROJECT DEVELOPMENT

BACKGROUND

The Onkaparinga Valley Football Club (OVFC) was established in 1967 and adopted the red, white, and blue with the Bulldog as their emblem. The club is based at Balhannah oval and in 1977, achieved a significant milestone by becoming the sole owner of their headquarters, including change rooms and a lounge area.

Since 1977, very little change has happened to the changerooms with the same traditional features like communal showers and large troughs remain in practise to this day, even with the growth of the club and introduction of three women’s teams over the last few years. The need of an upgraded changerooms is a culmination of 50 years of tight-knit community and relentless volunteering that has led ‘Onkas’ to gain their league renowned family-orientated reputation and growing participation.

For these reasons, OVFC is continuously growing and requires overdue facility upgrades to not only accommodate for increasing overall numbers, but also to keep up with expanding female participation and inclusivity guidelines.

SCOPE & METHODOLOGY

The proposed project involves the installation of new changerooms to the eastern side of the existing changerooms to address the growing needs of our football community.

The scope of the project includes the full installation of a permanent modular changerooms with the following specifications:

- Building approval, engineering and project plans
- Service design consultants for electrical and hydraulic connections
- Footings, piers and tie-downs
- 20.1m x 12.0m Changeroom building including:
 - o Two 49m2 Changerooms
 - o Two sets of Player’s Amenities
 - o One 12m2 Trainers Room
 - o One 25m2 Umpire’s Room with amenities and “new AFL Guidelines compliance” for the larger umpire’s briefing area
 - o One 25m2 Medical & Trainers Room

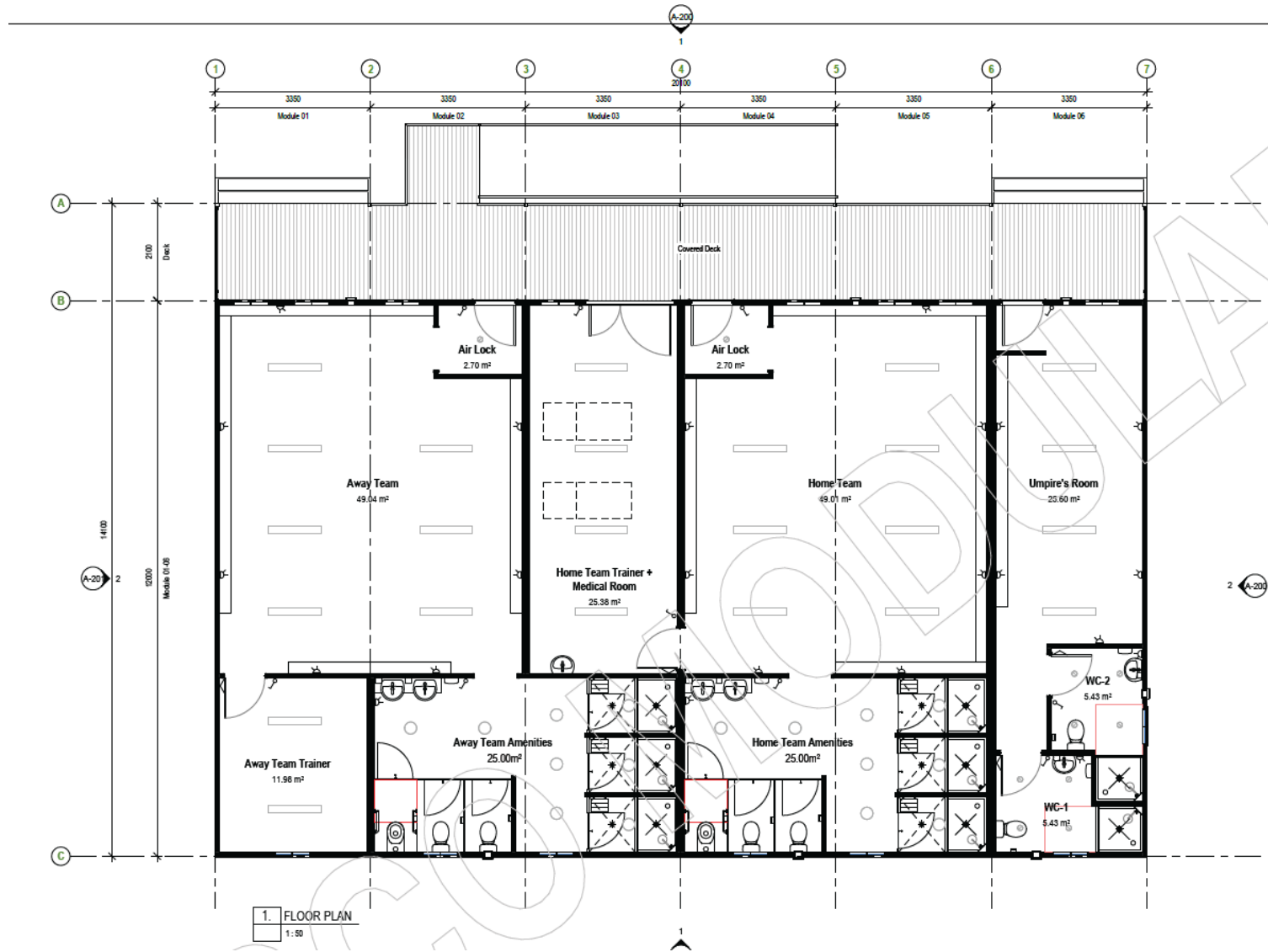
The addition of these changerooms will greatly improve the club’s inclusivity and accommodate for unisex use.

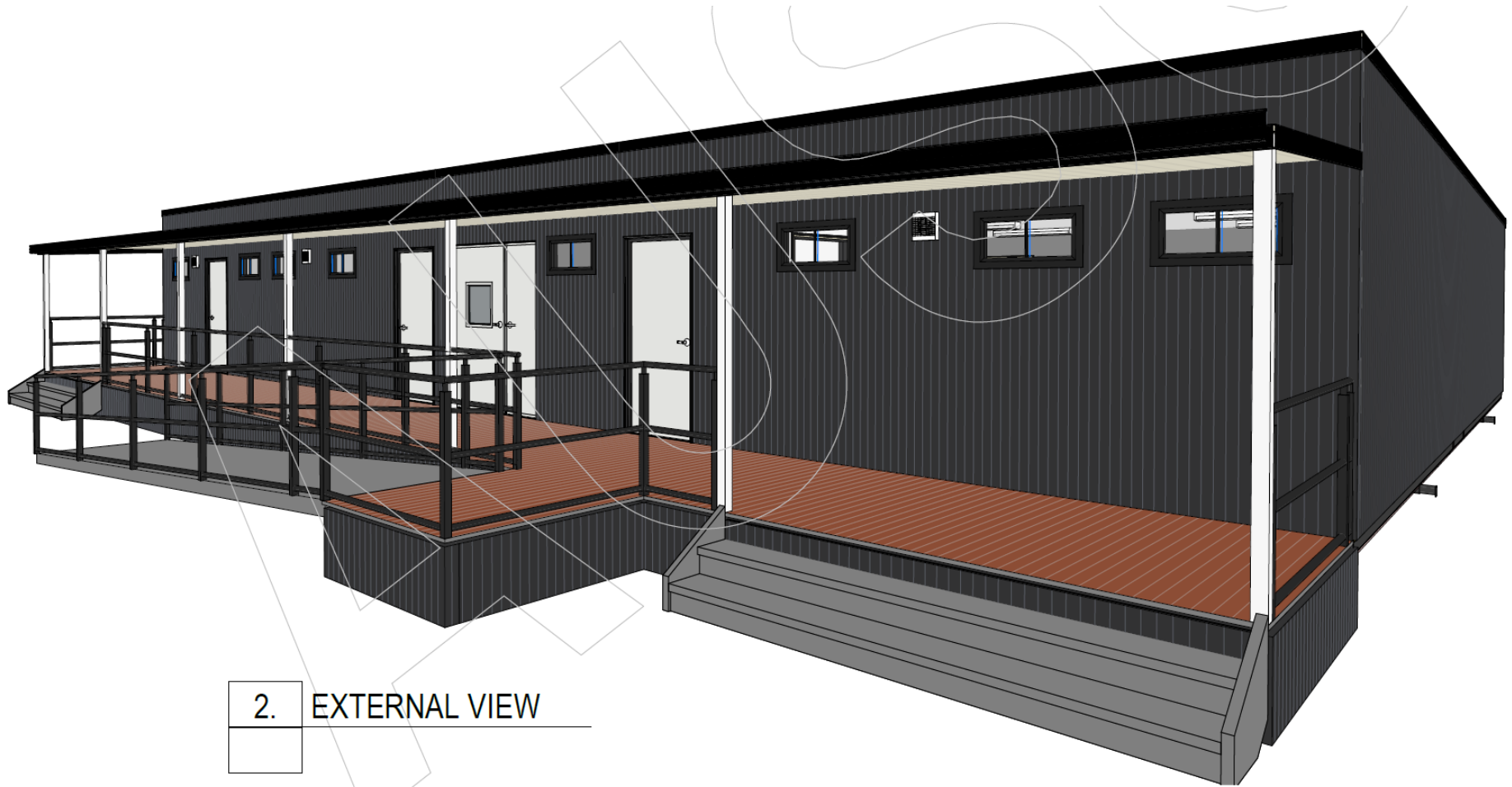
OUTCOMES

The following is a list of key outcomes that these new changerooms are projected to deliver:

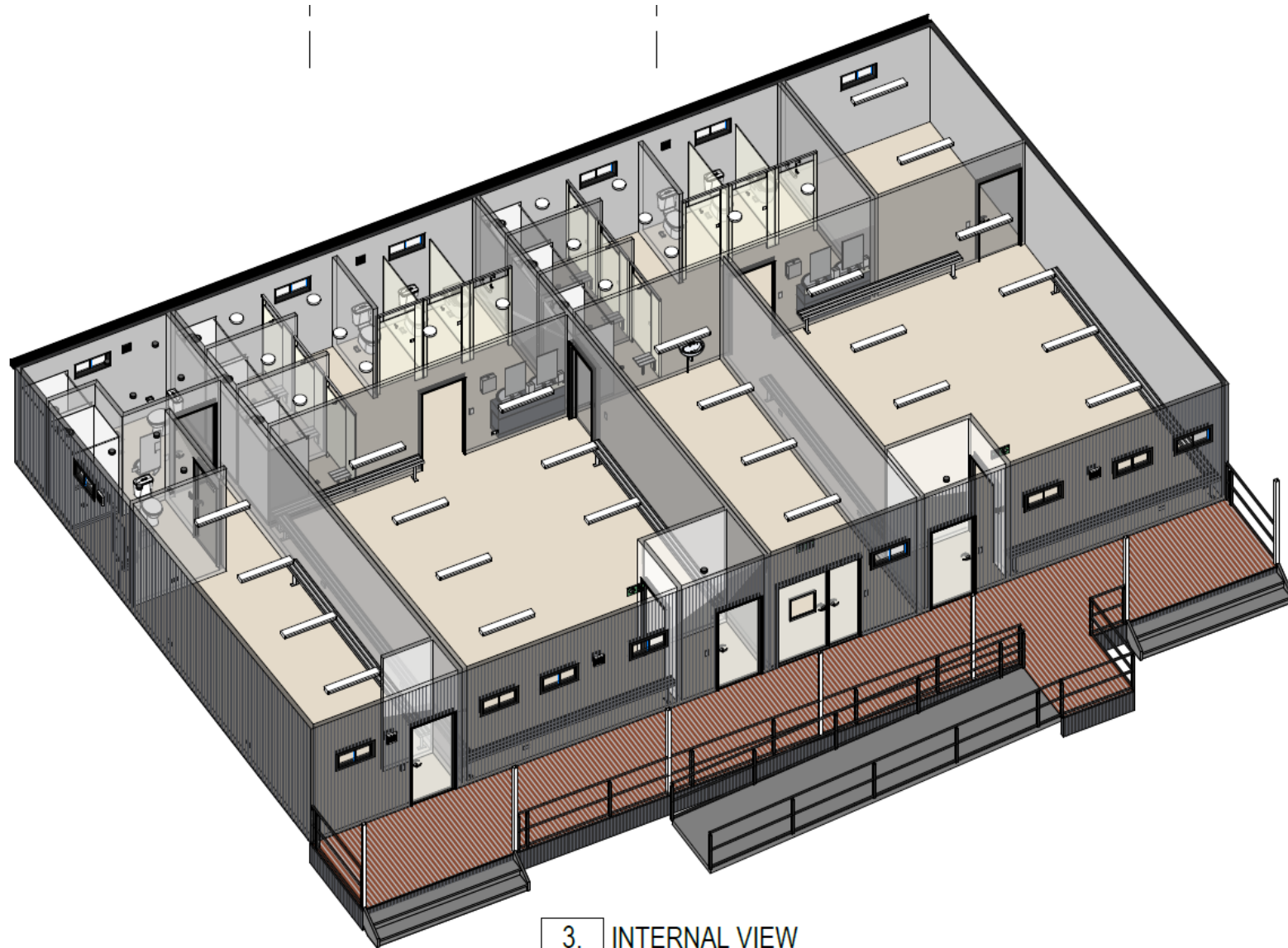
- **Increased Participation:** An inclusive changeroom can encourage more women to participate in football activities, knowing they have appropriate facilities available.
- **Equality and Inclusion:** It promotes a sense of equality and inclusivity within the club, demonstrating that all members are valued and accommodated regardless of gender.
- **Community Contemporary Expectations:** By having inclusive, high quality and professional change rooms, OVFC facilities would provide another option for SANFL and AFL as they provide more local opportunities.
- **Enhanced Comfort and Privacy:** It provides a comfortable and private space for all players to change and prepare for matches or training sessions, enhancing their overall experience.
- **Community Engagement:** It signals to the community that the club is progressive and supportive of diversity, potentially attracting more participants and supporters from diverse backgrounds.
- **Compliance with Regulations:** It ensures compliance with relevant regulations and standards regarding gender inclusivity and access to facilities.
- **Retention and Recruitment:** It can help retain current female players and coaches while also attracting new talent to the club, thus strengthening the overall team.
- **Long-term Sustainability:** Investing in inclusive facilities reflects a commitment to the long-term sustainability and growth of the club, as it adapts to the changing demographics and expectations of its members and stakeholders.
- **Community Events and Gatherings:** The improved facilities can serve as a focal point for community events and gatherings. Hosting events such as matchday festivals, community leagues, or fundraisers creates a vibrant and connected local community around the football club.

DESIGN / SCHEMATIC PLANS

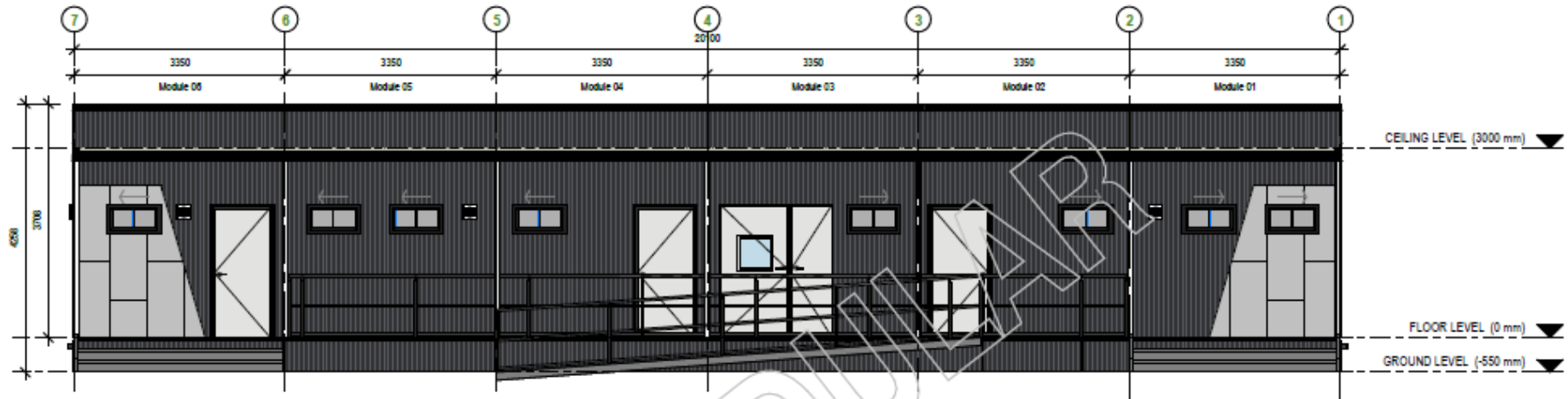




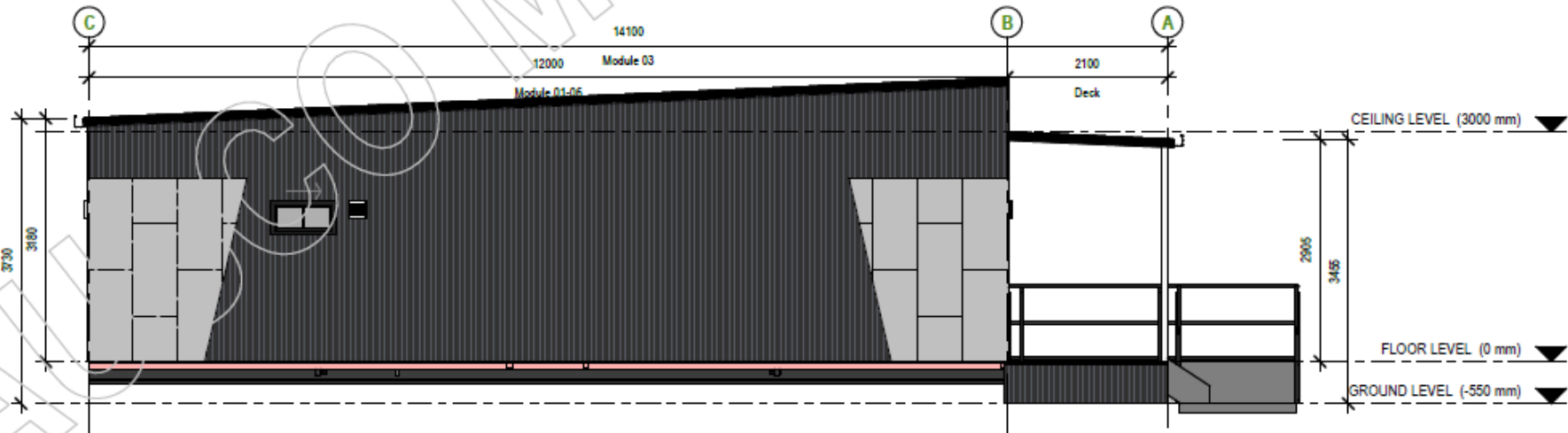
2. EXTERNAL VIEW



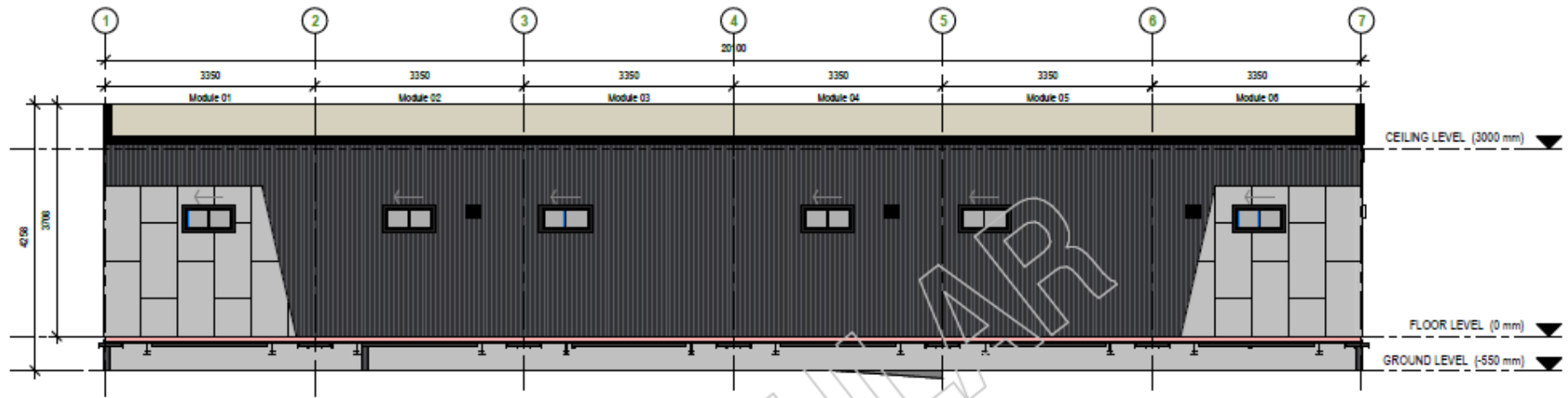
3. INTERNAL VIEW



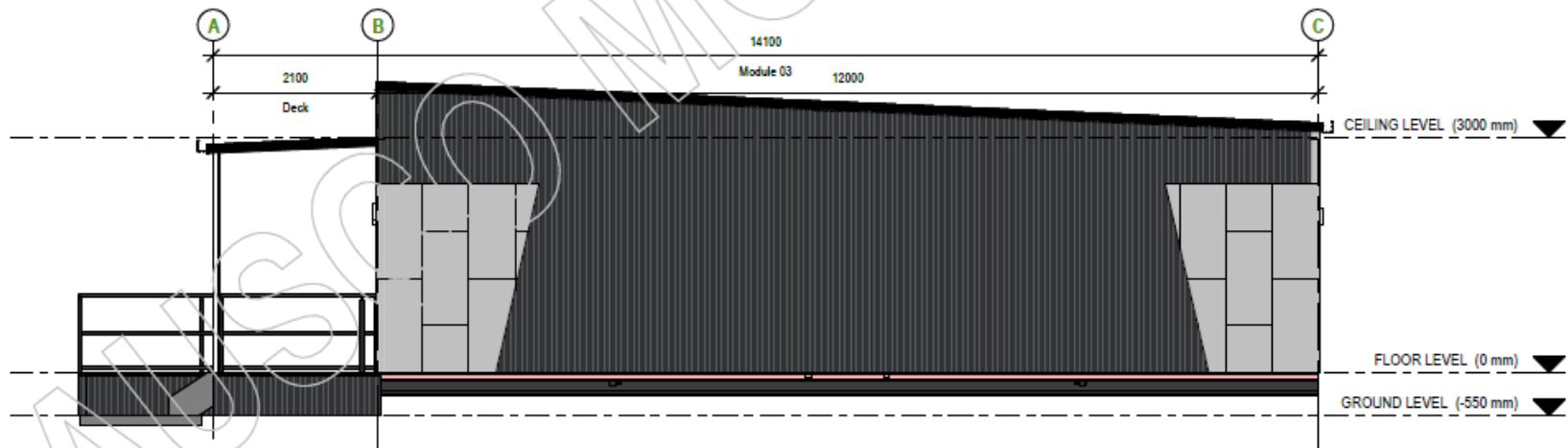
1. ELEVATION 01
A-100 1:50



2. ELEVATION 02
A-100 1:50



1. ELEVATION 03
1:50



2. ELEVATION 04
1:50

LOCATION



PROPOSED COSTINGS & PLANNED CONTRIBUTIONS

The Onkaparinga Valley Football Club estimate the following costs, and plan to raise funding for the project via the foregoing planned contributions.

Type	COSTS	
	Provider	\$
Building approval, engineering and project plans	Ausco	\$6,022
Service design consultants for electrical and hydraulic connections		\$13,640
Footings, piers and tie-downs		\$9,746
Modular building (as per page 6)		\$1,000,745
Contingency for increased building costs	Potential 6.8% Rise	\$70,050
TOTAL		\$1,100,203 incl. GST

PLANNED CONTRIBUTIONS		
Type	Provider	\$
SANFL Football Facilities Funds Grant	SANFL	\$150,000
OVFC Current Cash (see pages 26 & 27)	OVFC	\$165,000
2024 Building Levy	OVFC	\$9,000
Fundraising/Donations/In -Kind Labour	OVFC	\$6,203
Adelaide Hills Council Contribution	Adelaide Hills Council	\$290,000
Lions Club Donation	Lions Club	\$5,000
Government Grant	Sport & Rec	\$475,000
TOTAL		\$1,100,203

LAND TENURE AND LANDOWNERS PERMISSION



Product Register Search (CT 5510/484)
 Date/Time 08/02/2024 03:11PM
 Customer Reference Adcock
 Order ID 20240208007751



The Registrar-General certifies that this Title Register Search displays the records maintained in the Register Book and other notations at the time of searching.



Certificate of Title - Volume 5510 Folio 484

Parent Title(s) CT 4134/933
 Creating Dealing(s) CONVERTED TITLE
 Title Issued 05/03/1998 Edition 1 Edition Issued 05/03/1998

Estate Type

FEE SIMPLE

Registered Proprietor

ONKAPARINGA VALLEY FOOTBALL CLUB INC.
 OF 11 CORANA COURT BALHANNAH SA 5242

Description of Land

ALLOTMENT 2 FILED PLAN 5709
 IN THE AREA NAMED BALHANNAH
 HUNDRED OF ONKAPARINGA

Easements

TOGETHER WITH FREE AND UNRESTRICTED RIGHT(S) OF WAY OVER THE LAND MARKED A

Schedule of Dealings

Dealing Number	Description
4096970	MORTGAGE TO AUSTRALIA & NEW ZEALAND BANKING GROUP LTD. OF PORTION
4301398	MORTGAGE TO AUSTRALIA & NEW ZEALAND BANKING GROUP LTD. OF PORTION
4667938	MORTGAGE TO AUSTRALIA & NEW ZEALAND BANKING GROUP LTD.

Notations

Dealings Affecting Title NIL
 Priority Notices NIL
 Notations on Plan NIL

Registrar-General's Notes

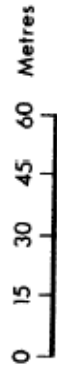
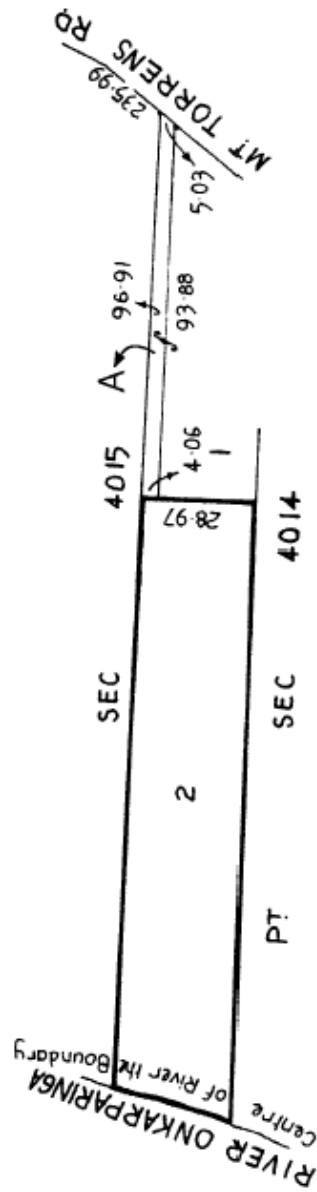
COMPARE ADDRESS FOR SERVICE OF NOTICE WITH 4667938

Administrative Interests NIL



Product
Date/Time
Customer Reference
Order ID

Register Search (CT 5510/484)
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Adcock
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STRATEGIC JUSTIFICATION

EXISTING CHANGEROOMS

The existing changerooms were built in 1977 and remain unchanged today. The features of the changerooms are extremely traditional and do not account for female gender use. The stand-out restrictions include:

- Built for men team use only
- Communal shower
- No toilets in home rooms, troughs only
- No vanity or electrical outlets for basins

Please see below existing changeroom facilities in comparison with current standards (sections 4.2 & 4.4 ‘AFL Preferred Facility Guidelines’) to showcase the current state of our facilities and moreover, to demonstrate the non-compliance and significant constraints that our existing facilities have on the players quality and football experience.

AFL Preferred Facility Guidelines	Existing HOME Rooms	Existing AWAY Rooms	Existing Compliance
Lockable cubicle showers	Open communal showers	Open communal showers, no wall separating shower and general change room area	✘
Individual partitioned toilet pans	Trough only No toilets available, have to go to CFS building or clubrooms to access toilet	Trough and one toilet	✘
Provide basins/sinks with vanity / shelving / ledge and mirror behind. Also provide electrical outlets in close proximity to vanities.	No basin in changerooms, only in medical room. This basin has no vanity and no electrical outlets	One basin with no vanity and no electrical outlets	✘
Umpires rooms need to be gender neutral where changing can occur in private	Open communal shower. No private showering/changing can occur.		✘

EXISTING CHANGEROOM IMAGES



Image 1- HOME Open Communal Shower

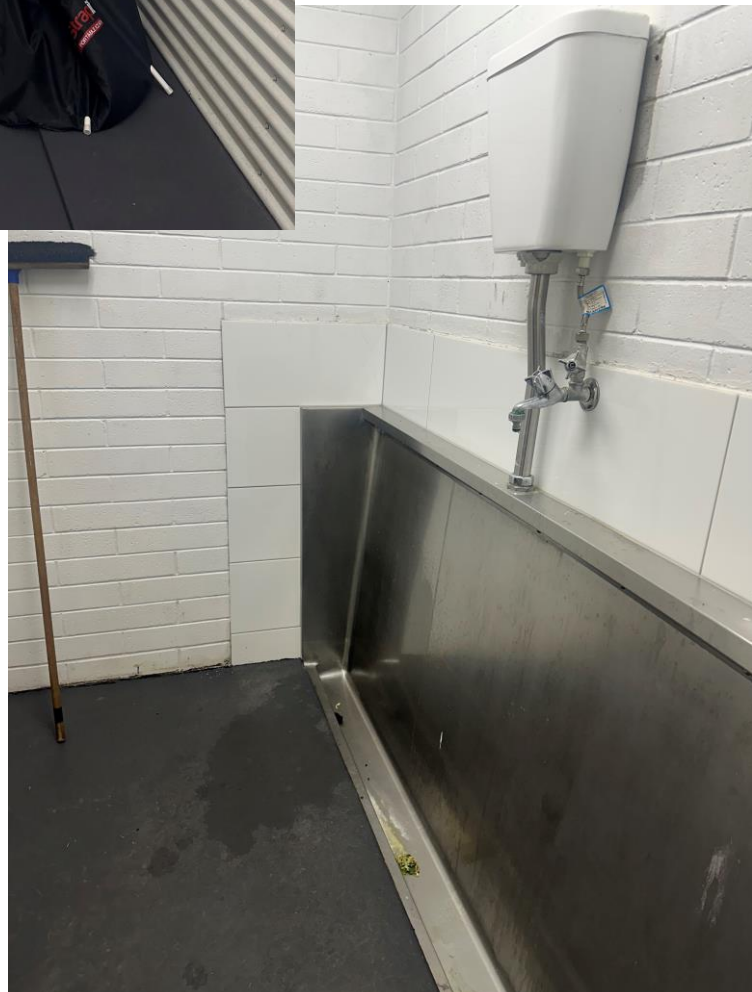


Image 2- HOME Toilet (trough only)



*Image 3- AWAY
Changeroom Area (open
shower behind whiteboard)*



Image 4- AWAY Toilet







Image 5- HOME Changeroom Area



Image 6- HOME Medical Room

NEW CHANGEROOMS

The new changerooms are chosen and designed in response to the constraints of the existing facilities to enable unisex use and a heightened player experience.

AFL Preferred Facility Guidelines	Included in new project scope?
Lockable cubicle showers	
Individual partitioned toilet pans	
Provide basins/sinks with vanity / shelving / ledge and mirror behind. Also provide electrical outlets in close proximity to vanities.	
Umpires rooms need to be gender neutral where changing can occur in private	

The proposed building by Ausco is:

- Fully quality, safety and environmentally accredited
- Complies with unisex sports facility guidelines and the national construction code of Australia
- Meets every requirement of the AFL preferred facility guidelines

COMMUNITY NEED

The prospect of new inclusive changerooms at OVFC responds to a range of crucial community needs identified by the SANFL. Some key statistics which the new changerooms contribute towards include:

- *Growth in overall participation*
 - The Region has seen a **66% increase in overall participation** since 2014 to 2019
- *Growth in female football*
 - Across Australia, almost **half (47%) of community football venues now host female** football competition
 - However, only **20% of change facilities are female friendly** across the state
 - And in the Adelaide Hills, only **7% of clubrooms are female friendly** despite having a **1,059% increase** over the last 5 years in women participation (second largest increase across SA)
 - Only **30% of umpire rooms** are female friendly statewide

The new changerooms which have a large focus on providing female-friendly umpire rooms and changerooms will contribute significantly to exploiting the above industry trends and more importantly, industry needs. The statistics clearly show community football facilities *need* to increase their unisex capabilities to keep up with the growing popularity of women's football.

When combining the extremely limiting current facilities at OVFC (see page 15) and the inevitable growth of women's football in the HFL (second largest growth in SA), it is clear to see the priority of this project. Furthermore, for the second largest growing female competition in the state, we only have 7% of our clubrooms female friendly which is undoubtedly impacting further growth and general quality of football experience for female players.

For a club with one of the most successful and attractive female programs in the league (see page 24), new changerooms at OVFC is the logical 'first step' towards improving these deficiencies.

STRATEGIC ALIGNMENT

The installation of the proposed change rooms at OVFC will not only maximise inclusivity and quality of football on a local level, but also contribute and align with crucial community needs identified by the SANFL.

The largest correlation can be found within the SANFL’s general strategic goal to improve local football facilities to be better suited for broader community use, shared opportunities and unisex capabilities. The following points explain how the new changerooms at OVFC align with crucial community needs identified by the SANFL.

As part of the wider ‘welcoming facilities’ strategic goal of the SANFL, the Adelaide Hills Region have the 2032 goal to achieve the following:

- **60% of player and umpire change rooms to be female friendly and in line with the AFL Facility Guidelines (page 25- SANFL Infrastructure Plan 2022-2032)**

The proposed Onka Valley changerooms align with this goal by contributing female friendly player and umpire change rooms. The successful application of this project will create another female-friendly facility for the Adelaide Hills Region and will greatly assist the SANFL as they reach towards 60%.

In a broader sense, the new Onka Valley changerooms also contribute to their general goals as of the ‘Statewide Strategic Framework’ on page 19 of the SANFL Infrastructure Plan 2022-2032.

<i>Goal</i>	<i>Objective</i>	<i>Priority</i>	<i>OVFC New Changerooms Alignment</i>
<i>Goal 1 – ‘Welcoming Facilities’</i>	Our facilities meet the needs of our football community (players, officials, volunteers, and spectators) at all levels	Ensure design of facilities encourages broader community use and shared opportunities	<i>Design of changerooms optimised for all gender and user (umpire, players, medical, etc.) use that meets all AFL preferred facility guideline requirements.</i>
		Provide all gender changerooms for all those that participate in football – players, officials and umpires.	
<i>Goal 2 - ‘Growing venue capacity’</i>	Venue capacity is maximised by improving quality of ovals, lighting and supporting infrastructure.	Support the provision of multi-purpose and functional facilities that support club culture and sustainability, including the use of modular buildings.	<i>Changeroom is an Ausco Permanent Modular building which is fully quality, safety and environmentally accredited.</i>

STAKEHOLDER ENGAGEMENT & CONSULTATION

STAKEHOLDER OUTCOMES

OVFC has engaged a variety of project stakeholders and local groups whom share their support of this potential project with differing positive outcomes for each. The following summarises these outcomes:

<i>Stakeholder</i>	<i>Primary Outcome</i>	<i>Support Letter Reference</i>
Adelaide Hills Council	More suitable and inclusive community facilities.	Appendix – Page 28
Local Electorate - Kavel	More suitable and inclusive community facilities.	Appendix – Page 29
Hills Christian Community School (HCCS)	Improved use of facilities for annual sports events and for sports carnivals.	Appendix – Page 30
Hills Football League (HFL)	One of HFL's preferred ovals for hosting finals – improved capabilities.	Appendix – Page 31
Johnston Memorial Park	Better opportunities for more community activities like local school events, sporting events, etc.	Appendix – Page 32
Oakbank School	Ability to share resources with the football club to give students access to quality local sporting ground.	Appendix – Page 33
Onkaparinga Cricket Club	Allows current standards to be met, gives parents & participants insurance around security & privacy, and opens up potential women's cricket team in close future.	Appendix – Page 34

PROJECT STRUCTURE



TEAM

Team Member	Project Role & Responsibility	Experience & Qualifications
Andrew Adcock	Project Leader	Business Owner
Shane Collins	Assistant Project Leader	Businessman
Aaron Galvin	OVFC Financial Director	Electrician/Estimator
Paul Tanner	Building Logistics	Licensed Builder

PARTICIPATION OUTCOMES

This Onka Valley changerooms project improves participation in South Australian football by improving quality of experience for not only the existing men's league but the growth of women's participation. This will help the club itself to provide a better football experience, and also offer another venue to SANFL and other organisations to host a broader array of events.

Further, this project will enhance participation in South Australian football by fostering inclusivity and accessibility for individuals of all genders, breaking down barriers, promoting diversity, and setting a positive example for other clubs to follow. This initiative not only improves the experience of current club members but also signals a commitment to welcoming new participants and promoting a more inclusive culture within the sport.

Moreover, the project's implementation of unisex and inclusive changerooms encourages broad community participation in football by providing a welcoming environment for individuals of all genders, backgrounds, and abilities, fostering social connection among diverse participants. This inclusive approach promotes better health and wellbeing outcomes by reducing barriers to participation and creating a supportive community atmosphere centred around the shared enjoyment of the sport.

And outside of football, this project considers multi-use and improves the quality and range of football opportunities by accommodating diverse needs within the club, such as hosting various events and activities beyond traditional football matches.

USERS

OVFC is proud to have a consistent presence in local football across the board. They have 11 male teams ranging from U8 boys to HFL Division 1 A Grade men's. OVFC also field 3 women's football teams including U14 girls, U17 girls and senior women's. Our individual participant numbers for 2023 include:

- Senior Men & U18's – 90
- Senior Women – 30
- Junior boys U8-U16 – 170
- Junior girls U8-U17 – 50
- Aus kick - 45

But OVFC does not only host football. OVFC- alongside Johnston Memorial Park- are proud to offer its facilities to a diverse range of local communities. The major users include:

<i>User</i>	<i>Use</i>
Onkaparinga Valley Football Club	Seasonal home football matches
Onkaparinga Cricket Club	Seasonal home cricket matches
Hills Football League	Commonly host of neutral finals football
Balhannah CFS	Training and education.
Hills Christian Community School	Annual school events and sporting carnivals
Oakbank Area School	Resource for students
Community Fitness Groups	Outdoor sessions
Cancer Council	Fundraisers
General community events	Hot-rod club, pony show, etc.

APPENDICES

OVFC BALANCE SHEET

Created: 2/11/2023 12:45 PM

Onkaparinga Valley Football Club Inc

Balance Sheet

As of September 2023

PO Box 42

Woodside SA 5244

ABN: 58 693 722 453

Email: accruebooks@bigpond.com

Assets		
ANZ Cheque Account OVFC	\$8,989.58	
ANZ Investment Account	\$5,969.79	
Trade Debtors	\$3,597.85	
Cash Adjustment Account	\$165.00	
Floats	\$5,801.65	
Bar Merchandise on Hand	\$4,100.00	
Sports Merchandise on Hand	\$6,200.00	
Senior Presentation Tickets Receivable	\$19,462.50	
Property & Equipment		
Land - valuation date 28/8/02	\$90,000.00	
Buildings - val'n date 28/8/02	\$466,371.13	
Total Assets		\$610,657.50
Liabilities		
Credit Card		\$84.60
GST Liabilities		
GST Collected	\$8,119.05	
GST Paid	-\$4,453.15	
ATO Integrated Client Account	-\$165.78	
Total GST Liabilities		\$3,500.12
Trade Creditors	\$5,401.07	
Accrued Expenses	\$2,405.01	
Accrued Senior Presentation Expense	\$13,718.55	
Total Liabilities		\$25,109.35
Net Assets		\$585,548.15
Equity		
Retained Earnings	\$596,336.22	
Current Year Earnings	-\$10,788.07	
Total Equity		\$585,548.15

This report includes Year-End Adjustments.

Page 1 of 1

OVFC JUNIOR BANK BALANCE

Balance Sheet	
Onkaparinga Valley Football Club Inc	
As at 30 September 2023	
	30 SEP 2023
Assets	
Bank	
OVFC - Everyday	24,940.12
OVFC - Incentive Saver	156,106.88
Total Bank	181,047.00
Current Assets	
Accounts Receivable	200.00
BBQ Shed Float	1,000.00
Petty Cash Float	300.00
Total Current Assets	1,500.00
Total Assets	182,547.00
Liabilities	
Current Liabilities	
GST	4,523.97
Total Current Liabilities	4,523.97
Total Liabilities	4,523.97
Net Assets	178,023.03
Equity	
Current Year Earnings	41,460.08
Retained Earnings	136,562.95
Total Equity	178,023.03

SUPPORT LETTER - ADELAIDE HILLS COUNCIL



PO Box 44
Woodside SA 5244
Phone: 08 8408 0400
Fax: 08 8389 7440
mail@ahc.sa.gov.au
www.ahc.sa.gov.au

9 February, 2024
Andrew Adcock
Onkaparinga Valley Football Club

Dear Andrew,

Following review of the information provided by the Onkaparinga Valley Football Club (OVFC) regarding the proposed project to have new unisex changeroom facilities built adjacent to the current club house at Johnston Memorial Park, I'm pleased to provide this letter to document Adelaide Hills Council's in principal support for the proposed project.

With the current change room facilities not providing adequate toilets and changing facilities for female players as well as being sub-optimal for male players there is a genuine need to provide more suitable facilities.

The proposed new changerooms will ensure provision of adequate facilities for the current membership of male and female players and support continued growth in female participation at the OVFC.

OVFC's engagement of both Council staff and SANFL staff in project planning points to the considered, well planned approach to the proposed project.

Council's in principal support of this project is pending the provision of Development and Planning Approval's which the OVFC will be required to request from AHC in the project planning process.

Yours sincerely,

Ty Allen
Club Support Officer

SUPPORT LETTER – LOCAL ELECTORATE KAVEL



Assessment Panel
South Australian Football Facilities Fund
South Australian National Football League

Dear Assessment Panel

RE: Onkaparinga Valley Football Club

I extend my strong support for the application by the Onkaparinga Valley Football Club (OVFC) for funding through the South Australian Football Facilities Fund to upgrade Balhannah Oval's changerroom facilities.


Balhannah Oval is home to the OVFC which is a large and successful sporting organisation in my community that supports players across all grades with both men's and women's teams.

I know OVFC place an emphasis on providing a safe and inclusive environment for players and officials. I understand the existing changerrooms do not meet the requirements to support women's and girl's football which I am informed is a rapidly growing area of the Club.

I am advised OVFC are seeking funds to contribute to the total cost of the project which is estimated to cost between \$1,000,000 and \$1,100,000.

I wish to put on record my support for the application by the Onkaparinga Valley Football Club.

Yours sincerely


DAN CREGAN MP
Member for Kavel

8 February 2024



08 8391 5599



kavel@parliament.sa.gov.au



@kaveldancregan



48 Hutchinson Street, Mount Barker SA 5251

SUPPORT LETTER – HILLS CHRISTIAN COMMUNITY SCHOOL (HCCS)



Onkaparinga Valley Road
PO Box 120, Verdun SA 5245

☎ 8388 7811
✉ enquiries@hccs.sa.edu.au
www.hills.sa.edu.au



9 February 2024

To whom it may concern,

My name is Tony Fielke, and I am the Principal at Hills Christian Community School and we have an ongoing partnership for usage of the Onkaparinga Valley Football Club oval and facilities.

We use this facility for annual sports events and for sports carnival including football, soccer, and netball. There is limited quality facilities for female sports activities in our local region and our school would strongly support any grant application that the club makes for an upgrade of their facilities.

Please do not hesitate to contact me directly on 0439 886 434 if you require any more information regarding our usage and the value of an upgrade of this facility for our school.

Warm Regards.

Tony Fielke
Principal



SUPPORT LETTER – HILLS FOOTBALL LEAGUE (HFL)



Hills Football League Inc.
27 Alexandrina Road, Mt Barker, 5251
PO Box 1544, Mt Barker 5251
Phone 83982524
email hflinc@bigpond.com



6/02/2024

To whom it may concern,

We write to you, offering both our support and endorsement of the Onkaparinga Valley Football Club in their endeavours to obtain the required funding to build Brand New Changerooms and Shower areas for all players, officials, and umpires.

The Onkaparinga Valley Football Club is a very enthusiastic organisation, who are an important part of their local community. The club fields multiple junior and senior football teams, with a strong emphasis on junior development. In season 2023 they fielded 14 teams, including under-14 Girls, under-17 Girls and Senior Women.

The facilities as they are, do not comply with important SANFL/AFL standards and requirements.

All of their training sessions are held at Johnston Memorial Park- Balhannah and there are several "cross over" times between female and male training sessions. These facilities must be of an acceptable standard.

The Onkaparinga Valley Football Club is one of the Hills Football League's preferred ovals for hosting finals, as they've proved many times over the years that they can cater to a large crowd efficiently.

The upgrade to their facilities is vital to all concerned, to be able to train, play volunteer for or umpire in a safe and secure environment.

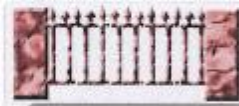
We hope you can support their funding application.



Samantha Stanbury
HFL Secretary.



SUPPORT LETTER – JOHNSTON MEMORIAL PARK



Johnston Memorial Park Inc.

ABN Number: 34339525615

P.O Box 1180, Balhannah. SA 5242

To Whom It May Concern,

Monday 5th February, 2024

The Johnston Memorial Park Committee Inc. (JMPC) is the management body for the Johnston Memorial Park (JMP) recreational complex at Balhannah in the Adelaide Hills. This management body comprises sporting clubs and public representation.

The Onkaparinga Valley Football Club (OVFC), whilst having their premises on their own freehold land, are an integral part of the JMP organisation, with an obvious need for an oval to facilitate their activities, an area the JMPC strives to maintain as a quality playing field.

The JMPC are very supportive of the OVFC in their endeavour to expand their clubrooms to include a wider range of changerroom facilities to accommodate their ever expanding list of players, from juniors through to seniors, including an increasing number of females now playing the game. We are aware that the existing changerroom facilities no longer comply with modern standards, especially in the case of females. The proposed upgrade also includes an improvement in umpires rooms.

The JMP also makes the oval and park areas available for community activities. Local schools, Oakbank and Hills Christian, avail themselves of the facility for some of their sporting events, however current changerroom inadequacies limit opportunities for them.

On behalf of the JMPC I have no hesitation in expressing our wish to see and be supportive of OVFC's move to seek funding for and progress the upgrade of their changerrooms in the future.

Yours faithfully,

Neil Shillabeer

President.

Johnston Memorial Park Committee.

SUPPORT LETTER – OAKBANK SCHOOL



8 February 2024

Dear Sir/Madam,

We understand that the Onkaparinga Valley Football club is seeking a grant to upgrade the changeroom facilities at their club.

As the local school, just 5 min down the road, we would support this upgrade particularly to the women's changerooms.

Having a high-quality facility in the local area means that we can share these resources with the football club to give our students access to this local sporting ground.

Our students, including our female students, play for this football club and this provides a wonderful opportunity for them to learn not only sporting skills but how to be a supportive local community member.

The upgrade of changerooms, particularly for the women would no doubt encourage more to become involved.

We fully endorse and support this project going ahead and a successful grant application would make this more achievable.

Yours sincerely

Lee Knight
Principal
Oakbank School



SUPPORT LETTER – ONKAPARINGA CRICKET CLUB



Onkaparinga Cricket Club President Tel 0417 860 537
C/O 18 Langbein Ave V/President Tel 0439 085 400
Woodside
South Australia 5244
Australia

11th February 2024.

To Whom It concern,

The Onkaparinga Cricket Club fully supports the Onkaparinga Valley Football Club in its application to the SANFL to upgrade its change room facilities. The OCC & OVFC have a close relationship & we share the same oval facilities. OVFC have been extremely kind to allow us to use those facilities during the summer period how ever these facilities are becoming very tired & aren't meeting today's standards for these types of facilities for the community. Updating those changerroom facilities not only allows current standards for toilet & changerroom facilities to be met but also gives parents & participants the peace of mind around security & privacy. This also allows clubs like us to try & attract other participants such as women to play cricket. Should you have any queries please don't hesitate to contact us.

President
Tim Thredgold
Ph: 0417 860 537
Email: tim.thredgold@intertek.com
Email: onkacc@gmail.com

Vice president
Stuart Hanson
Ph: 0439 085 400
Email: shanson@gardengrove.com.au

Yours Sincerely,

A handwritten signature in black ink, appearing to read 'Tim Thredgold'.

Tim Thredgold
President

A handwritten signature in black ink, appearing to read 'Stuart Hanson'.

Stuart Hanson
Vice President

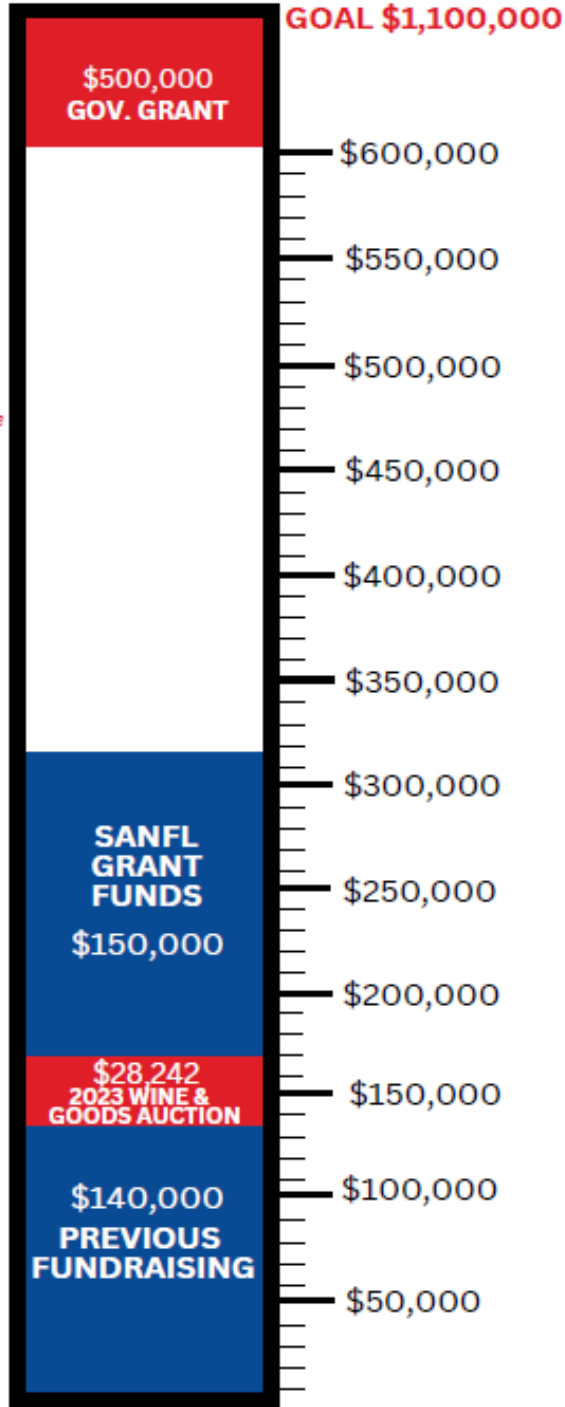
CLUB FUNDING CHART – DISPLAYED AT THE CLUBROOMS

YOUR FUTURE

Hand in Hand, We Thrive: Your Support Fuels Our Clubs Future!



DONATE NOW!
Every dollar makes a difference
**Tax deductible receipt provided



**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item: 11.3 Motion on Notice

Originating from: Cr Adrian Cheater

Subject: Crafers Village Pedestrian Connections

1. MOTION

I move that:

- 1. Council notes the Crafers Village Design Guidelines, adopted by Council on 15 December 2020, includes an opportunity to "improve pedestrian connections across the main street and between key destinations" and specifically identifies the potential for raised pedestrian crossings on the main street.**
- 2. Council notes that a range of changes impacting traffic and pedestrian movements since that time have occurred, including the addition of a third lane on the South Eastern Freeway between Stirling and Crafers and the Park and Ride facility currently under construction.**
- 3. The CEO engage with the Department for Infrastructure and Transport, to establish the feasibility of, and requirements to deliver, a raised pedestrian crossing on the Crafers Main Street, including at the location conceptualised in Appendix 1.**
- 4. The CEO report back on the outcome of the above, including an estimate of cost of any feasible options and an appraisal of potential external sources of funding, by 30 December 2024.**

2. BACKGROUND

Crafers Main Street is a critical road connecting much of the southeastern areas of the Adelaide Hills with the South Eastern Freeway. The area has received significant improvements to infrastructure in recent years, including upgrades to the award-winning Crafers Hotel, AM/PM redevelopment, an additional lane for outbound access on the South Eastern Freeway, and the under-construction Park and Ride expansion.

Although these changes to the area provide significant benefits for road users, visitors, and local business patrons, the impacts on residents and pedestrians attempting to navigate Crafers Main Street have been significant.

Residents and locals have observed significant increases in vehicle movements in recent years due to a greater uptake of business offerings in Crafers, and there is an anticipated increase expected upon completion of the new Park and Ride. This increase has amplified the risks for pedestrians attempting to cross Crafers Main Street. This is especially evident at the eastern end of the main street where it intersects with Piccadilly Road, locally known as 'The Runway,' where motorists have been regularly observed increasing acceleration

toward the freeway prescribed speed limit prior to the posted limit. This is also problematic when considering this section of Crafers Main Street is across from the Crafers Hotel and in close proximity to the Clayton Church Homes residential facility, previously operated by the Adelaide Hills Council. It also adds challenges to vehicles from Piccadilly Road turning west onto Crafers Main Street to judge vehicle acceleration and consider pedestrian movements.

The residents of Clayton Church Homes in Crafers, a vocal group of ageing locals, have indicated their desires for a solution. In light of the 2022 correspondence (22MPO0753) from the Honourable Joe Szakacs MP indicating that the Department for Infrastructure and Transport (DIT) considers '...the current speed limit to be appropriate,' residents and conversations with visitors have indicated periods of up to 15 minutes where an unsuitable gap to cross Crafers Main Street, leaving some to take risks, or others less physically able to abandon their 'only trip out of the house that day, to get the paper and milk,' a not particularly inclusive built form.

In 2020, the Crafers Village Design Guidelines:

(<https://www.ahc.sa.gov.au/assets/downloads/council/Strategy/Crafers-Village-Design-Guidelines.pdf>)

were created and presented concepts for desired outcomes '...dependent on funding and collaboration between Council, private landowners, and the Department of Infrastructure and Transport.' This document proposed an additional pedestrian crossing further west of the proposed location in this motion, but the motion is addressing only the indicated eastern crossing. It should be noted that these guidelines were developed prior to the construction of an additional freeway entry lane, AM/PM redevelopment, and Park and Ride expansion.

In consultation with a variety of residents from differing walks of life, I established that the proposal of a raised pedestrian crossing was strongly supported as a solution to addressing pedestrian safety and poor driving behaviors and an overall positive outcome for the community and visitors to the area.

Crafers Main Street is a DIT road. Although not the responsibility of Council, there is an advocacy and engagement role the Council can contribute to driving opportunities for residents and visitors to have safe, inclusive, and positive experiences in the Adelaide Hills area. As the producer of Crafers Village Design guidelines, there is an opportunity for the Council to address the current state of play on this issue and inform DIT of emerging opportunities to collaborate in the public interest.

3. OFFICER'S RESPONSE – David Waters, Director Environment and Infrastructure

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal A functional built environment

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

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

The Crafers Village Design Guidelines, adopted by the Council in December 2020, are relevant to this matter. The Guidelines contemplate improved pedestrian conditions in Crafers and suggest raised pedestrian crossings as contemplated in the motion.

➤ **Legal Implications**

There are no legal implications to progressing the matter as contemplated in the motion. There are regulatory aspects of installing crossings on roads and these will be identified during the process.

➤ **Risk Management Implications**

The potential installation of a pedestrian crossing is clearly related to reducing the risk to pedestrians and other road users.

Investigating the feasibility of a pedestrian crossing in conjunction with the Department for Infrastructure and Transport prior to making a further decision, assists mitigating the risk of Council committing significant funds to an unviable project.

➤ **Financial and Resource Implications**

Should the Council resolve as per the motion, the Administration will utilise existing staff resources to engage with the Department for Transport and Infrastructure and may utilise some operational funding, if necessary, to procure preliminary traffic management consultancy advice. That is expected to be in the order of \$5,000.

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

The intent of the motion is to meet a community expressed desire for improved pedestrian conditions in the Crafers Main Street.

➤ **Sustainability Implications**

Progressively making public spaces more ‘pedestrian friendly’ encourages walking as a sustainable form of transport.

➤ **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: Nil

Community: It is understood that Cr Cheater has engaged directly with members of the community in forming his motion.

4. ANALYSIS

The work contemplated by the motion can be undertaken utilising available resources, with the results reported back to Council by the December 2024.

The Crafers Village Design Guidelines, adopted by Council in December 2020, are contained in **Appendix 2**.

5. APPENDICES

- (1) Diagram indicating a proposed pedestrian crossing location
- (2) Crafers Village Design Guidelines

Appendix 1

Diagram indicating a proposed pedestrian crossing location



Main Street, Crafers, pedestrian crossing proposal location (as submitted by Cr Cheater)

Appendix 2

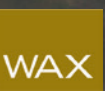
Crafers Village Design Guidelines

CRAFERS VILLAGE

Design Guidelines



3 September 2020
For Information



Acknowledgement

We would like to acknowledge that Crafers is on the traditional lands of the Peramangk and Kurna peoples and we respect their spiritual relationship with their Country. We also acknowledge the Peramangk and Kurna peoples as the traditional custodians of the Adelaide Hills and that their cultural and heritage beliefs are still as important to those living today.

The development of the Crafers Village Design Guidelines has been led by James Szabo, Sarah Hill, Jenifer Blake and Marc Salver with the input and expertise of Adelaide Hills Council staff members.

Acknowledgment goes to the Crafers community who have guided this project and provided significant input to the design guidelines.

The Crafers Village Design Guidelines were developed by WAX Design, InfraPlan and Ian Robertson Design.

Note: The implementation of the desired outcomes presented in this document will be dependent on funding and collaboration between Council, private landowners and the Department of Infrastructure and Transport. Redevelopment ideas proposed for private land are concepts for consideration only.

REVISION	DATE	STATUS	CHECKED
D	3 September 2020	For information	WK/KP
C	26 August 2020	For information	WK/KP
B	25 June 2020	For information	WK/KP
A	23 June 2020	For information	WK/KP



infraPlan



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0_Executive Summary

Crafers is uniquely placed within the Adelaide Hills as the first village visitors pass through when travelling up from Adelaide to the Hills and beyond. The village is located within close proximity to many tourist destinations, popular trails, Mount Lofty Summit and the Adelaide Hills wine region. The village is well connected to the wider Adelaide Hills through the freeway and established public transport routes.

Crafers Village is a compact local centre which services a broad area of the surrounding Adelaide Hills communities. The local centre character of the village is supported with a mix of commercial and retail properties, restaurants, cafes and community services, set within a tree-lined main street.

The Crafers Village Design Guidelines aim to create a best practice approach to planning and development in Crafers over the next few decades. The objective of the guidelines is to build upon existing planning strategies, reports and implementation plans to deliver an integrated approach to the maintenance of existing development as well as encouraging new development opportunities.

The design guidelines are intended to support and reinforce the development controls contained in Council's Development Plan (shortly to be superseded by the new Planning and Design Code). These guidelines are not prescriptive but are intended to provide ideas and opportunities that maintain and enhance the village character.

This document combines detailed site analysis, community feedback as well as initiatives from key stakeholders and the Council.

The intention of the guidelines is to create a visionary 'big picture' framework that demonstrates the potential of the Crafers Village. The aim is that regeneration and future development is aligned, consistent and meets the community's vision for Crafers.

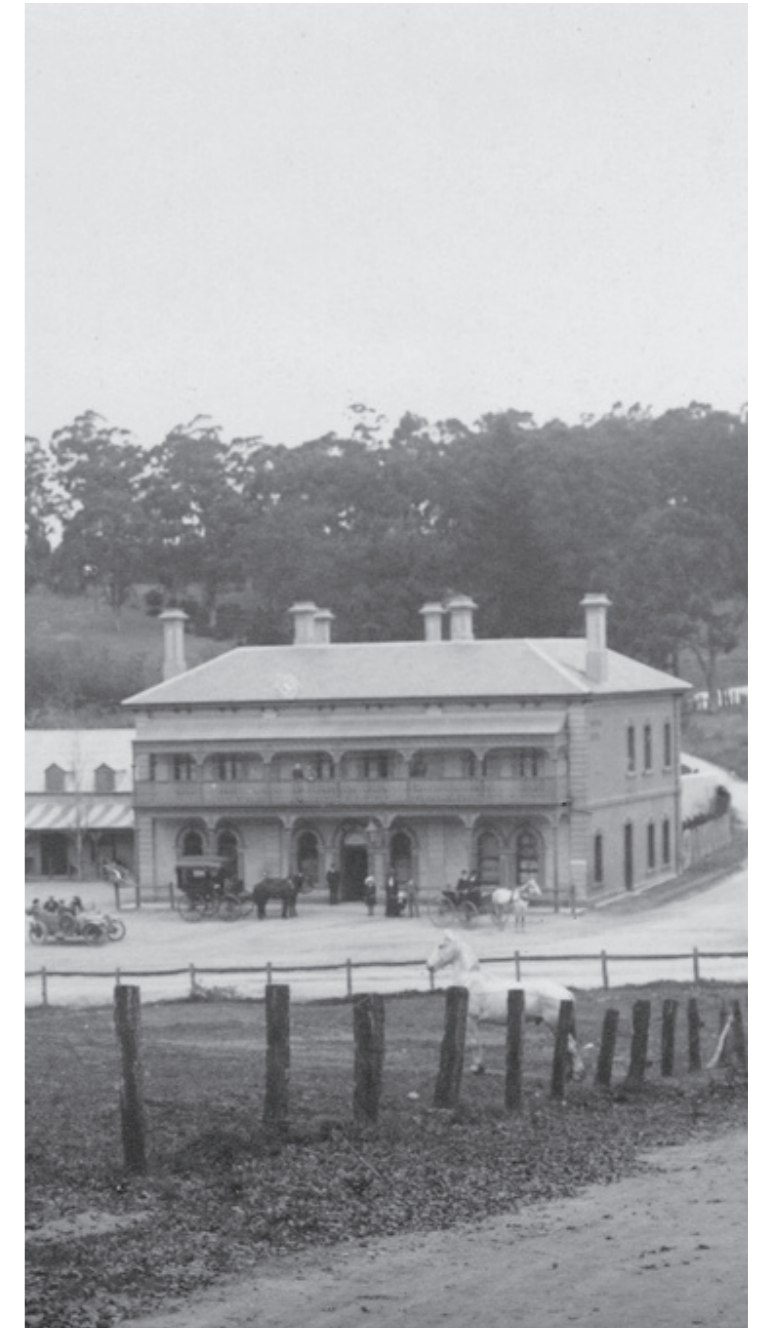
The guidelines enable:

- Council and property owners to identify potential opportunities and new partnerships which will enable a coordinated approach when considering future redevelopment within the village.
- Guidance of Council's public infrastructure investment decisions.
- An opportunity to influence State and Council planning policy in relation to development in the village.
- Encouragement for further economic development opportunities and investment in the area.
- Identify the requirement for feasibility studies, guidance of future investigations and recommendations for detailed concept plans.
- Facilitation of discussions with State Government regarding the provision of additional infrastructure such as parking and park and ride facilities and other identified matters to support the vision for the Crafers village.

The guidelines take into consideration the notable physical, cultural and environmental factors of Crafers. The document explores the capacity of the village and considers how existing and proposed development can combine with open spaces, the public realm and vehicular access to enhance and revitalise the Crafers Village.



1905



1913



1941



1978



2020



Future

1_Vision

Crafers will become a magnet for commuters, day trippers and weekend visitors. A quick trip up the freeway from Adelaide or Mount Barker, the main street is a gateway to the Adelaide Hills.

The tree-lined main street provides extraordinary amenity for the village, rivaling Stirling for its autumn colour. The public realm is complemented by well designed open spaces and tree covered car parks that provide convenient parking.

Wide footpaths allow people to wander around the village. Outdoor dining areas encourage people to relax or rest after having enjoyed a cycle or hike along the numerous stunning trails that start from Crafers.

The historic pub and other hospitality venues showcase the local produce and wines of the Hills, while a variety of retail and commercial outlets cater for the local community and visitors alike.

The happy chatter of locals, cyclists, birdsong, hikers, tourists and international visitors drowns out the freeway next door. The hustle and bustle of the freeway melts away as you arrive in Crafers, the bitumen and concrete replaced with avenues of trees and shaded open spaces.

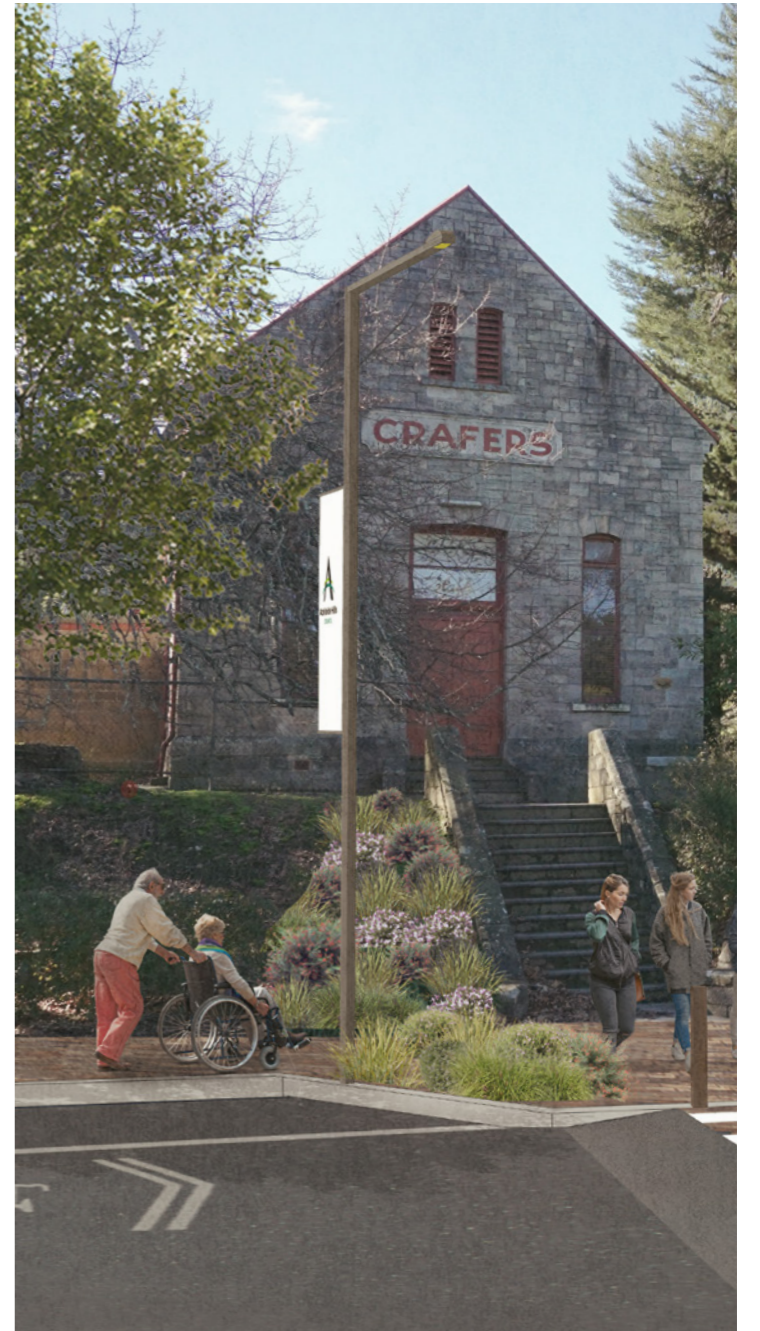
The trees and garden beds throughout the village create a unique landscape setting. The generous width of the footpaths, shaded car parks and attractive open spaces encourage people to stay a while.

The authentic contemporary architecture of Crafers creates a high quality built form that complements the heritage of the Crafers pub, the Institute Hall and historic buildings in the village.

The park 'n' ride facility constantly brings people to the village. Hill's residents can be seen collecting a morning coffee, grabbing a few bits for the evening meal or an easy dinner from the pub. On weekends, the park 'n' ride is awash with tour buses, camper vans and cars covered in bike racks. The easy parking beneath mature trees provides a trail head for the hills.

The main street of Crafers is a destination and a starting point to the myriad of experiences that the Adelaide Hills has to offer. The landscape and urban design of the main street as well as the variety of businesses reinforces these experiences, offering a beautiful taste of the Hills.





Crafrers, A taste of the Hills

2_Principles

2.1 Introduction

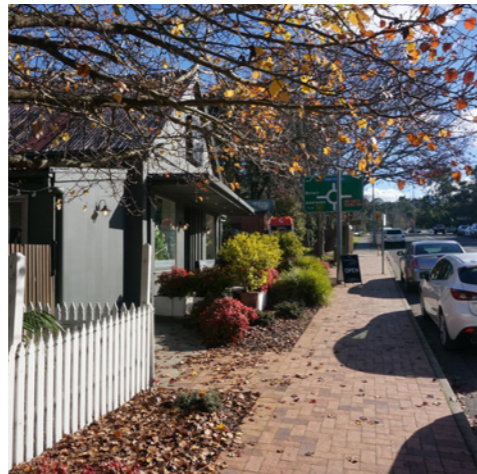
The analysis and community engagement undertaken during the development of the Crafers Village Design Guidelines has provided clear direction on the issues and opportunities that face Crafers now and into the future. The guidelines for the Crafers provide an overview of how the existing character and new development, as well as the provision of access, car parking and open space in the village should be planned for in the future.

Design principles, objectives, detailed guidelines and actions have been developed to illustrate how the built form, access and movement, as well as the public realm of Crafers can be delivered and how future development will contribute to the overall vision for Crafers.

Central to the guidelines is the Crafers Village Concept Plan. The concept plan represents potential of the village and explores future opportunities associated with urban character, open space and landscape amenity.

The concept plan is structured and expressed in several planning and urban design layers. Each layer demonstrates specific responses and potential opportunities in relation to:

- **Built Form and Land Use**
- **Pedestrian Access and Cycling**
- **Vehicle Movement and Parking**
- **Open Space and Community Use**



2.2 Built Form and Land Use

- Encourage development that supports the creation of a vibrant, mixed use main street supporting cafes, restaurants, medical centres and boutique stores.
- Create an authentic main street that is attractive, active, well designed and legible.
- Encourage new buildings of high architectural quality and standards which incorporate sustainability principles and deliver mixed-use and adaptive development opportunities.
- Seek to develop scale and density that responds to the village character and Adelaide Hills context.

2.3 Pedestrian Access and Cycling

- Create continuous, safe and easily accessible footpaths for all members of the public along the main street and throughout the village more broadly.
- Promote Crafers as a trail head for the surrounding Adelaide Hills region, integrating pedestrian and bicycle connections to these areas with improved signage and way finding.
- Improve pedestrian connections across the main street and between key destinations.

2.4 Vehicle Movement and Parking

- Create a road network that allows for easy navigation whilst reducing conflicts points between other vehicles and pedestrians.
- Balance pedestrian and vehicular needs and establish well-planned spaces for both.
- Promote car parking at the rear of new developments to foster the development of a vibrant main street.
- Explore enlarging, relocating or modifying the 'Park'n'Ride' to cater for the large numbers of commuters and other users.
- Provide conveniently located car parking options that support new development whilst not impeding on the activation of the main street.

2.5 Open Space and Community Use

- Ensure the main street is welcoming and inclusive for people of all ages, genders and cultures, creating a safe and friendly environment.
- Promote active frontages to the main street with setbacks to create areas of public space that support outdoor dining and social interaction.
- Reinforce the surrounding landscape character of Crafers through high quality landscape areas and public spaces which include water sensitive urban design (WSUD) responses.
- Create spaces which allow people to linger and congregate before and/or after their exploration of the hills.



3_Crafers Village Concept Plan

3.1 Concept Plan

The Crafers Village Mainstreet Concept Plan provides a robust planning framework that will guide, maintain and encourage development within Crafers. The concept plan builds on the analysis, community vision and design principles, and recommends that future planning considers the village character of Crafers through contextual and responsive design.

Based on four key layers, the concept plan illustrates potential actions for improvement within Crafers. The layers aim to reinforce the village character through well placed and considered development while responding to existing built form and landscape characters.

The concept plan does not envisage wholesale change of Crafers, rather a progressive and measured approach to new development and new uses. This approach aims to reposition Crafers as a gateway and trail head to the Adelaide Hills.



...an accessible gateway to the Hills with shops, commercial opportunities, transport links and strong connections to the main street, and adjacent open spaces.

Illustration of main street with kerb build outs and improved landscape treatments

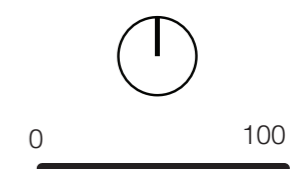


Concept Plan



Legend

- Commercial
 - Hospitality
 - Residential (supported living)
 - Civic Purpose
 - Private Gardens
 - Car parking
- Function**
- 🚶 Pedestrian crossing (raised tabletop)
 - 🚶 Pedestrian crossing (refuge with protuberances)
 - 🚌 Bus stop
 - EV Electric vehicle charging facility
- Landscape**
- Public Open Space
 - Landscape Edges (buffers)
 - Landscape edge
 - 🚲 Bicycle parks and infrastructure
- Access**
- Pedestrian connections
 - Key vehicle access routes
 - Key vehicle connections
- Urban Form**
- 2 Potential building development in storeys
 - 2+ Indicates undercroft parking with 2 storeys above or development of loft accommodation
 - 🏛️ Building of historic character
 - 🚗 Undercroft car parking



4_Built Form and Land Use

4.1 Context

The land use and built form character of Crafers is a mix of different styles and development forms that reflect changes which have occurred since settlement. The historic village character of Crafers is present in the Crafers Hotel, Crafers Institute Hall, and other local buildings.

The village has been subject to change over the years, particularly with the development of the South Eastern Freeway having a great impact on village character.

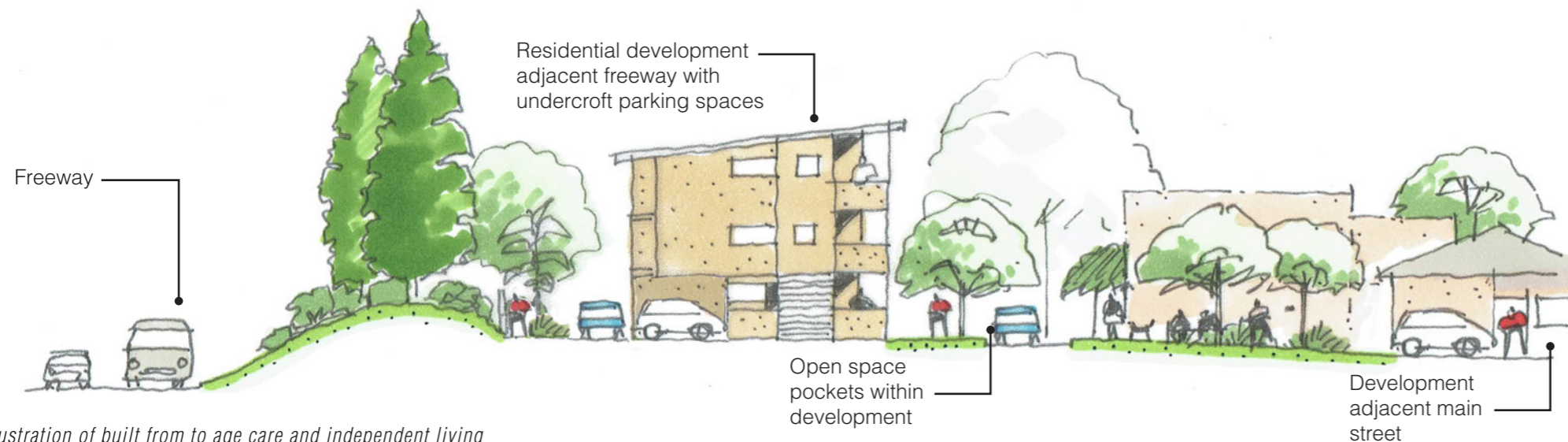
The built form located to the north of the main street retains little of the original village character. Buildings within this area are dominated by vehicle-centric designs, with car parks adjacent the main street including a service station. Development at the corner of the main street, Cox Place and Piccadilly Road is characterised by single storey development setback from the main street with large car parking areas. This type of development limits street activation, replacing pedestrian activity with parked cars.

The southern side of the main street is characterised by the presence of the Crafers Pub with a modest setback and private garden for hotel patrons. This form of development is also found on the opposite side of Station Road, with a restaurant and private gardens providing amenity and outdoor dining area. These two developments generate distinct destinations on the main street and attracts a significant amount of visitors to Crafers with the outdoor dining fostering a vibrant connection with the main street.

There is a small pocket of residential land use located at the western end of the main street. The retirement village addresses a portion of the main street and is characterised by single storey detached dwellings.

4.2 Built Form and Land Use Guidelines

- Reinforce the 'village' character of the main street and encourage development with active frontages and building setbacks that create private open spaces.
- Encourage development up to two storeys in height within designated areas which responds to the 'village' character of the main street.
- Encourage development up to two storeys in height adjacent the freeway to assist in mitigating traffic noise.
- Retain the heritage character of Crafers within proximity of the Crafers Hotel through sympathetic development that reflects existing built form, bulk, scale and detailing.
- Avoid development with large blank facades.
- Encourage activation of second storey development to allow over looking and passive surveillance of the main street, open spaces and car parking.
- Explore opportunities for mixed use buildings within the main street with commercial, retail and hospitality on lower floors and residential and offices on the second floor.
- Ensure new development addresses the main street with car parking located at the rear of the allotment.
- Limit the impact of retaining walls and explore stepped floor plates and landscape treatments that reduce the visual impact of retaining (planting beds, climbing plants and green walls).
- Ensure service areas are integrated within buildings or screened from public view, particularly the main street.
- Avoid concealed alcoves, dark areas and hidden entrances which limit passive surveillance.
- Promote Ecological Sustainable Design and Water Sensitive Urban Design outcomes



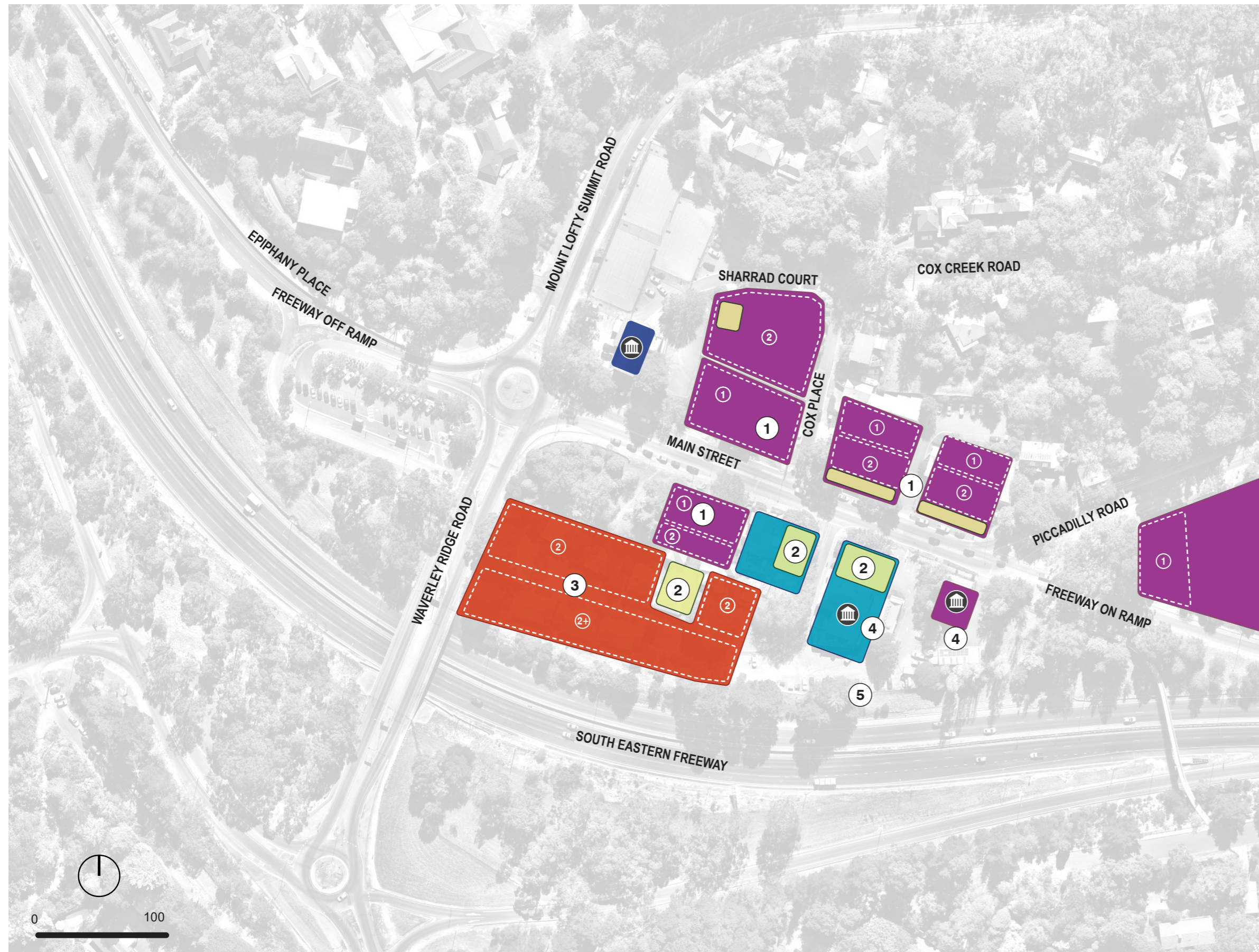
*Illustration of built form to age care and independent living
Note: Artists impression/illustration for concept purposes only.*



*Illustration of built form edge to main street
Note: Artists impression/illustration for concept purposes only.*

Built Form and Land Use

4.3 Built Form and Land Use Actions



- ① Potential for future development to address the street with car parking located at the rear
- ② Encourage private open space 'pockets' to support hospitality and residential land uses
- ③ Potential for increased residential development and height dependent on sensitive design and ability to blend with the surrounding landscape
- ④ Retain existing character
- ⑤ Review service areas and presentation to the freeway to increase amenity of Crafers (sense of arrival from the freeway)

- Commercial
- Hospitality
- Residential (supported living)
- Civic Purpose
- Private Gardens
- ⌚ Heritage building
- 2 Building levels
- 2+ Indicates undercroft parking with 2 storeys above or development of loft accommodation



5_Pedestrian Access and Cycling

5.1 Context

The main street has good pedestrian access along the entire length of the street, with footpaths on either side of the road. However, there are several pinch points, limited street furniture, and vehicle crossovers create numerous conflict points with pedestrians and cars entering car parks.

The connections across the main street are limited to one crossing point in front of the Crafers Hotel. This crossing does not provide any refuge or protuberances and creates a large crossing distance which is compounded with current vehicle speeds along the main street. The absence of formal crossing points, particularly to the north, leads to informal crossing by pedestrians which creates future conflicts with vehicles.

The main street has a significant carriageway width, but lacks any cycling infrastructure such as cycling lanes or shared use zones. Footpath connections to the open space around Crafers is limited and fragmented. This is compounded by limited signage which reduces access to numerous trails and facilities surrounding the village.

5.2 Pedestrian Guidelines

- Establish footpaths that provide continuous access along and across the main street, ensuring that pathways are continuous and accessible for people of all abilities.
- Widening of footpaths to a typical width of 3 metres to improve pedestrian access.
- Improve pedestrian access across the main street by incorporating new crossing points, either with protuberances or raised wombat crossings.
- Promote Crafers as the trail head for the Adelaide Hills, with signage and paths leading to the trails and cycle paths.
- Improve significance of walkway to Stirling including signage and upgraded footpath treatments.
- Connect the village and the car parking areas, facilitating a 'park n' wander' approach.
- Improve pedestrian connections to the southern side of the freeway, across the Waverley Ridge Road bridge with strong links to the city-bound bus stops.

5.3 Cycling Guidelines

- Promote Crafers as a cycling hub for the hills.
- Provide bicycle parking at strategic locations along the main street and in open space with bike maintenance stations.
- Facilitate a low speed environment along the main street with line marking (sharrows) to encourage shared use and highlight the prevalence of cyclists.
- Facilitate cycling connections with destinations outside Crafers (Stirling, Aldgate, Mount Lofty, and Piccadilly Valley).



Illustration of pedestrian crossing with improved walking and cycling access



Pedestrian Access and Cycling

5.3 Pedestrian Access and Cycling Actions



- ① Pedestrian and cycle crossing points to improve access and slow vehicle traffic speeds (subject to traffic impact assessment)
- ② Enhance continuous footpath to either side of main street
- ③ Pedestrian and cycle connections to Sharrad Court car park and trail heads
- ④ Improved connections to the Crafers-Stirling pathway across freeway
- ⑤ Explore connections between the main street and open space/residential properties
- ⑥ Improve pedestrian access to intersection

- Pedestrian crossing (raised tabletop)
- Pedestrian crossing (refuge with protuberances)
- Bus stop
- Bicycle parks and infrastructure
- Pedestrian connections
- Built form

6_Vehicle Movement and Parking

6.1 Context

The Crafers main street is accessed via the South Eastern Freeway, with on and off ramps located at either end of the street. There is also access from the surrounding Adelaide Hills via Piccadilly Road, Mount Lofty Summit Road, and Waverley Ridge Road.

The entrances to Crafers are not well-signed for motorists entering the village, with little definition of the main street. The freeway on-ramp is seen as an extension of the main street, this leads to motorists accelerating through Crafers resulting in safety concerns for other motorists, pedestrians and cyclists.

The main street contains areas of on street parking. The parking is either line-marked within the road, or indented with no time limit. While on-street parking is convenient, the lack of true restriction encourages long term parking which reduced access for visitors to the main street. Furthermore, off-street parking is fragmented across individual land parcels. The majority of off-street parking is currently located at the eastern end of the main street, dispersed between the Crafers Hotel, the Herald Newspaper site, and around the post office. The current development form encourages parking both behind and in front of buildings. This creates a mixture of public realm characters along the main street.

There is a 36-space DPTI car park located adjacent the freeway off ramp at the western edge of Crafers. This car park acts as a 'park 'n' ride' for the Adelaide Metro bus services between the Adelaide CBD and Hills' towns. This car park is currently undersized for the number of commuters using these services, with car parking spilling out to the surrounding streets and into the Crafers main street. This demand for parking has a major impact on the town causing conflicts and congestion throughout the village.

Mount Lofty Summit Road currently experiences informal parking along the road edges. The lack of pedestrian pathways and the angle of the road creates a dangerous situation for commuters exiting their cars.

6.2 Vehicular and Parking Guidelines

- Encourage larger, more efficient parking areas by consolidating parking areas to the rear of new developments.
- Explore reducing the speed limit to 40km/h to encourage the safety of road users environment and improvement pedestrian environment.
- Reduce road width to foster slow speeds while creating a larger public realm to either side.
- Increase landscape treatment and tree planting within off-street parking areas to reinforce the landscape character of the Adelaide Hills and improve the amenity for users.
- Seek to establish a larger 'Park 'n' Ride' for commuters on the southern side of the freeway, with preference for the eastern sde of the Waverley Ridge roundabout.
- Retain on street parking and establish time limits.
- Improve the visual cues when entering Crafers that you are entering a village and not an extension of the freeway.
- Explore altering Sharrad Court to a one-way road system with an exit located on Mount Lofty Summit Road to reduce vehicle and pedestrian conflicts along Cox Place.
- Explore feasibility for junction upgrade or round-a-bout to end of the Main Street and Piccadilly Road intersection to disrupt the view of the freeway and slow vehicles (noting limited opportunities for round-a-bout due to footprint and required vehicle movements).
- Introduce landscaped protuberances at the Station Road and Cox Place intersections to increase the amenity of the mainstreet.



*an entrance
that reflects
the character,
landscapes and
community value
of Crafers.*

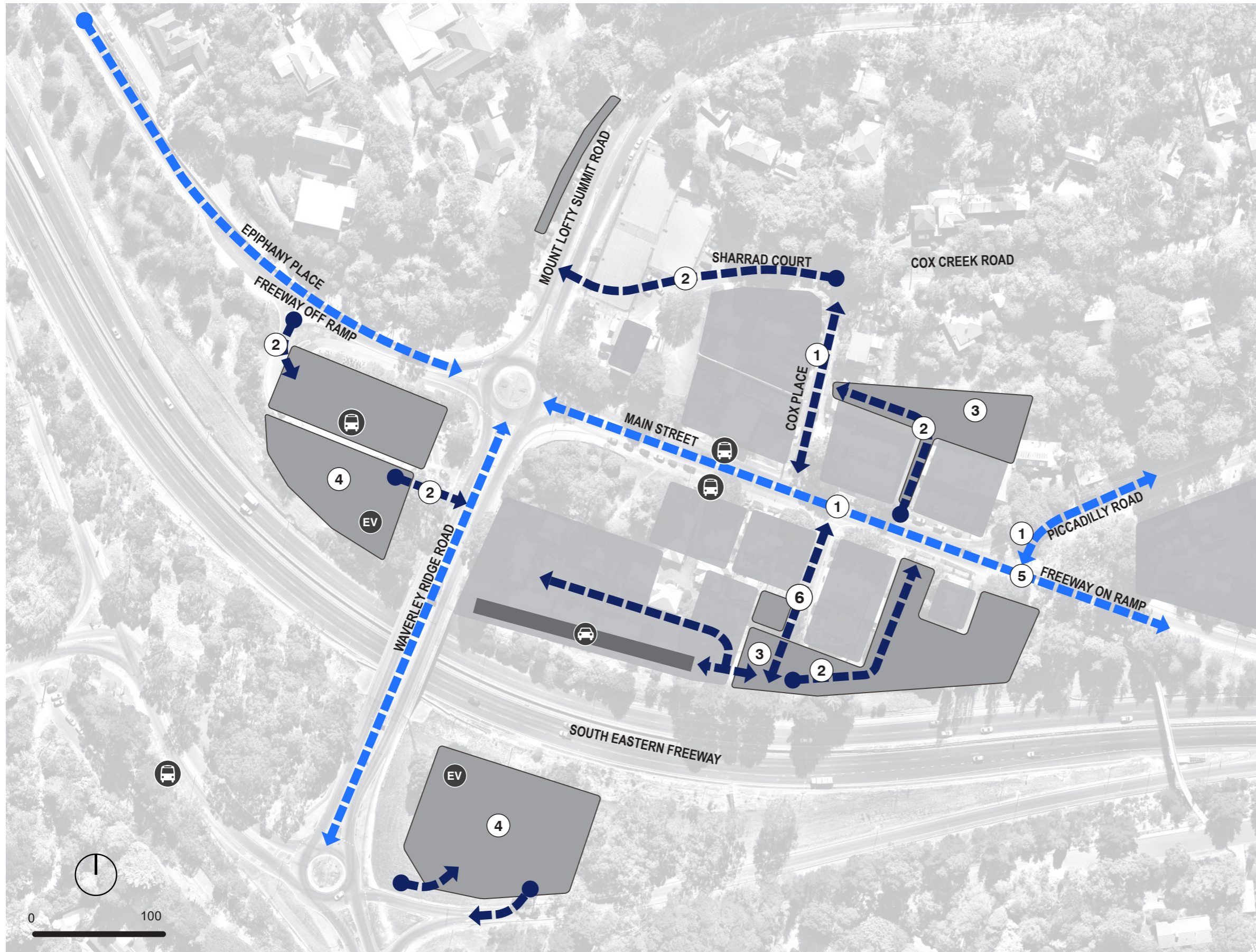
Illustration of off-ramp access with traffic calming and landscape treatments to road corridor



Vehicle Movement and Parking

6.3 Movement and Parking Actions

- ① Maintain two-way vehicle access and reduce vehicle speeds (40KPH)
- ② Explore opportunities for one-way vehicle access
- ③ Explore potential for car parking consolidated to the rear of main street buildings
- ④ Assess demand for expansion of Crafers Park 'N' Ride car parking with tree canopy and landscape nodes (refer to section 7.3). Allow provision for electric vehicle charging stations.
- ⑤ Explore feasibility for junction upgrade or roundabout to end of the Main Street and Piccadilly Road (refer to section 9.3)
- ⑥ Explore opportunities for one-way vehicle access on Station Road (dependent on one-way loop access being provided through the hotel car park)



7_Open Space and Community Use

7.1 Context

Crafer's main street has a variable landscape character along its length. The entrances from the freeway and Waverley Ridge Road are dominated by road verges which contain gravel and no established areas of landscape. This does not present an attractive entrance to the town. The existing Institute Hall sits on high ground above the round-about and is surrounded by a collection of large trees.

The eastern end of the main street contains small street trees and landscaped verges. These trees provide shade and protection to pedestrians using the footpath and add a distinct landscape character of Crafer's, especially during autumn and winter months.

Public open space is limited in Crafer's with little opportunity for sitting, gathering and playing. There is an existing open space located at the southern side of the main street at the Waverley Ridge Road intersection. However this space is undeveloped and is hardly used by the local community.

The remainder of public open space within Crafer's is confined to three tennis and netball courts to the north of the village. This provides opportunities for organised sports to take place. The restricted site area and sports court focus limits wider community use. Parking on site is limited and large areas of hard standing create an urban context for the Institute Hall. The level changes between the courts and main street prevent access reducing community use and discovery by visitors.

7.2 Public Realm Guidelines

- The public realm should enhance the village character of Crafer's
- Minimise the impact of blank facades and retaining walls through utilisation of garden beds, climbing plants and green walls to provide screening and green edges.
- Utilise entry statements and entry gateways as an introduction to Crafer's from surrounding roadways.
- Develop the open space at the corner of Waverley Ridge Road and main street into an activated open space for the community with strong links to adjacent residential areas.



Illustration of open space upgrade and increase pedestrian access to independent living development



Open Space and Community Use

7.3 Public Realm Actions



- ① Opportunity to revitalise public open space with improved access and amenity
- ② Potential upgrade of community land (highest and best use)
- ③ Need to increase sense of arrival to Crafers including potential for entry statement
- ④ Develop landscape buffers to roadways and car parks
- ⑤ Relocate the Crafers War Memorial from Piccadilly Road
- ⑥ Car parks to maintain the landscape character of the surrounding area through the inclusion of trees and garden beds throughout

- Public Open Space
- Landscape Edges (buffers)
- +
 Landscape edge
- Trees and landscape to new car park areas
- Built form

8_Open Space Options

8.1 Context

The open space guidelines highlight the importance of the courts area to Crafers in terms of existing recreational use and as open space for broader community use in the future. Several different approaches exist for the courts area; each will deliver different benefits and will require additional feasibility studies.

The following sketch concepts consider the development of the courts area in terms of court expansion, open space expansion and the use of the open space for civic purpose events.

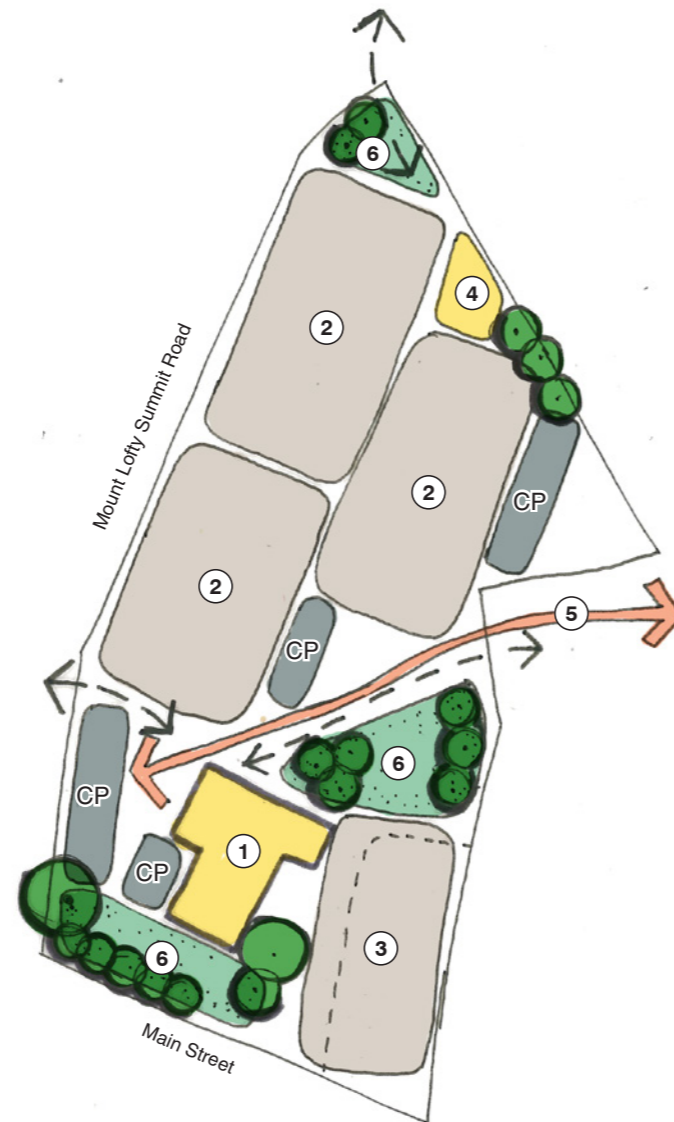
8.2 Courts expansion

Positives

- Expands court capacity, utilising old court location for a fourth court (reduced size).
- Potential links to adjoining tourist facilities

Negatives

- Maintains current fragmented parking provision
- Limited open space opportunities throughout the site
- Lack of pedestrian access from the main street
- Limited opportunity for development of club rooms
- Add 'increased participation may lead to increased car parking pressures'



1. Institute Hall
2. Existing tennis/netball courts
3. New court (to rooftop of potential service station)
4. Clubrooms
5. Sharrad Court (two way access)
6. Landscape edges with small green spaces
7. Open space with trees, shelter and amenities to support a trail head and community socialisation (to rooftop of potential service station)
8. Pedestrian connections with stepped access to main street (as part of petrol station development)
9. Extension of Sharrad Court (oneway access to Mount Lofty Road)
10. New civic purpose or cultural building with vehicle access

CP Car park

8.3 Open space expansion

Positives

- Retain two existing courts for community recreation use
- Extend Sharrad Court to meet with Mt Lofty Summit Road (one way exit)
- Pedestrian connections from the main street adjacent the Institute building
- Expansion of car parking opportunities adjacent the courts and Institute
- Larger open space areas for community use, including play spaces, open grass areas, shade trees and picnic areas
- Increase landscape setting for Institute Hall
- Public toilets and changing amenities to support open space and trail head

Negatives

- Reduction of courts resulting in reduced capacity for local sporting clubs
- Need to relocate tennis and netball clubs (feasibility study required)



8.4 Civic purpose

Positives

- Expansion of car parking to support the open space function and informal park 'n' ride (depending on parking restrictions)
- Inclusion of a civic purpose building to the north of the site- Potential for civil purpose or cultural building with new signalised access on to Mount Lofty Summit Road
- Stepped pedestrian connections from the main street adjacent the Institute building
- Larger open space areas for community use, including play spaces, open grass areas, shade trees and picnic areas
- Increased landscape setting for Institute Hall
- Public toilets and changing amenities to support open space and trail head

Negatives

- Removal of all courts
- Need to relocate tennis and netball clubs (feasibility study required)



9_Mainstreet Design

9.1 Village Main Street Design



The main street will be transformed into an activated vibrant place with seating, areas for congregation, street trees, urban gardens and pedestrian connections.

9.2 Village Main Street Actions

- ① Raised pedestrian crossing creating slow speed environment
 - ② Kerb build outs with tree planting and WSUD treatments
 - ③ Continuous footpath treatments to improve pedestrian access and safety
 - ④ Retention of on-street parking to maintain short term parking along the main street
 - ⑤ Development of private gardens and outdoor dining to support business and reinforce the village character
 - ⑥ Improved lighting with banner poles
 - ⑦ Low speed environment (40kph) with sharrows to improve cycling in the village
 - ⑧ Development of shared space laneways with improved landscape treatments
 - ⑨ Potential redevelopment (long term) to increase main street activation with building articulation to street frontage
 - ⑩ Landscaped car parks to rear of buildings with significant landscape areas to increase shade, amenity and reinforce the Hills context
- Ⓐ *Crafers Hotel*
 - Ⓑ *The Weekender*
 - Ⓒ *Cox Place*

9_Mainstreet Design

9.1 Piccadilly Intersection

To facilitate traffic calming to the Main Street and improving the safety of the Piccadilly Road intersection for vehicles and pedestrians, two options have been explored. These options provide a conceptual understanding of the options that may be possible at this intersection, however a traffic impact assessment will be required prior to implementation.

T-Junction Option

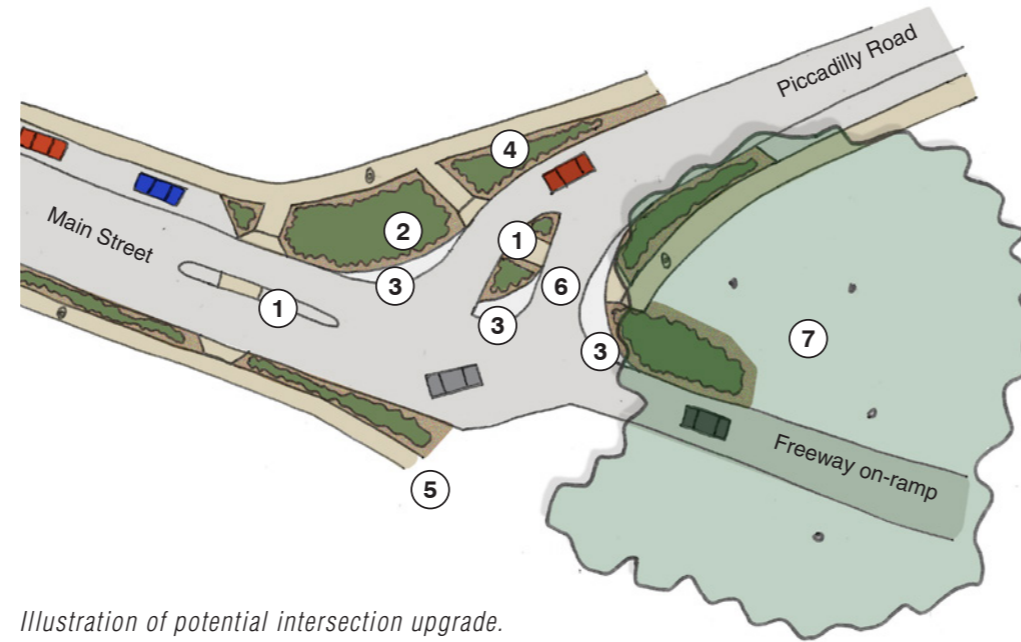


Illustration of potential intersection upgrade.

1. Pedestrian crossing with refuge in median
2. Removal of 'slip-lane' left turn into Piccadilly Road allowing traffic to slow during the turn improving pedestrian safety
3. Overrun areas for large turning vehicles
4. Garden beds
5. Connection to Pioneer Women's Trail to Stirling
6. Left turn to freeway or right turn to main street
7. Retention of trees to corner

Roundabout Option

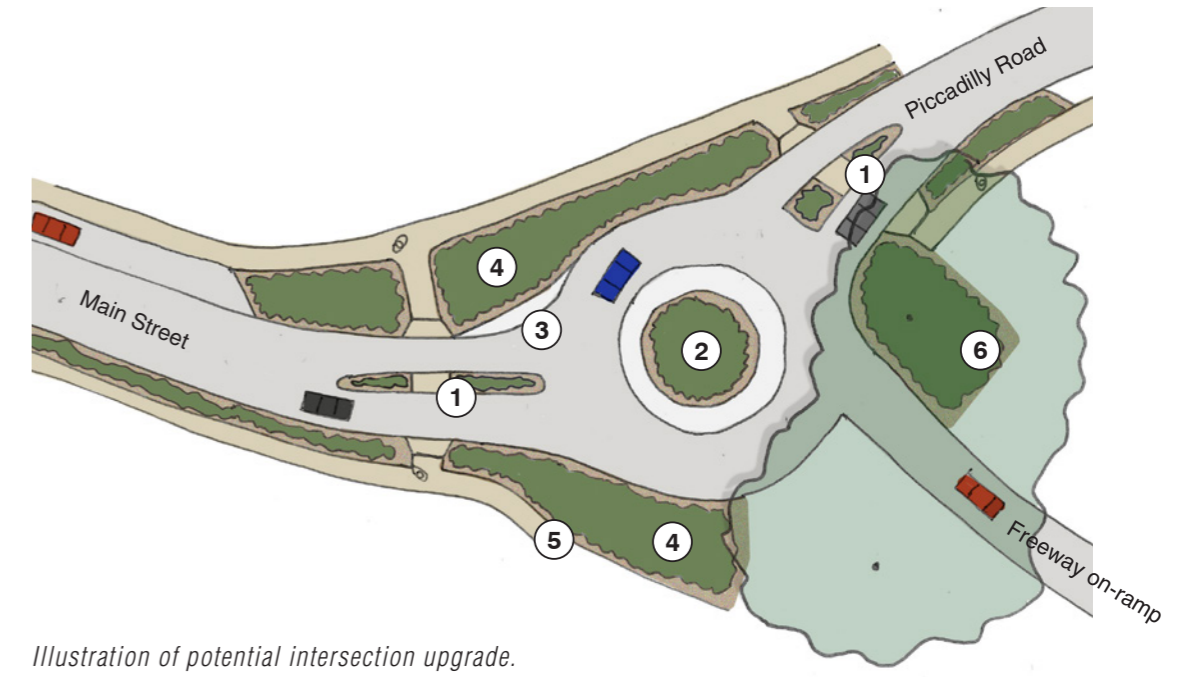


Illustration of potential intersection upgrade.

1. Pedestrian crossing with refuge in median
2. New roundabout to slow traffic entering both Piccadilly Road and the freeway on-ramp
3. Overrun areas for large turning vehicles
4. Garden beds
5. Connection to Pioneer Women's Trail to Stirling
6. Removal of some trees required to corner

10_Design Palette

10.1 Style Guide

The principle aim of the design guidelines is to attract more visitors to stay in the town centre longer. The selection of street furniture, materials and landscapes must reflect the intent of the design guidelines and the associated projects.

Much of the character of Crafers comes from the heritage character and the authentic hills landscape of the Adelaide Hills. These values are contained in the architecture of the buildings, walls, fencing and landscapes through the use of building materials such as stone, aged metals, brick and timber. These materials reflect the history of Crafers and exhibit the idea of permanency and quality. Opportunities to reflect stories and narratives within the public realm should be realised with considerate applications.

The style guide does not propose to simply copy the historical context of the town centre, but considers relevant design responses, which are unique, confident and progressive, and will deliver outcomes that match the future expectation of the Crafers community.

The following pages provide details and imagery of the suggested character in relation to the urban design and landscapes of Crafers.

10.2 Surface Treatments

- Vary use of hard surface materials (paving, exposed aggregate concrete and compacted gravels) to achieve a range of textures, contributing towards a more diverse and visual experience.
- Paving elements should be robust and incorporate the use of one or two tones in paving in line with the surrounding character with a contrasting colour incorporated in the banding (stone, brick, concrete paver) to highlight significant locations or reflect heritage architecture.
- Future paving along Main Street should be high quality, brick paver with a lighter colour banding (stone, brick, concrete paver). Aged steel edging and stone kerb detailing should be used to reinforce the main street.
- Paving throughout the remainder of the village centre should consist of smaller straight edge pavers or exposed aggregate concrete lighter in colour with darker smaller format/stone banding.
- Rustic elements such as aged steel, stone and timber can be incorporated to provide connections with the historic context of the town centre as edging and highlight details.
- Artistic elements such as mosaic tiles, shot blasted patterns or cast in metal details can be incorporated to provide interesting elements that highlight and recognise the indigenous and pioneer heritage of Crafers.

10.3 Structures and Furniture

- Materials should be selected for their robust nature requiring little maintenance such as stone, seasoned timbers, brick and metal that are aesthetically pleasing, reinforce permanence and feature weathered textures.
- Structures and street furniture should comprise of natural features and forms and respond to the surrounding hills landscape.
- Proposed structures should be designed or selected to maximise the provision of comfort and amenity while maintaining an appropriate scale in relation to the built form of the village.
- The suite of furniture should allow for subtle changes in detailing or combination of materials to be applied to reinforce or highlight areas of importance.
- Designs should be highly functional.
- Bespoke structures and furniture to incorporate artistic combinations of materials such as timber, stone, glass, stainless steel, ceramics and exposed aggregate that serve as both functional and aesthetically pleasing art pieces in themselves.



10.4 Lighting

- An appropriate selection of lighting that reflects the historic context of the town centre without reproduction or faux replication.
- Light selections should minimise light spill and light pollution and minimise the impact of lighting infrastructure.
- Lighting should be robust, resistant to vandalism, easy to maintain, efficient (LED) and provide security and facilitate access.
- Strip and focused beam lighting elements should be included on the ground plane for directional emphasis and in the illumination of congregation spaces.
- Use of lighting effects to enhance art pieces, prominent architecture and mature trees of architectural grandeur should be incorporated to coordinated effect.

10.5 Landscape

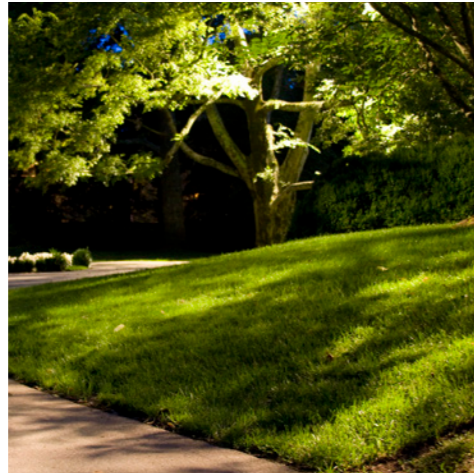
- Vegetation selected for seasonal attributes, hardiness and should contribute to native species habitats.
- Hardy, drought and frost tolerant native species incorporated through landscape treatments.
- Promote bushfire resilience through appropriate vegetation selections.

Trees

Liriodendron tulipifera
Ginkgo biloba
Quercus rubra
Zelkova serrata
Lagerstroemia indica
Liquidambar styraciflua
Acer x freemanii 'Autumn
Blaze'

Plants

Correa glabra
Grevillea lavandulacea
Hardenbergia violacea
Philotheca myoporoides
Plectranthus argentatus
Raphiolepis indica
Syzygium australe
Westringia fruticosa
Chrysocephalum apiculatum
Goodenia ovata
Myoporum parvifolium



11 Recommendations

11.1 Key Priorities

- 1 Public space upgrades
- 2 A coordinated landscaping approach throughout Crafers
- 3 Traffic calming to the main street
- 4 Raised pedestrian crossings to the main street
- 5 Improved pedestrian experience along footpaths
- 6 Develop a long term strategy for the tennis and netball courts/clubs
- 7 Investigate expansion of the Park'n'ride
- 8 Improved way finding and signage to mainstreet as well as trail heads into the hills
- 9 On street car parking management
- 10 Create places for people to gather and socialise
- 11 Improved lighting to the main street
- 12 Improved bike infrastructure to facilitate trail heads

The above recommendations should be supported by the development of a public realm style guide, signage strategy (directional, interpretive and trail head) and any necessary feasibility studies.



12_Conclusion

Crafers faces both opportunities and challenges in relation to future development as well as social, economic and environmental impacts. What is apparent is the communities desire for Crafers to strengthen and grow as a major gateway destination, vibrant main street and valued community asset into the future.

The Crafers Village Design Guidelines provide a roadmap and long-term strategic directions for the village, ensuring that future actions, proposed developments, public and private investment as well as capital works contribute to achieving the vision for Crafers.

The concept plan, guidelines and materials palette illustrate a progressive framework of actions for Crafers. The recommendations contained within this document will require an ongoing commitment from the community, Council, key stakeholders, investors and State Government.

The design guidelines reinforces the character of Crafers that encourages a collaborative approach to the creation of a vibrant and active main street that incorporates future development demands while ensuring its sense of place and intrinsic heritage character remain intact.

These guidelines are also intended to be used to complement development controls for the Crafers Mainstreet Village precinct when considering development proposals and thereby facilitate the achievement of the desired outcomes as contained in this document.



**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item:	12.1
Responsible Officer:	Zoë Gill Governance and Risk Coordinator Office of the Chief Executive
Subject:	Adelaide Hills Region Waste Management Authority – Draft 2024-25 Annual Business Plan and Budget
For:	Decision

SUMMARY

Council has received correspondence from the Adelaide Hills Region Waste Management Authority (AHRWMA) seeking approval of the draft *AHRWMA 2024-25 Annual Business Plan and Budget* (refer **Appendix 1**) pursuant with requirements of the *AHRWMA Charter* (the Charter). The Charter requires consent of the *AHRWMA Annual Business Plan and Budget 2024-25* (the ABP&B) from Member Councils prior to 31 May 2024. The purpose of this report is to seek Council's approval of the ABP&B.

RECOMMENDATION

Council resolves:

- 1. That the report on the *Adelaide Hills Region Waste Management Authority – Draft 2024-25 Annual Business Plan and Budget* be received and noted.**
- 2. To approve the Adelaide Hills Region Waste Management Authority *Draft Annual 2024-25 Business Plan and Budget (incorporating updated Long Term Financial Plan)***
- 3. That the CEO is to advise the Adelaide Hills Region Waste Management Authority Board that Council has reviewed and approved the Adelaide Hills Region Waste Management Authority *Draft Annual 2024-25 Business Plan and Budget (incorporating updated Long Term Financial Plan)*.**

1. BACKGROUND

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

The Authority prepares an annual business plan and budget (incorporating updated Long Term Financial Plan) in consultation with its Constituent Councils. Approval of the draft ABP&B by the Constituent Councils enables the AHRWMA to continue providing an efficient and effectively managed and operated shared landfill site at Brinkley along with other services provided including the management of the Heathfield Resource Recovery Centre.

The Authority's Board has approved the draft 2024-25 ABP&B for referral to Constituent Councils.

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal 4	A valued Natural Environment
Objective N4	Reduce the impact of waste to landfill by maintaining a robust waste and resource management framework
Priority N4.4	Implement new or improved waste service opportunities whilst continuing to provide ongoing resource recovery and waste service to our community

Having a well-functioning and governed waste and recycling regional subsidiary guided by an annual plan and appropriately resourced through an adopted budget assists Council to implement new or improved waste service opportunities and to provide ongoing resource recovery and waste services to the community.

Delivery of waste and recycling outcomes and actions within the *Resource Recovery and Recycling Strategy* and implementation of the *Waste & Resource Recovery Service Policy* align with activities within the *AHRWMA Annual Plan*.

➤ Legal Implications

The AHRWMA is a Regional Subsidiary established under Section 43 (Ability of councils to establish a regional subsidiary) and Schedule 2 (Provisions applicable to subsidiaries) of the *Local Government Act 1999*.

Schedule 2 requires that a regional subsidiary must prepare and adopt a business plan. The plan must set out the performance targets, a statement of the financial and other resources, and the performance measures to be used to monitor and assess performance against the performance targets. The regional subsidiary must review its business plan on an annual basis in consultation with its Constituent Councils. In accordance with Clause 4.2.2 and 5.2.2 of the AHRWMA Charter the draft Business Plan and Budget must be approved by an absolute majority of the Constituent Councils.

The Authority's Charter states that the Authority shall prepare and, after 31 May and before 30 June each year, adopt an annual budget for the ensuing financial year in accordance with the *Local Government Act 1999*.

➤ Risk Management Implications

Review and consent of the AHRWMA ABP&B 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 community public health and environmental outcomes.

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

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

➤ **Financial and Resource Implications**

For the 2024-25 financial year the AHRWMA have budgeted a total of \$339k for Council's landfill disposal costs from the kerbside bin service. In addition to the waste disposal cost, it is forecast Council will be required to pay Solid Waste Levy (SWL) costs of \$953k for kerbside waste disposal. In total, Council's kerbside waste disposal costs are \$1.293m incorporating landfill and SWL costs.

In addition to the landfill service the AHRWMA also manages Council's Heathfield Resource Recovery Centre (HRRC). The net cost to manage the HRRC has been budgeted by the AHRWMA at \$40k for the 2024-25 financial year. This figure is a reduction of \$10k on 2023-24 budgets in line with the Authorities proactive approach to cost reduction where possible and Council's savings strategies. The cost to manage the HRRC is inclusive of landfill disposal costs, Solid Waste Levy and provision of all services including polystyrene recycling and household paint and chemical drop off.

The above figures will vary depending upon actual waste tonnes disposed of to landfill during 2024-25 and the actual SWL rate set by the State Government, once released. For the purposes of budgeting, a SWL increase of 4.5% has been allowed for.

The AHRWMA budget also includes a strategic management contribution of \$125k shared across all member councils based on cumulative tonnage percentage. This contribution funds AHRWMA activities that are not directly attributable to landfill disposal costs and therefore not recovered through the gate rate. Adelaide Hills Council's share of the strategic management contribution for 2024-25 is \$46k.

The above amounts have been included in Council's draft 2023-24 budget.

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

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

➤ **Sustainability Implications**

The services provided by the AHRWMA align with Council's desired environmental outcomes. Accordingly, a sound and well considered annual business plan and sufficient financial resources to deliver intended outcomes is necessary to maximise environmental benefits through the services provided by the Authority.

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

Consultation on the development of this report was as follows:

Council Committees: Not Applicable

Council Workshops: A presentation to Council Members on the draft *2023-24 AHRWMA ABP&B* is to be provided by the Executive Officer of the Authority on 28 May 2024 prior to Council's consideration of this matter.

Advisory Groups: Not Applicable

External Agencies: Adelaide Hills Region Waste Management Authority

Community: Not Applicable

➤ **Additional Analysis**

The AHRWMA has identified the following four strategic goal areas within the draft *2023-24 AHRWMA ABP&B*:

- Goal 1 – Best Practice
- Goal 2 – Collaborate
- Goal 3 – Empowered Community
- Goal 4 – Good Governance

The draft ABP&B supports delivery of the goals outlined above. Specifically, the draft ABP&B contains a total of 20 actions with each one having a defined performance indicator and timeframe. These actions are outlined within the Performance Targets and Measures table commencing on page 13 of *Appendix 1* which provides full detail of the AHRWMA priority actions for 2024-25.

3. OPTIONS

Council has the following options:

- I. Approve the draft AHRWMA ABP&B for the 2024-25 financial year (recommended).

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

- II. Not approve the draft AHRWMA ABP&B for the 2024-25 financial Year (not recommended).

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

- III. Note the draft AHRWMA ABP&B for the 2024-25 financial year with suggested amendments. (not recommended).

This option is not recommended as any suggested amendments to the ABP&B will need the endorsement of the other Constituent Councils and the Board before they can be accepted. This outcome would delay the adoption of the ABP&B by the Board and potentially may not result in any changes being agreed to by the other Constituent Councils or the Board.

Staff are therefore recommending that Council endorse Option 1 above in order for the Authority to continue to provide landfill and other waste and recycling services for Constituent Councils.

4. APPENDICES

- (1) Draft AHRWMA Annual Business Plan and Budget 2024-25

Appendix 1

Draft AHRWMA Annual Business Plan and Budget

2024-25



AHRWMA

“Sustainable Waste Management Through Shared Services”

Name: Greg Georgopoulos Chief Executive Officer Adelaide Hills Council
ggeorgopoulos@ahc.sa.gov.au

Dear Greg

AHRWMA Draft Annual Budget and Business Plan 2024-25

The Authority Board met on 28 March 2024 where it resolved to endorse the Draft Annual Business Plan and Budget.

Clause 5.2.2 of the Authority’s Charter states that the Authority must before 31 March of each year prepare and submit a draft budget (including proposed Fees and Financial Contributions) to the Constituent Councils for the ensuing Financial Year in accordance with the Act and obtain approval of the draft budget by an Absolute Majority of the Constituent Councils.

In line with previous years the budget has been based on a Member Council fee increase in accordance with CPI which is 4.8% (movement for Adelaide Dec 2023 quarter). In addition to CPI waste disposal fees will also include the Solid Waste Disposal Levy, which for budgeting purposes has been estimated to increase by 4.5%. This will be adjusted to actuals when known.

Due to escalating costs across the sector the 2024/25 draft budget includes a non-member landfill fee increase of 10% plus applicable levy.

The application of this tiered price increase ensures that the Authority is financially sustainable, enabling us to implement the actions within our business plans and respond to challenges and opportunities as they arise into the future, for the overall benefit of our Member Councils. The Board also resolved that detailed fee review be undertaken during FY2025 to inform any future fee adjustments.

The Board also considered modelling of various waste tonnage inputs, based on the Authority’s waste reduction goals and Local Government’s continued efforts to minimise waste to landfill. Under a model of reduced tonnages the Authority’s business model continues to be financially sustainable.

Please find attached a copy of the draft Business Plan, Budget and updated LTFP for presentation to your Council.

In accordance with the Charter Council approval and/or feedback is sought prior to 31 May 2024. Please ensure your Council resolution includes reference to approving the Budget, Business Plan and updated Long Term Financial Plan.

I am available to discuss this draft budget with Council staff, including providing additional advice regarding Member Council fees and charges and the assumptions we have made for budgeting purposes. I am also available to present to Elected Members as required.

Yours sincerely

Leah Maxwell
Executive Officer
Adelaide Hills Region Waste Management Authority

DRAFT

2024-25

ANNUAL BUSINESS PLAN & BUDGET





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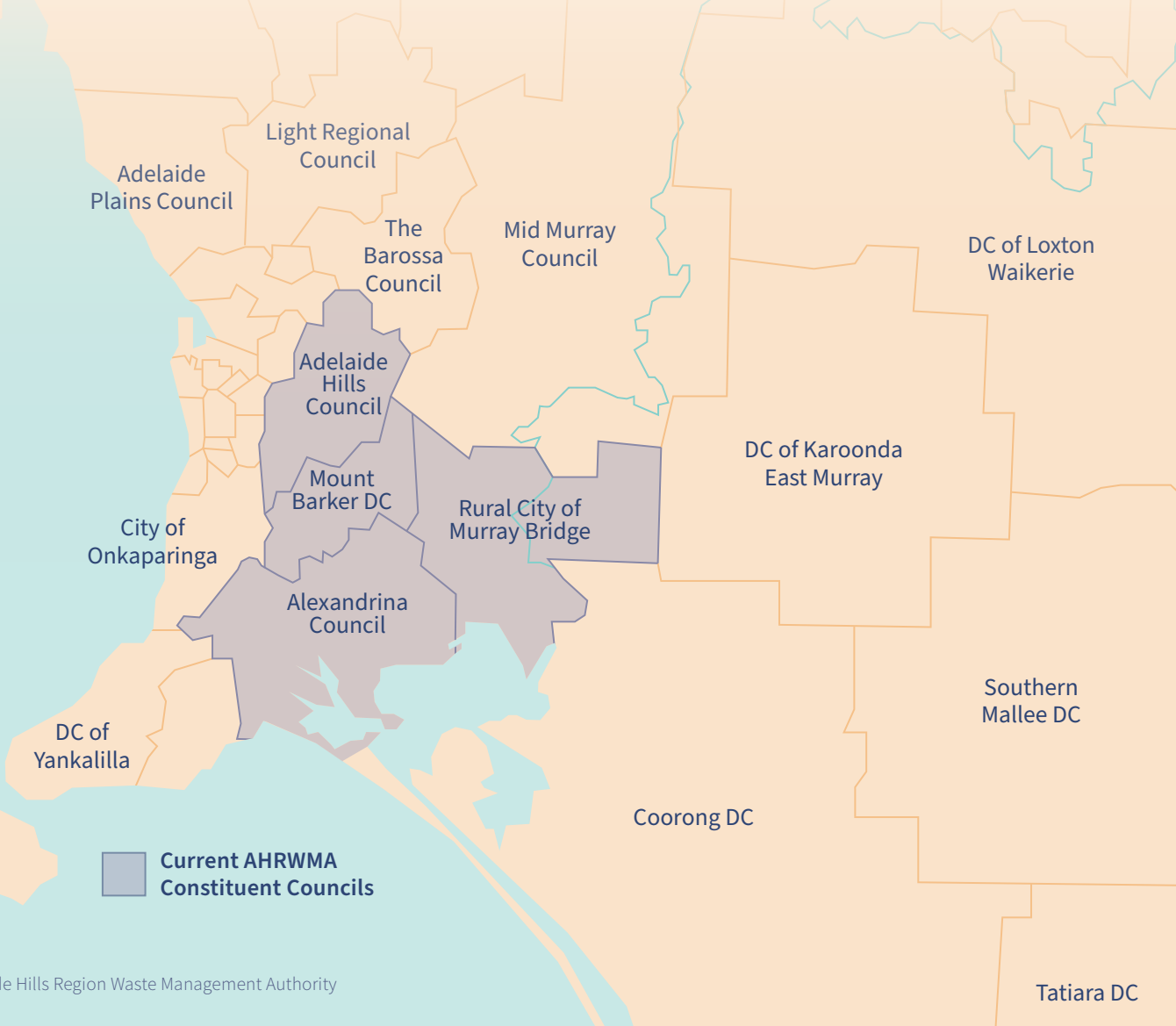
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ABOUT AHRWMA

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

Waste management and recycling services for local ratepayers, residents and visitors is a key Local Government function. The Constituent Councils resolved to work together through the Authority to coordinate waste management and recycling within the region. The Authority undertakes landfill operations, resource recovery facility management, hooklift truck transport services and mobile concrete crushing for the benefit of its Constituent Councils. The Authority provides an avenue for Constituent Councils to be represented in relevant forums and provides technical waste and resource management advice to Constituent Councils when required. Governed by its Charter, Board and Audit Committee the Authority aims to evaluate and enhance waste and recycling services throughout the region.

AHRWMA CONSTITUENT COUNCILS MAP



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INTRODUCTION AND BACKGROUND

Welcome to the Authority's Annual Business Plan and Budget for the 2024/25 financial year. In accordance with the requirements set out in the Local Government Act, this business plan outlines the performance targets that the Authority aims to pursue, performance measures and an associated budget.

THE CHARTER

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



SECTION 4.2 BUSINESS PLAN

The Authority:

- 4.2.1** must in consultation with the Constituent Councils prepare and adopt an annual business plan linking the core business activities of the Authority to strategic, operational and organisational requirements with supporting financial projections setting out the estimates of revenue and expenditure as necessary for the period;
- 4.2.2** must before 31 March of each year submit a draft business plan and draft budget to the Constituent Councils for the ensuing financial year in accordance with the Act and obtain approval of the draft budget by an absolute majority of the Constituent Councils;
 - 4.2.2.1** following approval of the draft business plan by the Constituent Councils, after 31 May and before 30 June each year, the Authority must adopt the draft business plan as the business plan for the ensuing financial year;
 - 4.2.2.2** may, after consultation with the Constituent Councils, amend its business plan at any time; and
 - 4.2.2.3** must ensure the contents of the business plan are in accordance with the Act.

SECTION 5.2 ANNUAL BUDGET

- 5.2.1** The Board will determine annually, and will include within the draft budget submitted to the Constituent Councils for approval, the funds required to enable the Authority to operate and to fulfil its purpose and undertake its functions.
- 5.2.2** The Authority must before 31 March of each year prepare and submit a draft budget (including proposed fees and financial contributions) to the Constituent Councils for the ensuing financial year in accordance with the Act and obtain approval of the draft budget by an absolute majority of the Constituent Councils.
- 5.2.3** Following approval of the draft budget by the Constituent Councils, after 31 May and before 30 June each year, the Authority must adopt the draft budget as the budget for the ensuing financial year in accordance with the Act.
- 5.2.4** The Authority may in a financial year, after consultation with the Constituent Councils, incur spending before adoption of its budget for the year, but the spending must be provided for in the appropriate budget for the year.
- 5.2.5** The Authority must each financial year provide a copy of its budget to the Constituent Councils within five (5) business days after adoption by the Authority.
- 5.2.6** Reports summarising the financial position and performance of the Authority against the budget shall be prepared and presented to the Board at each ordinary meeting of the Board and copies provided to the Constituent Councils.
- 5.2.7** The Authority must reconsider its budget in accordance with the Act in a manner consistent with the Act and may with the approval of the Constituent Councils amend its budget for a financial year at any time before the financial year ends.



LOCAL GOVERNMENT ACT

BUSINESS PLAN

A subsidiary must, in consultation with the council, prepare and adopt a business plan consistent with its charter.

A subsidiary and the council must ensure that the first business plan of the subsidiary is prepared within six months after the subsidiary is established. A business plan of a subsidiary continues in force for the period specified in the plan or until the earlier adoption by the subsidiary of a new business plan. A subsidiary must, in consultation with the council, review its business plan on an annual basis. A subsidiary may, after consultation with the council, amend its business plan at any time.

A business plan must set out or include—

- (a) the performance targets that the subsidiary is to pursue; and
- (b) a statement of the financial and other resources, and internal processes, that will be required to achieve the subsidiary's performance targets; and
- (c) the performance measures that are to be used to monitor and assess performance against targets.

SECTION 5.3 FINANCIAL CONTRIBUTIONS

- 5.3.1** The Authority may include in the budget submitted to the Constituent Councils for approval financial contributions to be paid by the Constituent Councils.
- 5.3.2** The Authority may during any financial year for purposes of genuine emergency, extraordinary circumstances or hardship determine that additional financial contributions are required by the Authority for the continuing functioning of the Authority and request these funds from the Constituent Councils.
- 5.3.3** Any additional financial contributions to be paid by the Constituent Councils will be submitted to the Constituent Councils for approval.

BUDGET

A subsidiary must have a budget for each financial year.

Each budget of a subsidiary—

- (a) must deal with each principal activity of the subsidiary on a separate basis; and
- (b) must be consistent with its business plan; and
- (c) must comply with standards and principles prescribed by the regulations; and
- (d) must be adopted after 31 May for the ensuing financial year, and before a date fixed by the council; and
- (e) must be provided to the council in accordance with the regulations.

A subsidiary may, with the approval of the council, amend its adopted budget for a financial year at any time before the year ends. A subsidiary may incur, for a purpose of genuine emergency or hardship, spending that is not authorised by its budget. A subsidiary may, in a financial year, after consultation with the council, incur spending before adoption of its budget for the year, but the spending must be provided for in the appropriate budget for the year.



Polystyrene Recycling

(Foam must be white, dry, clean, no tape or stickers)



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GOVERNANCE

The Authority's Board is comprised of five (5) members appointed as follows:

- One (1) person (who may be an Elected Member, an employee or an Independent Member) appointed by each Constituent Council with skills and/or knowledge in any of the following:
 - a. financial management
 - b. legal / corporate governance
 - c. marketing and promotion
 - d. waste management
 - e. business management
- One (1) person appointed jointly by absolute majority of the Constituent Councils, with relevant professional expertise, who is not a member or officer of a Constituent Council to be the chairperson of the Board.

The Authority has an Audit and Risk Committee with two independent members. The Authority will continue to maintain an Audit and Risk Committee in accordance with Schedule 2 of the Local Government Act.



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DRAFT STRATEGIC PLAN

VISION

To work together with our Member Councils to provide cost effective, progressive, and best practice waste and resource management services across our region.

MISSION

To provide leadership and management services to deliver best practice waste and resource management solutions for the communities within our region.

PURPOSE

To facilitate, co-ordinate and provide waste and resource management services, including waste collection, treatment, disposal and recycling within the Region.

GUIDING PRINCIPLES

ENVIRONMENTAL SUSTAINABILITY AND CIRCULAR ECONOMY

We encourage the reduction of waste to landfill and maximise diversion.

We lead the shift towards a circular economy.

We meet environmental compliance requirements in our operations.

COST EFFECTIVENESS AND FINANCIAL SUSTAINABILITY

We provide value for money waste and resource management solutions through economies of scale and shared services.

We ensure financial sustainability by charging adequate fees for service.

COLLABORATION AND COMMUNITY

We are in touch with our Constituent Councils and community needs and provide value adding services.

We empower our communities with a strong education program targeting positive behaviour change.

BEST PRACTICE AND INNOVATION

We actively seek out best practice in the industry and bring it back to our region.

We are agile and responsive to industry changes, innovation, and new technology.

We advocate for positive change throughout the entire waste management process.



FOUR GOAL AREAS

GOAL 1: BEST PRACTICE

We aim to establish our facilities as best practice community hubs for waste and resource management across the Region with circular economy, waste diversion and local employment at the forefront. We will consider new and emerging technology that may benefit Constituent Councils and achieve our common goals to increase diversion rates, reduce waste to landfill and reduce our ecological footprint, while balancing costs for service provision. We will advise and encourage our Constituent Councils to implement best practice systems and services, where appropriate.

GOAL 2: COLLABORATE

AHRWMA will maximise engagement and leadership across the region. We will coordinate and communicate with our Constituent Councils and beyond to meet the needs of our stakeholders in all areas of waste and resource management.

GOAL 3: EMPOWERED COMMUNITY

AHRWMA will take a leading role in planning and implementing community engagement and education strategies across the region. This will reinforce effective behaviours relating to waste management and strengthen positive attitudes towards Member Council, State and Federal waste management and resource recovery actions.

GOAL 4: GOOD GOVERNANCE

We will ensure good governance practices, including WHS, landfill management, strategic and financial management.



**WE HAVE ACHIEVED
83% PROGRESS ON
AUTHORITY SERVICE
DELIVERY OBJECTIVES
FOR 23/24**

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PERFORMANCE TARGETS AND MEASURES

GOAL 1: BEST PRACTICE

Action	Rationale	Performance Indicator	Timeframe
Investigate and implement a bulk up facility at Brinkley or a central locale to increase transport efficiencies.	Increase economies of scale and achieve better outcomes for Council.	Feasibility study commenced.	QTR 3
Consider land tenure.	Ensure forward planning.	Progress land tenure review.	QTR 1 – ongoing
Continue to investigate and implement Circular economy programs and projects that increase resource recovery and create community benefit.	Increase resource recovery and create community benefit.	Programs and projects are considered and implemented where deemed viable and beneficial, as determined by the Circular Economy Officer, Executive Officer and Member Councils where applicable.	QTR 1 – ongoing
Review and enhance construction and demolition processes.	Enhance resource recovery offerings. Minimise risk.	Review completed and findings implemented.	QTR 4
Continue to monitor advances in the latest developments in waste management nationally and internationally and share this information with stakeholders.	Continue to establish the Authority as a leader in the field and ensure knowledge sharing.	EO or delegate will attend industry meetings and relevant forums/ conferences/information sessions.	QTR1, QTR 2, QTR 3, QTR 4
Evaluate kerbside service models and consider best practice options for Constituent Councils to minimise waste to landfill.	Assist members in assessing their options to increase resource recovery and decrease waste to landfill.	An evaluation of kerbside service models will be undertaken, with a report presented to the Board and communicated to Member Councils.	QTR 4
Measure emissions and set an emissions reduction target.	Prioritise projects that minimise carbon emissions and assist Constituent Councils to meet emissions	Emissions baseline will be established and a reduction target will be set.	QTR 4

GOAL 2: COLLABORATE

Action	Rationale	Performance Indicator	Timeframe
Provide responses on behalf of Constituent Councils to State, Federal and other communications regarding legislation/policy changes etc.	Represent Constituent Councils, the region and Local Government, on waste management issues to all stakeholders. Position the Authority as a leader in the field.	Regional responses provided as required.	QTR 1 – ongoing
Maximise our presence across Constituent Councils and within the waste and Local Government sectors.	Encourage the Councils to consider the Authority as the point of contact for waste and resource matters.	Attend WMRR meetings and actively participate in State and Federal waste/resource recovery LGA/State/Federal/industry groups. Represent constituent Councils in all relevant forums, with Councils support.	QTR 1 – ongoing
Implement projects that engage and connect with Constituent Councils and other stakeholders across the region.		Facilitate quarterly knowledge sharing forum with Constituent Councils.	Qtrly
		Distribute a quarterly newsletter.	Qtrly
Support Constituent Councils to utilise the AHRWMA and the services we offer and collaborate regionally to achieve economies of scale.		Facilitate individual annual meetings and collective biannual meetings with Constituent Council CEOs.	QTR 1 - QTR 4 subject to availability
		Deliver annual presentations to Constituent Council Elected Members.	QTR 1 - QTR 4 subject to availability
Pursue considered opportunities to expand the scope of input streams to the Brinkley Landfill and identify additional revenue streams.	Expand service provisions to ensure long term financial sustainability.	Host annual meetings with neighbouring Local Government Council representatives and major commercial customers.	QTR 1 - QTR 4 subject to availability



GOAL 3: EMPOWERED COMMUNITY

Action	Rationale	Performance Indicator	Timeframe
Implement a wide-reaching regional education program in collaboration with Member Councils, other stakeholders such as GISA, collection partners and other subsidiaries.	Develop and deliver on a regional education plan and program.	Plan finalised and program implemented.	QTR 1
Support community groups by providing information on resource recovery and waste management.	Connect with community groups that align with the values of the Authority.	Presentations and education sessions undertaken with community groups across the region.	QTR 1 – ongoing
Implement an annual awards program for community groups and businesses for efforts relating to resource recovery and the circular economy.	Recognise community and business efforts with an annual award.	Awards program implemented.	QTR 3

GOAL 4: GOOD GOVERNANCE

Action	Rationale	Performance Indicator	Timeframe
Commence Brinkley site master plan.	Ensure adequate future planning.	Master plan commenced.	QTR 3
Achieve best practice hazard reporting.	Continue to implement and improve WHS and governance programs.	Strengthen staff training and awareness programs to encourage increased hazard recognition and reporting.	QTR 2
Achieve no lost time injuries.			
Complete a pricing landfill pricing review.	Ensure adequate fees are charged.	Pricing review completed to inform future pricing adjustments.	QTR 2
Review the Audit and Risk Committee's Terms of Reference.	Ensure good governance practices	Terms of reference reviewed in accordance with the Local Government Act.	QTR 1

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KEY FINANCIAL INDICATORS

Key financial indicators enable an assessment of the Authority's long-term financial performance and position and will place the Authority on a path to deliver long term sustainability of operations. The key financial indicators support a positive forward outlook and adherence over the longer term to the Authority's financial sustainability. The Authority has set targets for its key financial indicators to guide revenue and expenditure decisions, overall budget strategies and future decision making. Where changes result in a variance from these targets they will be considered and reported to the Board.

The Authority's financial indicator performance targets assist in ensuring the long-term financial sustainability of the Authority. The draft budget exceeds the adopted long-term targets.

Financial Indicator	Long Term Target	FY2025 Draft Budget	Long Term Average
Operating Surplus Ratio	2%	3%	3%
Net Financial Liabilities Ratio	55%	31%	11%
Interest Cover Ratio	1%	0%	0%
Asset Renewal Funding Ratio	100%	100%	100%

INDICATOR 1:

OPERATING SURPLUS RATIO INDICATOR

A positive ratio indicates the percentage of total revenue available (from commercial customers and Constituent Councils) to help fund proposed capital expenditure. If the relevant amount is not required for this purpose in a particular year, it can be held for future capital expenditure needs by either increasing financial assets or preferably, where possible, reducing debt in the meantime. A negative ratio indicates the percentage increase in total revenue (or additional financial input from Constituent Councils) would be required to achieve a break-even operating result. If the Authority consistently achieves operating surpluses and estimates that it can do so in future, having regard to asset management and Constituent Council service level needs, then it is financially sustainable. Favourable trend results measured against the other financial indicators will assist, but not in themselves ensure, that the Authority operates sustainably. The Operating Surplus Ratio for the draft budget exceeds the long-term target and remains strong over the LTFP.

INDICATOR 2: NET FINANCIAL LIABILITIES RATIO

This ratio indicates the extent to which net financial liabilities of the Authority can be met by its operating revenue. Where the ratio is falling over time it indicates that the Authority's capacity to meet its financial obligations from operating revenue is strengthening. An increase in the net financial liabilities ratio will sometimes mean that the Authority is incurring higher net operating costs (e.g. as a result of additional maintenance and depreciation costs). This will detract from the Authority's overall operating result. Nevertheless, if the Authority has a healthy operating surplus it could quite appropriately decide to allow its net financial liabilities ratio to increase in order to provide additional services to its community and Constituent Councils through acquisition of additional assets without detracting from its financial sustainability. The Net Financial Liabilities Ratio reduces over time. The long-term financial projection shows that operating revenue can sustain the business without the requirement to borrow funds.

INDICATOR 3: INTEREST COVER RATIO

This ratio indicates the extent to which the Authority's operating revenues are committed to interest expenses. There is no interest expense in this budget or for the long term, therefore the interest cover ratio is 0%.

INDICATOR 4: ASSET RENEWAL FUNDING RATIO

This ratio indicates whether the Authority is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. The ratio is calculated by measuring capital expenditure on renewal or replacement of assets relative to the expenditure estimates as set out in the Asset Management Plan (AMP). The Asset Renewal Funding Ratio indicates that the Authority is reasonably optimising the timing of capital outlays on the replacement of assets.



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2024/2025 BUDGET

KEY BUDGETARY ASSUMPTIONS

REVENUE:

The commercial gate rate (landfill fees) have been increased by 10%, which is based on increased expenses across the business and a desktop pricing review. The AHRWMA has not increased its gate fees beyond CPI in several years. A detailed pricing review will be undertaken in 2024/25 which will inform future pricing. Constituent Council fees have been increased by CPI 4.8%.

Landfill tonnages have been modelled based on current year actuals and include growth based on previous year trends. Member Councils were also contacted requesting information on any plans they have that may impact on tonnes to landfill in the upcoming budget period. There were no planned changes of any significance.

EXPENDITURE:

Employee costs have been increased in line with applicable Enterprise Bargaining agreements. Superannuation is modelled as per current legislation. The solid waste levy has been predicted based on previous years increases, being \$163.00/tonne for the metro levy and \$81.50/tonne for the non-metro levy. Resource Recovery Centre (RRC) operations budgets for AHC and RCMB are 100% directly charged to those Member Councils and are cost neutral to the Authority.

CAPITAL

The following assets are planned for expansion or renewal in 2024/2025.

Item	Budget Renewal	Budget Expansion
Buildings	-	450,000
Roads infrastructure	-	50,000
IT	19,000	5,700
General Plant	2,500	-
Compactor	894,300	-
Hook bins	47,455	-
Backhoes (2)	355,000	-
Dump truck	350,000	-
Forklift	53,220	-

The budget to deliver this Annual Plan, along with all AHRWMA Services and legislative requirements is detailed in the following proposed 2024/25 Financial Papers (as attached separate report and to be included in final Business Plan).





UNIFORM PRESENTATION OF FINANCES

	Forecast										
	EOY	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OPERATING ACTIVITIES											
Operating Revenues	9,249	10,710	11,158	11,651	12,173	12,675	13,200	13,736	14,322	14,976	15,581
less Operating Expenses	(9,058)	(10,394)	(10,943)	(11,362)	(11,871)	(12,392)	(12,853)	(13,311)	(13,861)	(14,362)	(14,840)
Operating Surplus/ (Deficit)	191	316	215	289	302	283	347	425	461	614	741
CAPITAL ACTIVITIES											
Net Outlays on Existing Assets											
Capital Expense on renewal and replacement of Existing Assets	(1,139)	(1,721)	(423)	(257)	(1,306)	(502)	(720)	(1,812)	(537)	(293)	(963)
less Depreciation, Amortisation and Impairment	941	1,132	1,203	1,241	1,271	1,290	1,339	1,310	1,278	1,294	1,296
less Proceeds from Sale of Replaced Assets	238	303	90	92	290	162	305	367	144	92	308
Net Outlays on Existing Assets	40	(286)	870	1,076	255	950	924	(135)	885	1,093	641
Net Outlay on New and Upgraded Assets											
Capital Expenditure on New and Upgraded Assets	(1,046)	(506)	-	-	-	(600)	(1,300)	-	-	-	-
Net Outlays on New and Upgraded Assets	(1,046)	(506)	-	-	-	(600)	(1,300)	-	-	-	-
Net Lending/ (Borrowing) for Financial Year	1,197	1,108	(655)	(787)	47	(67)	723	560	(424)	(479)	100
Financing transactions associated with the above net overall deficit, or applying the overall net funding surplus are as follows:											
(Increase)/Decrease in Cash and Investments	550	574	(1,056)	(1,316)	(151)	(226)	71	(246)	(1,300)	(1,660)	(1,331)
Net Balance Sheet funding (debtors & creditors etc)	(1,747)	(1,682)	1,711	2,103	104	293	(794)	(314)	1,724	2,139	1,231
Financing Transactions	(1,197)	(1,108)	655	787	(47)	67	(723)	(560)	424	479	(100)

STATEMENT OF COMPREHENSIVE INCOME

	Forecast										
	EOY 2024 \$000	Y1 2025 \$000	Y2 2026 \$000	Y3 2027 \$000	Y4 2028 \$000	Y5 2029 \$000	Y6 2030 \$000	Y7 2031 \$000	Y8 2032 \$000	Y9 2033 \$000	Y10 2034 \$000
INCOME											
User Charges	6,606	7,802	8,194	8,582	8,988	9,411	9,853	10,313	10,811	11,340	11,829
Investment Income	45	25	12	47	90	95	102	100	108	151	206
Other Income	2,598	2,883	2,952	3,022	3,095	3,169	3,245	3,323	3,403	3,485	3,546
Total Income	9,249	10,710	11,158	11,651	12,173	12,675	13,200	13,736	14,322	14,976	15,581
EXPENSES											
Employee Costs	2,217	2,310	2,421	2,498	2,577	2,659	2,744	2,831	2,921	3,014	3,127
Materials, contracts & other expenses	5,896	6,950	7,318	7,601	8,003	8,425	8,753	9,155	9,649	10,043	10,409
Depreciation, amortisation & impairments	941	1,132	1,203	1,241	1,271	1,290	1,339	1,310	1,278	1,294	1,296
Finance Costs	4	2	1	22	20	18	17	15	13	11	8
Total Expenses	9,058	10,394	10,943	11,362	11,871	12,392	12,853	13,311	13,861	14,362	14,840
Operating Surplus/(Deficit)	191	316	215	289	302	283	347	425	461	614	741
Asset disposal & fair value adjustments	43	(96)	8	-	(2)	17	34	26	-	-	-
Net Surplus/(Deficit)	234	220	223	289	300	300	381	451	461	614	741



STATEMENT OF FINANCIAL POSITION

	EOY	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
ASSETS											
Current Assets											
Cash & Cash Equivalents	928	354	1,410	2,726	2,877	3,103	3,032	3,278	4,578	6,237	7,569
Trade & Other Receivables	505	529	542	556	570	584	599	614	629	645	660
Total Current Assets	1,433	883	1,952	3,282	3,447	3,687	3,631	3,892	5,207	6,882	8,229
Non-current Assets											
Infrastructure, Property, Plant & Equipment	6,016	7,264	7,106	6,133	5,952	5,701	7,709	8,004	7,255	6,303	5,819
Total Non-Current Assets	6,016	7,264	7,106	6,133	5,952	5,701	7,709	8,004	7,255	6,303	5,819
Total Assets	7,449	8,147	9,058	9,415	9,399	9,388	11,340	11,896	12,462	13,185	14,048
LIABILITIES											
Current Liabilities											
Trade and Other Payables	830	869	891	913	935	958	983	1,009	1,033	1,059	1,085
Lease Liability	128	72	572	514	454	395	331	266	198	128	68
Short Term Provisions	383	401	411	422	432	443	454	465	477	489	500
Total Current Liabilities	1,341	1,342	1,874	1,849	1,821	1,796	1,768	1,740	1,708	1,676	1,653
Non-Current Liabilities											
Long Term Provisions	2,337	2,814	2,970	3,063	2,775	2,489	4,088	4,221	4,358	4,499	4,644
Total Non-Current Liabilities	2,337	2,814	2,970	3,063	2,775	2,489	4,088	4,221	4,358	4,499	4,644
Total Liabilities	3,678	4,156	4,844	4,912	4,596	4,285	5,856	5,961	6,066	6,175	6,297
Net Assets	3,771	3,991	4,214	4,503	4,803	5,103	5,484	5,935	6,396	7,010	7,751
EQUITY											
Accumulated Surplus	3,771	3,991	4,214	4,503	4,803	5,103	5,484	5,935	6,396	7,010	7,751
Total Equity	3,771	3,991	4,214	4,503	4,803	5,103	5,484	5,935	6,396	7,010	7,751

STATEMENT OF CHANGES IN EQUITY

	Forecast										
	EOY	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
ACCUMULATED SURPLUS											
Balance at Beginning of Period	3,537	3,771	3,991	4,214	4,503	4,803	5,103	5,484	5,935	6,396	7,010
Change in financial position resulting from operations	234	220	223	289	300	300	381	451	461	614	741
Total Equity at End of Reporting Period	3,771	3,991	4,214	4,503	4,803	5,103	5,484	5,935	6,396	7,010	7,751



STATEMENT OF CASH FLOWS

	EOY	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	
Forecast												
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts	9,323	10,686	11,144	11,637	12,159	12,661	13,186	13,721	14,307	14,960	15,567	
Payments	(7,926)	(9,260)	(9,745)	(10,147)	(10,627)	(11,130)	(11,542)	(12,030)	(12,614)	(13,100)	(13,580)	
Net Cash provided by (or used in) Operating Activities	1,397	1,426	1,398	1,490	1,532	1,531	1,644	1,691	1,693	1,860	1,986	
CASH FLOWS FROM INVESTMENT ACTIVITIES												
Receipts												
Sale of replaced assets	238	303	90	92	290	162	305	367	144	92	308	
Payments												
Purchase of Renewal/ Replacement Assets	(1,139)	(1,721)	(423)	(257)	(1,306)	(502)	(720)	(1,812)	(537)	(293)	(963)	
Purchase of New/ Expansion Assets	(1,046)	(506)	-	-	-	(600)	(1,300)	-	-	-	-	
Capping payments	-	(75)	(10)	(10)	(365)	(365)	-	-	-	-	-	
Net Cash provided by (or used in) Investing Activities	(1,947)	(1,999)	(343)	(175)	(1,381)	(1,305)	(1,715)	(1,445)	(393)	(201)	(655)	
Net Increase (Decrease) in Cash Held	(550)	(574)	1,056	1,316	151	226	(71)	246	1,300	1,660	1,331	
Cash & cash equivalents at beginning of period	1,478	928	354	1,410	2,726	2,877	3,103	3,032	3,278	4,578	6,237	
Cash & cash equivalents at end of period	928	354	1,410	2,726	2,877	3,103	3,032	3,278	4,578	6,237	7,569	
	Long Term Adopted Target	EOY Forecast	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11
Operating Surplus Ratio	2%	2%	3%	2%	2%	2%	2%	3%	3%	3%	4%	5%
Net Financial Liabilities Ratio	55%	24%	31%	26%	14%	9%	5%	17%	15%	6%	-5%	-12%
Interest Cover Ratio	1.0%	0.0%	0.0%	0.0%	0.2%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Asset Renewal Funding Ratio	100%	123%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



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ADELAIDE HILLS REGION WASTE MANAGEMENT AUTHORITY

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item:	12.2
Responsible Officer:	Zoë Gill Governance and Risk Coordinator Office of the Chief Executive
Subject:	Eastern Waste Management Authority - Draft 2024-25 Annual Plan and Budget
For:	Decision

SUMMARY

Council has received correspondence from the Eastern Waste Management Authority (East Waste) seeking consent of the draft *East Waste 2024-25 Annual Plan* (refer **Appendix 1**) pursuant with requirements of the *East Waste Charter* (the Charter). The Charter requires consent of the Annual Plan from Constituent Councils prior to 31 May 2024. The draft East Waste Budget is inclusive of the *East Waste 2024-25 Annual Plan* (the Annual Plan). The budget does not require Constituent Council approval. The purpose of this report is to seek Council's consent of the Annual Plan.

RECOMMENDATION

Council resolves:

- 1. That the report on Eastern Waste Management Authority - Draft 2024-25 Annual Plan and Budget be received and noted.**
 - 2. To provide consent to the Eastern Waste Management Authority *Draft Annual Plan 2024-25*.**
 - 3. That the CEO is to advise the Eastern Waste Management Authority Board that Council has provided consent to the Eastern Waste Management Authority *Draft Annual Plan 2024-25*.**
-

1. BACKGROUND

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

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

Under its Charter, East Waste is required to develop an Annual Plan which supports and informs its budget. East Waste must prepare its draft Annual Plan and consult with its Constituent Councils to obtain consent on or before 31 May of each year. Upon obtaining consent East Waste is able to adopt its Annual Plan.

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal 4 A valued Natural Environment

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

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

Having a well-functioning and governed waste and recycling regional subsidiary guided by an annual plan and appropriately resourced through an adopted budget assists Council to implement new or improved waste service opportunities and to provide ongoing resource recovery and waste services to the community.

Delivery of waste and recycling strategic outcomes, actions within the *Resource Recovery and Recycling Strategy* and implementation of the *Waste & Resource Recovery Service Policy* align with activities within the East Waste Annual Plan.

➤ Legal Implications

East Waste is a Regional Subsidiary established under Section 43 (Ability of councils to establish a regional subsidiary) and Schedule 2 (Provisions applicable to subsidiaries) of the *Local Government Act 1999*.

Schedule 2 requires that a regional subsidiary must prepare and adopt a business plan. The plan must set out the performance targets, a statement of the financial and other resources, and the performance measures to be used to monitor and assess performance against the performance targets. East Waste have developed the 2020-2030 Strategic Plan in response to the requirement for a business plan. The regional subsidiary must review its business plan on an annual basis in consultation with its Constituent Councils.

In accordance with Part 51 of the Charter East Waste must have an Annual Plan which supports and informs its budget. The Annual Plan must take into account the objectives set out in the business plan. The Annual Plan must be consented to by an absolute majority of the Constituent Councils.

The Authority's Charter states that the Authority shall prepare a budget consistent with the Annual Plan. Before 30 June of each year and after the adoption of the Annual Plan, East Waste must adopt an annual budget for the ensuing financial year in accordance with the *Local Government Act 1999*.

➤ Risk Management Implications

Review and consent of the East Waste Annual Plan 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 community public health and environmental outcomes.

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

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

➤ **Financial and Resource Implications**

Fees charged by East Waste to Constituent Councils for services provided are categorised into administration fees, collection fees and processing fees, which are discussed in detail below.

Landfill disposal is contained within a separate budget line and is undertaken by the Adelaide Hills Region Waste Management Authority and therefore is not included in the East Waste charges. The amount budgeted by East Waste for administration, collection and processing fees for Adelaide Hills Council aligns with budgeted figures included in Council's 2023-24 draft Annual Business Plan and Budget.

East Waste Administration Fee

There has been a minor increase in the administration fee of \$1.7k from \$34.6k in 2023-24 to \$36.3k in 2024-25.

East Waste Collection Fees

In regard to kerbside, street litter and hard waste collection undertaken by East Waste, fees for Adelaide Hills Council have increased by \$141k from \$2.999m in 2023-24 to \$3.140m proposed for 2024-25.

Processing Costs

In regard to indicative processing fees for green organics, hard waste and recycling there has been a decrease of \$4k from \$698k in 2023-24 to \$694k in 2024-25. Savings obtained from introduction of the hard waste user contribution fee and decreases in recycling processing costs has offset increases in green organic processing and resulted in a small reduction in overall processing costs.

Overall, the net result from the combined administration, collection and processing costs for Adelaide Hills Council results in an increase in Council's budget for payments to East Waste of \$139k, an increase of 3.72% from 2023-24.

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

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

➤ **Sustainability Implications**

The services provided by the East Waste align with Council's desired environmental outcomes. Accordingly, a sound and well considered annual business plan and sufficient financial resources to deliver intended outcomes is necessary to maximise environmental benefits through the services provided by the Authority.

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

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not Applicable
<i>Council Workshops:</i>	A presentation to Council Members on the draft <i>East Waste Annual Plan</i> is to be provided by the General Manager of the Authority on 28 May 2024 prior to Council's consideration of this matter.
<i>Advisory Groups:</i>	Not Applicable
<i>External Agencies:</i>	East Waste
<i>Community:</i>	Not Applicable

➤ **Additional Analysis**

The Annual Plan focuses on achieving strategies and key performance indicators contained within the East Waste Strategic Plan. These are outlined in detail on page 6 of the East Waste Annual Plan (refer **Appendix 1**) categorised into the five objectives of:

- Deliver cost effective and efficient services and facilities.
- Maximise source separation and recycling.
- Provide leading and innovative behaviour change and education.
- Help develop a local circular economy.
- Provide leadership.

In total there are 10 actions/projects contained within the draft Annual Plan for delivery or progression in 2024-25 that work towards achieving the five objectives and the key performance indicators contained in the East Waste *Strategic Plan*. The 10 actions/projects are detailed in the draft Annual Plan (refer **Appendix 1**) commencing on page nine.

The budget to deliver the Annual Plan is contained within the draft Annual Plan provided in **Appendix 1**. Note that while the Budget is provided for Council's information the East Waste Charter does not require the Constituent Council's approval for budget adoption.

3. **OPTIONS**

Council has the following options:

- I. Consent to the draft East Waste Annual Plan for the 2024-25 financial year (recommended).

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

- II. Not consent to the draft East Waste Annual Plan for the 2024-25 financial year.

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

- III. Note the draft East Waste Annual Plan for the 2023-24 financial year with suggested amendments.

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

4. APPENDIX

- (1) Draft East Waste 2024-25 Annual Plan and Budget

Appendix 1

Draft East Waste 2024-25 Annual Plan and Budget

EastWaste



**2024/25
Annual Plan**

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VISION

The Destination

To be the leading waste logistics company in Australia through the delivery of innovative collection and resource management services.

MISSION

The Vehicle

Delivering leading-edge solutions and services for a cleaner and sustainable future.

Executive Summary

The FY24 year has been a year of evolution for East Waste with three weekly FOGO (Food Organics, Green Organics) trials rolled out across Member Councils. The initial success and momentum more broadly of this approach, is likely to see an extension of existing, and the rollout of further trials being a core focus of East Waste in the FY25 year. Albeit, a supportive legislative approach is required, which at the time of drafting the Annual Plan is under threat due to an announcement on new legislation which will impact on Local Government's ability to drive behaviour change and achieve diversion targets.

A preliminary review of the East Waste 2030 Strategic Plan has identified the need to undertake a comprehensive review of the document to raise the strategic nature and outlook of the document. This process is reflective of the evolving maturity of East Waste as an Organisation over the past decade and the trajectory we are currently on.

Other key focusses of the FY25 Annual Plan include an East Waste led co-mingled recycling, organics and landfill contracts being placed into the market throughout the FY24/25 year. Through these contracts East Waste will deliver aggregated savings to Member Councils wishing to participate and can kick start significant circular economy and higher use material resource benefits. With the benefit of experience and lessons learned from recent joint approaches to the market, East Waste can position for strong contemporary market approach and contract.

Background

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

East Waste is governed by a Charter ([the Charter](#)) pursuant to *Section 43* of the *Local Government Act 1999* and administered by a [Board](#), which includes a director appointed by each Council and an Independent Chair.

Clause 51 of the Charter requires the Authority each year to have an Annual Plan which supports and informs the budget. Specifically, it is to include an outline of East Waste's objectives, the activities intended to be pursued, and the measurement tools defined to assess performance. It must also assess and summarise the financial requirements of East Waste and set out the proposals to recover overheads and costs from the Member Councils.

Sitting above the Annual Plan is the *East Waste 2030 Strategic Plan* which sets out a series of bold and ambitious targets (Key Performance Indicators) which we aspire to meet through five Key Objectives and a series of Strategies. The *2030 Strategic Plan* is summarised on the following page.

For full context this Plan should be read in conjunction with East Waste's broader strategic planning framework including the *Strategic Plan 2030*, Long-Term Financial Plan, and Risk Management Planning Framework.

As a regional subsidiary, East Waste recognises that success from this Annual Plan is not possible without the continued support, integration and active working partnership of all our Member Councils and key Strategic Partners. East Waste is committed to developing and continuing partnerships which ultimately drive value back to the communities we serve. The value East Waste offers is unique, in that we are continually working with our Member Councils to drive down costs. East Waste have established a model where we are nimble and respond swiftly to external impacts and Member Council requests, in a far more timely manner than industry counterparts. East Waste takes much of the worry and pressures associated with waste away from the Member Councils, allowing them to focus on other key matters of importance to them and their communities.

East Waste 2030 Strategic Plan Vision, Objectives & Strategies

VISION

To be the leading waste logistics company in Australia through the delivery of innovative collection and resource management services to our Member Councils & their Communities.

OBJECTIVES

1. Deliver cost-effective and efficient services facilities

2. Maximise source separation and recycling

3. Provide leading and innovative behaviour change and education

4. Help develop a local circular economy

5. Provide leadership

STRATEGIES

- 1.1 Attract additional services and/or new councils where further economies of scale can be achieved
- 1.2 Offer a single contract for the management of the residual waste to all member councils
- 1.3 Partner with other councils and organisations to achieve greater synergies and economies of scale in service delivery
- 1.4 Investigate and implement collection technologies and innovation
- 1.5 Provide a consistently high standard of Customer Service

- 2.1 Provide more service choice and flexibility to residents on kerbside services to support them to increase their recycling levels
- 2.2 Provide a tailored 3-stream service to Multi-Unit Dwellings (MUDs) to support waste reduction and increased recycling
- 2.3 Pilot a tailored service delivery model across a business precinct(s) to support waste reduction and increased recycling

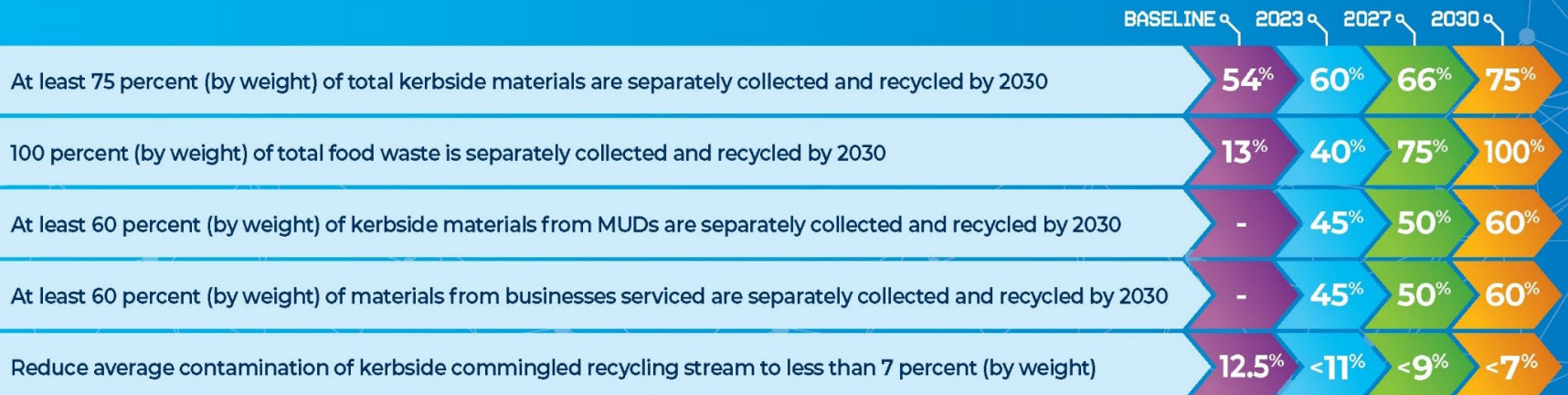
- 3.1 Engage in research and projects delivering evidence-based data which increases behaviour change decision making
- 3.2 Develop an integrated and tailored long-term community behaviour change and education program
- 3.3 Identify and trial behaviour change programs aimed at reducing contamination
- 3.4 Encourage and support councils to introduce an incentive(s) to households to reduce their landfill volumes
- 3.5 Engage schools in behaviour change & waste education

- 4.1 Support local reprocessing and procurement of recycled content products
- 4.2 Encourage and support councils to procure and use recycled content products
- 4.3 Support councils to implement sharing economy and reuse initiatives
- 4.4 Investigate options to process and extract the highest value from collected resources

- 5.1 Implement best practice safety standards
- 5.2 Advocate on behalf of our Member Councils
- 5.3 Invest in our people
- 5.4 Quality and transparent Corporate (Governance & Financial) Activities

KPIs

We will measure our success in reaching our objectives through the following KPIs...



2024/25 Focus

While the Strategic Plan undergoes a review, East Waste will still maintain a focus and pursue progression towards the Vision and objectives of the 2030 Strategic Plan. Regardless of the future direction settled upon, it is highly likely that the current objectives will, at the very least, underpin our thinking and operational aspirations into the future.

East Waste continues to pursue innovation and be at the forefront of service delivery changes for the betterment of our Councils and the Community. East Waste exists to create financial and efficiency savings, not to generate a profit to return to shareholders. This is an important and fundamental distinction of East Waste compared to the private sector and key benefit of being within the East Waste subsidiary.

The review of the Strategic Plan is likely to result in a new suite of KPIs (Key Performance Indicators), but for now the focus and agreed actions will work towards the existing agreed group of indicators. As a partnership Organisation, East Waste requires the support and engagement with our Member Councils and external Organisations in order to work closer to them.

Objective 1: Deliver cost-effective and efficient services & facilities ensure East Waste remains true to its core function of providing high quality and fiscally efficient services to Member Councils, while at the same time seeking external opportunities which add value to the East Waste model. In addition, ensuring that we continue to have contemporary modes of engagement and facilities to deliver services is paramount.

Objective 2: Maximise Source Separation and Recycling and *Objective 3: Provide leading and innovative behaviour change and education* are centred on improving material efficiency, diversion from landfill and actively working towards the Key Performance Indicators listed within the 2030 Strategic Plan. The actions are also designed to help East Waste as an entity, achieve the State Government 2025 diversions targets (specifically Municipal Solid Waste and Food). Within these targets are specific actions centred around improving food waste efficiency and the preliminary result undertaken through the FY24 weekly Food Organics and Garden Organics (FOGO) trails are very promising and warrant further exploration and expansion.

Objective 4: Help Drive a Local Circular Economy, recognises that East Waste has a role to play in assisting and supporting our Members to be more engaged and active within the local circular economy space.

Objective 5: Provide Leadership, actions assist East Waste to continue to strengthen the integrity of internal systems, processes and framework and invest in our people, in order to reduce risk and improve our already high Governance levels.

The actions are far from a prescriptive list, rather the key projects East Waste intends to undertake over the 2024/25 year and more detail on each is provided below. East Waste provides unique and valuable benefits back to our Member Councils far beyond financial savings which cannot be generated through traditional waste contracts. East Waste exists to create financial and efficiency savings, not to generate a profit to return to shareholders. And East Waste achieves this, whilst maintaining a high-level and high-quality service. This has been clearly

demonstrated through the weekly FOGO collection trails undertaken in the past 6 months, where the logistical approach and focus designed by East Waste, has generated a far greater uptake by the community and generated economic and environmental savings not previously realised in other trials implemented in metropolitan Adelaide. The short payback periods that East Waste have shown we can achieve are predominately driven by East Waste's focus to drive efficiency savings to our Member Councils, not profit to shareholders and to match household waste generation with the most appropriate waste collection regime.

The success of implementation of the East Waste-led FOGO trails, coupled with the preliminary results has generated significant interest and excitement amongst several other Member Councils. Recent announcements by the State Government regarding the potential implementation of legislation which will constrain Local Governments flexibility in this space has resulted in this positive advancement being placed in limbo. The advancement previously planned for in FY25 has now been contracted significantly.

East Waste led co-mingled recycling, organics and landfill contracts will be placed into the market throughout the FY24/25 year. Building on recent experiences in this space, East Waste will deliver an aggregated saving to Member Councils wishing to participate and can kick start significant circular economy and higher use material resource benefits.

It is an exciting time to be a part of East Waste with the operational shifts that are occurring, the collaboration being generated from within and interest from external parties to partner. The review of the Strategic Plan will undoubtedly reflect this through a higher-level, less operational focus than it has historically been. The evolution, maturity and growth of East Waste is set to continue throughout the FY25 financial year.

This Annual Plan is to be effective from 1 July 2024.

NO.	ACTIVITY/PROJECT	OVERVIEW	OBJECTIVE	STRATEGY	MAIN KPI/TARGET	BUDGET
DELIVER COST EFFECTIVE AND EFFICIENT SERVICES AND FACILITIES						
1.	Continue & Expand Core services	East Waste optimisation will come from providing a full suite of services to Member Councils. Where this doesn't occur, East Waste will present detailed business cases for the Council's consideration in a bid to secure these services.	Deliver Cost Effective and efficient services and facilities	1.1	Vision Target	Recurrent
2.	Investigate opportunities outside of existing Member Councils.	When potential opportunities arise, East Waste will investigate service provision to non-member Councils and subsidiaries where the benefit and/or the fostering of partnerships can drive value to Member Councils.	Deliver Cost Effective and efficient services and facilities	1.1	Vision Target	Recurrent
3.	'Landfill' Bin Contract	Member Councils have historically held their own contracts for the disposal/processing of the red/blue bin. As a subsidiary focussed on aggregation, East Waste will investigate, and if feasible, pursue an East Waste-led red/blue bin processing contract.	Deliver Cost Effective and efficient services and facilities	1.2	At least 75% of kerbside material separately collected & recycled	Recurrent
4.	Increase Customer Engagement Opportunities	East Waste has implemented a number of customer service engagement systems in recent years and this work will continue with the consolidation of Customer Service Systems; ultimately creating an improved work management flow.	Deliver Cost Effective and efficient services and facilities	1.5	Vision Target	Recurrent + Service Initiative \$0.075M

MAXIMISE SOURCE SEPARATION & RECYCLING

5.	Advance trials and rollout of weekly organics collections	Through the success of current trials undertaken by East Waste and more broadly across metropolitan Adelaide, East Waste will pursue the design and implementation of at least one further weekly organics collection trial and a full Council rollout.	Maximise Source separation and recycling	2.1	<ul style="list-style-type: none"> • At least 75% of kerbside material separately collected & recycled • 100% of food waste separately collected and recycled. 	Recurrent + Service Initiative \$0.025k
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• PROVIDE LEADING AND INNOVATIVE BEHAVIOUR CHANGE AND EDUCATION

6.	Delivery of the “Why Waste It?” behaviour change program and associated social media.	Utilising the results of the reviews and biennial kerbside audits undertaken over the past 6 years, refine and deliver the ongoing successful “Why Waste It?” program, with a strong food waste separation focus.	Provide leading and innovative behaviour change and education	3.2	• Vision Target	Recurrent + Service Initiative \$0.195M
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HELP DRIVE A LOCAL CIRCULAR ECONOMY

7.	Develop and Procure high value processing contracts.	East Waste on behalf of engaged Member Councils will procure new long-term organic and co-mingled recycling contracts with a focus on ensuring the collected material is processed in a manner which retains and utilises the material at its highest order and so far as possible, locally.	Help Drive a Local Circular Economy	4.4	Vision Target	Recurrent
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PROVIDE LEADERSHIP

8.	Fleet Replacement	In line with the Long-Term Financial Plan, undertake the replacement of five (5) collection vehicles.	Provide Leadership	5.4	Vision Target	Capital \$2.200M
9.	WHS System Responsibility and Accountability	Continuation of ongoing Risk Management and Work Health & Safety systems and processes to provide a safe and healthy workplace for all employees and those which interact with us.	Provide Leadership	5.1	Implement best practice safety standards	Recurrent
10.	Develop Carbon Accounting	With a strong focus on emissions and carbon reporting, East Waste will undertake a project to identify the extent of its carbon emissions and future projects to target reduction.	Provide Leadership	5.4	Quality, transparent Corporate Activities.	Recurrent + Service Initiative \$0.025M



Budget Management

East Waste operates its waste collection services on a Common Fleet Costing methodology, whereby each respective Member Council is charged directly according to the proportionate time it takes to undertake their respective collection services. This is achieved through the utilisation of a specialised, highly accurate and powerful cloud-based, real-time GPS based system, supported and cross-checked by detailed reporting capabilities. As a result of this, minor variations in the common fleet percentages (and therefore apportioning of Common Fleet costs) occur from year-to-year to account for realised efficiencies, changes in the number of collections undertaken and movement in collection operating costs (e.g. housing inf-fill and developments, Fire Ban days and events).

The Tables on the following page provide a detailed summary of the key business activities undertaken by East Waste on behalf of its Member Councils. Table 1 provides a summary of the operating and capital income and expenditure elements forecasted for waste collection activities for 2024/25. Unsurprisingly the most significant expenditure relates to the logistical requirements of serving the kerbside collections across eight Councils and over 25% of Adelaide's residential population. Fleet replacement, which occurs on a cyclical annual basis, is currently funded via external loan borrowings.

As can be seen from Tables 2 and 3, one of the significant benefits of being an East Waste member is that on top of the highly competitive prices received as a result of aggregated buying power, no administrative, handling or on-costs are charged in relation to resource processing contracts held by East Waste or bin maintenance services. All are charged at-cost.

Labour, fuel costs and fleet maintenance remain the largest operation costs associated with collections (accounting for almost 80% of the common fleet costs). The labour market has been challenging over past 18 months and particularly the last six, requiring East Waste to undertake a market reset in order to attract and retain appropriate staff to carry out our service each day. This has impacted upon higher than CPI year on year increase required for FY25. Fuel has stabilised somewhat over the past 6 months, however the threat of volatility in this market is ever present. Borrowings are based on the most recent Local Government Finance Authority (LGFA) forecasts.

The FY25 increase to Member Councils has been reduced in the FY25 year through a Board decision to not apply the 1% common Fleet Costing Surplus. While this provides relief to Member Council fees, it results in the FY26 budget process commencing in a deficit position (assuming all costs and income remain equal). The net result is an increase marginally higher than CPI, which is unusual for East Waste, however is 1.2% lower than the projected increase forecasted within the East Waste Long Term Financial Plan.

The budget to deliver this Annual Plan, along with all East Waste's Services and legislative requirements is detailed in the following proposed 2024/25 Financial Papers (refer Attachment 1 – 5).

Table 1: 2024/25 Budget Summary - Waste Collection Services

	Income	Expenditure	Net Surplus /Deficit
	\$	\$	\$
Recurrent- Waste Collection	17,586,287	17,577,708	8,579
Recurrent - Corporate Administration	426,421	-	426,421
Service Initiatives	-	435,000	(435,000)
Capital Program	-	2,308,500	(2,308,500)
Total	18,012,708	20,321,208	(2,308,500)

Table 2: 2024/25 Budget Summary - Bin Maintenance Services

	Income	Expenditure	Net Surplus /Deficit
	\$	\$	\$
Recurrent	1,543,605	1,543,605	-
Service Initiatives	-	-	-
Capital Program	-	-	-
Total	1,543,605	1,543,605	-

Table 3: 2024/25 Budget Summary - Waste Processing Services

	Income	Expenditure	Net Surplus /Deficit
	\$	\$	\$
Recurrent	5,827,332	5,827,332	-
Service Initiatives	-	-	-
Capital Program	-	-	-
Total	5,827,332	5,827,332	-

Financial Statements

EAST WASTE

Projected Statement of Comprehensive Income (Budgeted)
for the Financial Year Ending 30 June 2025

FY2023		FY2024	FY2024	FY2025
Audited		Adopted	BR2	Proposed
Actuals		Budget		Budget
\$'000		\$'000	\$'000	\$'000
	Income			
21,188	User Charges	22,747	22,747	23,704
46	Investment income	20	55	48
-	Grants, subsidies and contributions	50	50	-
1,078	Other	1,322	1,372	1,552
22,312	Total	24,139	24,224	25,304
	Expenses			
7,476	Employee Costs	7,675	7,885	8,865
12,184	Materials, contracts & other expenses	13,275	13,514	13,118
2,108	Depreciation, amortisation & impairment	2,657	2,566	2,707
354	Finance costs	384	430	694
22,122	Total	23,991	24,395	25,384
190	Operating Surplus / (Deficit)	148	(171)	(80)
143	Asset disposals & fair value adjustments	18	60	80
333	Net Surplus / (Deficit)	166	(111)	-
-	Other Comprehensive Income	-	-	-
333	Total Comprehensive Income	166	(111)	-

EAST WASTE

Projected Balance Sheet (Budgeted)
for the Financial Year Ending 30 June 2025

FY2023		FY2024	FY2024	FY2025
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$'000		\$'000	\$'000	\$'000
	Assets			
	Current			
3,953	Cash & Cash Equivalents	3,001	2,100	2,508
746	Trade & Other Receivables	935	746	746
43	Inventory	50	43	43
4,742	Total	3,986	2,889	3,297
	Non-Current			
9,510	Infrastructure, Property, Plant & Equipment	10,490	11,066	13,721
9,510	Total	10,490	11,066	13,721
14,252	Total Assets	14,476	13,955	17,018
	Liabilities			
	Current			
1,266	Trade & Other Payables	1,311	1,216	1,227
2,306	Borrowings	2,200	2,355	2,285
871	Provisions	893	931	991
4,443	Total	4,404	4,502	4,503
	Non-Current			
8,490	Borrowings	8,402	8,185	11,187
136	Provisions	229	196	256
8,626	Total	8,631	8,381	11,443
13,069	Total Liabilities	13,035	12,883	15,946
1,183	Net Assets	1,441	1,072	1,072
	Equity			
1,183	Accumulated Surplus	1,441	1,072	1,072
1,183	Total Equity	1,441	1,072	1,072

EAST WASTE

Projected Statement of Cash Flows (Budgeted)
for the Financial Year Ending 30 June 2025

FY2023		FY2024	FY2024	FY2025
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$'000		\$'000	\$'000	\$'000
	Cash Flows from Operating Activities			
	Receipts			
22,455	Operating Receipts	24,069	24,119	25,256
46	Investment Receipts	20	55	48
	Payments			
(7,361)	Employee costs	(7,565)	(7,765)	(8,745)
(12,397)	Materials, contracts & other expenses	(13,275)	(13,514)	(13,118)
(304)	Interest Payments	(384)	(433)	(683)
2,439	Net Cash Flows from Operating Activities	2,865	2,462	2,758
	Cash Flows from Investing Activities			
	Receipts			
145	Sale of Replaced Assets	50	92	80
	Payments			
(587)	Expenditure on Renewal/Replaced Assets	(2,115)	(4,111)	(2,249)
(2,484)	Expenditure of New/Upgraded Assets	(40)	(40)	(60)
(2,926)	Net Cash Flows from Investing Activities	(2,105)	(4,059)	(2,229)
	Cash Flow from Financing Activities			
	Receipts			
4,525	Proceeds from Borrowings	2,115	2,115	2,114
	Payments			
(271)	Repayment of Lease Liabilities	(285)	(285)	(170)
(1,815)	Repayment of Borrowings	(1,944)	(2,086)	(2,065)
2,439	Net Cash Flow from Financing Activities	(114)	(256)	(122)
1,952	Net Increase (Decrease) in cash held	646	(1,853)	408
2,001	Cash & cash equivalents at beginning of period	2,355	3,953	2,100
3,953	Cash & cash equivalents at end of period	3,001	2,100	2,508

EAST WASTE

Projected Statement of Changes in Equity (Budgeted)
for the Financial Year Ending 30 June 2025

FY2023	FY2024	FY2024	FY2025
Audited Actuals	Adopted Budget	BR2	Proposed Budget
\$'000	\$'000	\$'000	\$'000
850 Balance at Start of Period - 1 July	1,275	1,183	1,072
333 Net Surplus / (Deficit) for Year	166	(111)	-
- Contributed Equity	-	-	-
- Distribution to Councils	-	-	-
1,183 Balance at End of Period - 30 June	1,441	1,072	1,072

EAST WASTE

Projected Uniform Presentation of Finances (Budgeted)
for the Financial Year Ending 30 June 2025

FY2023		FY2024	FY2024	FY2025
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$'000		\$'000	\$'000	\$'000
	Income			
21,188	<i>User Charges</i>	22,747	22,747	23,704
46	<i>Investment income</i>	20	55	48
-	<i>Grants, subsidies and contributions</i>	50	50	-
1,078	<i>Other</i>	1,322	1,372	1,552
22,312		24,139	24,224	25,304
	Expenses			
7,476	<i>Employee Costs</i>	7,675	7,885	8,865
12,184	<i>Materials, contracts & other expenses</i>	13,275	13,514	13,118
2,108	<i>Depreciation, amortisation & impairment</i>	2,657	2,566	2,707
354	<i>Finance costs</i>	384	430	694
22,122		23,991	24,395	25,384
190	Operating Surplus / (Deficit)	148	(171)	(80)
	Net Outlays on Existing Assets			
(587)	<i>Capital Expenditure on Renewal and Replacement of Existing Assets</i>	(2,115)	(4,111)	(2,249)
2,108	<i>Depreciation, Amortisation and Impairment</i>	2,657	2,566	2,707
145	<i>Proceeds from Sale of Replaced Assets</i>	50	92	80
1,666		592	(1,453)	538
	Net Outlays on New and Upgraded Assets			
(2,484)	<i>Capital Expenditure on New and Upgraded Assets</i>	(40)	(40)	(60)
-	<i>Amounts Specifically for New and Upgraded Assets</i>	-	-	-
-	<i>Proceeds from Sale of Surplus Assets</i>	-	-	-
(2,484)		(40)	(40)	(60)
(628)	Annual Net Impact to Financing Activities (Surplus/(Deficit))	700	(1,664)	398

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item:	12.3
Responsible Officer:	James Szabo Senior Strategic and Policy Planner Community and Development
Subject:	Local Heritage Code Amendments – Approach and Preliminary Engagement
For:	Decision

SUMMARY

In the early 2000s, the Adelaide Hills Council commissioned the Torrens Valley Heritage Survey and the Onkaparinga Valley Heritage Survey. The surveys provided a detailed and authoritative analysis of the themes and events that shaped the district.

From this history the surveys recommended that a range of heritage assets including buildings and landmarks be recognised as Local Heritage Places, in addition to the introduction of Historic (Conservation) Policy Areas across various townships. The recommendations of the survey informed the Local Heritage (Public Places) Development Plan Amendment (DPA) which resulted in the listing of public, institution and church owned buildings across the Valleys. However, this process only achieved protection of a small number of the total heritage assets identified in the surveys, with follow up DPA stages earmarked to address this gap.

With the significant changes brought on by the State-led reform process, the follow up stages were delayed. This provided an opportunity to examine the impacts on the heritage policy setting from the introduction of the Planning and Design Code (the Code) and consider what opportunities the new system presents to strengthen heritage protection in the Adelaide Hills. Based on this analysis it is being recommended that a revised approach to the initial staging is necessary in order to supplement the original Public Places DPA and address the policy gaps in the Code.

The recommended approach will aim to introduce the previously earmarked Local Heritage Places in addition to proposing the introduction of Historic Area Overlays within townships – where there are significant intact historic building clusters as recognised in the original surveys. In order to deliver this efficiently and effectively it is being proposed that the themes and events that shaped the Torrens Valley and Onkaparinga Valley be addressed separately and listing and identification of historic assets in each be pursued as individual Code Amendments. This will provide scope for a process that is thematically aligned to each Valley and can be staged to manage resources.

To inform the drafting of the amendments, a discrete preliminary engagement process is being proposed as an initial step to understand landowner sentiment, ahead of finalising the Proposal to Initiate documentation package for Council consideration later this year.

RECOMMENDATION

Council resolves:

- 1. That the report on the Local Heritage Code Amendments – Approach and Preliminary Engagement be received and noted.**
 - 2. That the administration proceed with investigations that explore the opportunities to further strengthen the heritage policy framework within the Planning and Design Code as it applies to the Torrens Valley and the Onkaparinga Valley, including consideration of Local Heritage Places and Historic Area Overlays.**
 - 3. That the administration proceed with a thematically aligned approach to the Torrens Valley and the Onkaparinga Valley Heritage Code Amendments which will allow for staging.**
 - 4. That the administration undertake preliminary engagement with property owners directly affected by a proposed Local Heritage Place listing associated with the Torrens Valley or the Onkaparinga Valley Heritage Code Amendment process.**
-

1. BACKGROUND

The Adelaide Hills Council commissioned surveys of the heritage and character assets that exist across the Torrens and Onkaparinga Valleys in an effort to identify and consolidate a list of sites and recommendations to strengthen heritage protection. This process included a review of the Gumeracha Heritage Survey commissioned by the District Council of Gumeracha in 1994 and a revision of the Onkaparinga Valley Heritage Survey from 2000. These surveys aimed to identify and reassess local heritage recommendations previously made under existing heritage surveys and identify areas with considerable historic significance to be protected under Historic (Conservation) Policy Areas for inclusion in the Council's Development Plan.

Following the completion of the surveys in 2004 a Statement of Intent (SOI) for a Local Heritage Development Plan Amendment (DPA) was endorsed by the Council's Planning Policy Committee (SPDPC) and subsequently the Minister. The SOI aimed to incorporate survey recommendations, expand the Local Heritage List, consider Historic Conservation Policy Areas, and review heritage protection provisions. In 2008, a revised SOI suggested excluding Historic (Conservation) Policy Areas and embedding heritage values into zones. However, in 2010, the endorsement of a revised DPA was deferred by Council's SPDPC for further consideration. In 2011, the Story of the Hills Project identified 95 additional Local Heritage Places. Subsequent revisions in 2015 outlined a three-stage approach focusing on Local Heritage Places, leading to the Public Places DPA. In 2021 the planning and Design Code eliminated Desired Character Statements and Policy Area distinction, necessitating investigations in 2023 to identify opportunities to address policy gaps and reconsider Heritage Area designation alongside Local Heritage place listings for private places.

It is worth noting that through the reform process Council made numerous submissions to the State Planning Commission expressing concerns regarding the lack of recognition in the proposed Code to the important historic themes throughout the Council Area, in particular the Torrens Valley and the Onkaparinga Valleys. This concern largely arose from the loss of

Desired Character Statements which provided important contextual and historic analysis of townships to guide development. This loss of contextual policy guidance has not been addressed in revisions of the Code to date and the Minister has since made it clear that it is the responsibility of councils to strengthen the heritage framework in the Code as it applies to their Council areas.

Following the Minister’s announcement, Policy Planning staff have been examining the opportunities in the Code to expedite changes that can address the gaps created through the introduction of the Code.

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal 1	A functional Built Environment
Objective B2	Preserve and enhance the unique character of the Hills for current and future generations
Priority B2.4	Ensure our planning framework, council policies and guidelines support privately owned local heritage places

A Local Heritage Code Amendment intends to preserve places identified as warranting heritage protection. The application of provisions from the Planning and Design Code found in the Local Heritage Places Overlay, in conjunction with the Heritage Adjacency Overlay, and the Historic Area Overlay provide direction to developers and planners which preserve and enhance the unique character of specific sites and the surrounding locality.

Additionally, the provisions of the Historic Area Overlay support development which responds to the existing built form and character of the locality outlined in the relevant Historic Area Statement. This overlay not only supports the retention of structures which warrant heritage protection in individual townships for future generations but promotes design which reinforces and enhances this character in future Development Applications.

➤ Legal Implications

Planning, Development and Infrastructure Act 2016

Amendments to the Planning and Design Code are made under the above-mentioned legislation. If the proposed Code Amendment is approved by the Minister, this policy will have ongoing implications for new Development Applications lodged across the Adelaide Hills Council. This will include the application of provisions outlined in the Local Heritage Places Overlay, Heritage Adjacency Overlay and Historic Area Overlay. Policies from the Code relating to these sections will be applied as part of an assessment to development proposed at affected sites.

In order for a place to be designated as a Local Heritage Place in the Planning and Design Code, it is required to meet one of the criteria outlined in section 67 of the *Planning, Development and Infrastructure Act, 2016*. Additionally, Local Heritage Places listed in the Planning and Design Code are to be inserted into the Heritage Places Database in accordance with the *Heritage Places Act 1993*.

➤ **Risk Management Implications**

The proposed Torrens Valley and Onkaparinga Valley Heritage Code Amendments will assist in mitigating the risk of:

Not maintaining a current and relevant set of planning policies, leading to inappropriate development outcomes.

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

The approval of the proposed Code Amendments will introduce policies across the Torrens and Onkaparinga Valleys which will promote the retention of structures considered to warrant heritage protection, as well as promote appropriate and considered design throughout historic precincts within relevant townships.

➤ **Financial and Resource Implications**

Fees normally administered by Plan SA are waived for Code Amendments undertaken by Council. It is anticipated that as the Code Amendments progresses additional investigations may be required to ensure that the evidence that supports a proposed listing is adequate. This may require additional assessment by a heritage consultant, the input of which will be determined at future stages.

The costs associated with the preliminary engagement process will be accommodated within the Policy Planning budget.

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

The Code Amendments inherently seek to promote township character and heritage across the Adelaide Hills Council. This will ensure that the unique and individual character of the towns subject of the changes are preserved and enhanced for the current community, as well as the many people who will choose to live and visit the Valleys in the future.

The proposed preliminary engagement process will be used to stimulate discussion about heritage and gather views regarding what is being proposed by the Code Amendment.

➤ **Sustainability Implications**

Given the proposed Code Amendments seek to retain buildings across the council area, this will promote the adaptive reuse of buildings.

➤ **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>	04/03/2024
<i>Advisory Groups:</i>	Not Applicable
<i>External Agencies:</i>	Planning and Land Use Services
<i>Community:</i>	Not Applicable

At the 4 March 2024 Council Workshop, a summary of investigations was provided to the Council outlining the detail of a revised scope and a number of possible approaches to deliver the changes. The feedback from the workshop confirmed that a Local Heritage Code Amendment should aim to deliver a strengthened heritage framework for the Valleys, including addressing gaps created by the introduction of the Planning and Design Code. In terms of the approach there was a clear appetite to ensure that efficiencies are found in the process to expedite the introduction of the proposed policy changes.

In determining the best pathway to deliver the amendments, staff have sought the advice of Senior Staff at Planning and Land Use Services (State Planning Department). The general advice received has recommended that due to the volume of documentation required to support a heritage Code Amendment, coupled with the number of proposed listings, Council should consider options that allow for staging of the amendments, so as to provide scope for flexibility and to assist with managing resources through the Code Amendment phases. In addition, citing recent examples of similar Code Amendments it has become evident that separating the amendment based on thematic alignment would provide the most efficient and holistic pathway.

➤ **Additional Analysis**

The distinctive identity of the Adelaide Hills is intricately linked to its settlement and agricultural heritage, making it imperative for Council to prioritise the preservation of important historical assets – such as those identified in the Torrens Valley and Onkaparinga valley surveys, for present and future generations.

As a result of the detailed survey recommendations and the policy tools now available in the new planning system it is being proposed that a holistic approach be adopted. This will be achieved by building upon the Local Heritage – Public Places Development Plan Amendment with the inclusion of an additional 285 local heritage places, and further strengthened by the application of Historic Area Overlays. The Historic Areas proposed under the Torrens Valley Heritage Code Amendment include Birdwood, Cudlee Creek, Forreston, Houghton, Inglewood and Kersbrook. With the Historic Areas proposed under the Onkaparinga Valley Heritage Code Amendment including Balhannah, Charleston, Lobethal, Oakbank, Verdun and Woodside

It is noted that a number of heritage assets have undergone development since the surveys, which may affect recommendations for individual sites. This includes the demolition of, or modification to structure in such a way which forgoes the initial recommendation. An initial review of the proposed listings has been undertaken, however, it is intended that a complete list of modified and demolished structures will be compiled during and after preliminary engagement with affected landowners. Once the completed list is compiled, the total number of local heritage places is expected to decrease as local residents alert the council to demolition or alterations that have not been identified through the investigation.

The key components of the Code Amendment from a policy perspective include the following:

Local Heritage Place Overlay

The insertion of allotments into the Planning and Design Code as Local Heritage Places will afford protections to these places under the *Planning, Development and Infrastructure Act*

2016, including the provisions outlined in the Local Heritage Places Overlay. This Overlay seeks to maintain the heritage and cultural value of the place through conservation, ongoing use, and adaptive reuse. Additionally, this overlay is spatially applied to an entire allotment rather than just a specific building, despite the listing outlining which item on the allotment has warranted heritage protection. This ensures that any development on the allotment would trigger the provisions of the overlay during an assessment, allowing for considered decisions to be made which are sympathetic to any heritage protections.

Heritage Adjacency Overlay

The Heritage Adjacency Overlay will be spatially applied to surrounding allotments to manage the impact adjoining development will have on listed places. This overlay is primarily concerned with the built form on adjoining allotments, supporting development adjacent to a Local Heritage Place that does not dominate, encroach on, or unduly impact on the setting of the Place. This overlay is unlikely to detract from the development potential of allotments adjoining Local Heritage Places but will assist in preserving the local significance of these sites.

Historic Area Overlay

The Historic Area Overlay, which replaced the Historic (Conservation) Policy Areas under the Development Plan, provides a holistic approach to assessment of heritage areas, promoting building design which corresponds to the existing character of the locality as outlined in the Historic Area Statement. This statement outlines the building trends and core characteristics of an area which are to be retained and reinforced through promoting the retention of buildings which meet these points as well as the introduction of development which reinforces these features. The Historic Area Statement includes a list of buildings which are specifically outlined as meeting the included provisions, these are known as Representative Buildings.

Impact on Exemptions

In accordance with Schedule 4 of the *Planning, Development and Infrastructure (General) Regulations 2017*, allotments located in either the Local Heritage Places Overlay or the Historic Area Overlay are exempt from a number of exclusions from the definition of development. Resultantly, additional works are considered development at these sites and will require a Development Application. Primarily, this excludes buildings in either overlay being demolished without approval. However, it is noted that this does not necessarily infer that all development requiring a Development Application cannot be undertaken, it will just require assessment against the provisions of the Planning and Design Code.

Alternatively, the Character Area Overlay has been considered as a pathway for spatially applying the recommendations of the Torrens Valley and Onkaparinga Valley Heritage Surveys. This overlay functions in much the same way as the Historic Area Overlay and includes capacity for a Character Area Statement and Representative Buildings, however, the exclusions to the definition of development under Schedule 4 of the *Planning, Development and Infrastructure (General) Regulations 2017* do apply to allotments located in this overlay. This essentially allows for the demolition of buildings in this overlay without approval, unless also listed as a state or local heritage place. Given this, the Character Area Overlay does not provide the same protections as a Historic Area Overlay, however it may be adopted as an option for townships where the built form of a historic precinct is a more minor component of the heritage value.

The rationale for a staged approach is provided below:

Staging

As discussed it is being proposed that the heritage recommendations for the Torrens Valley and Onkaparinga Valley be drafted as two separate Code Amendments. While this will allow flexibility to allocate resources to support the progression of each component of the Code Amendment as required during the formal process, to ensure efficiency in the early phase and send a clear signal of Council's intentions, it is being recommended that the Proposal to Initiate documentation for each Code Amendment be lodged simultaneously with the Minister.

Following commencement approval from the Minister, the draft Torrens Valley Heritage Code Amendment will be progressed first. This has been determined based on the Torrens Valley heritage survey providing a more comprehensive account of heritage assets, which includes elements supporting individual items not found in the Onkaparinga Valley Heritage Survey. As such it is expected that the Torrens Valley Heritage Code Amendment will require less time and resources to be ready to submit as a draft Code Amendment. It is expected that to draft the Torrens Valley Code Amendment and undertake community engagement will take approximately six months.

At the conclusion of the community engagement process for the Torrens Valley Code Amendment, the draft Onkaparinga Valley Heritage Code Amendment will be progressed. It is considered that efficiencies will be gained from experience with the former process, and it will allow time for additional investigations to be undertaken in order to ensure the evidence base to support any proposed changes is sufficient.

Pending the requirements of the Minister and the outcomes of the community engagement process, it is considered that both Code Amendments could be implemented within 12-18 months of initiation. A detailed project plan and schedule will be further developed and tabled for consideration by Council as part of the Proposal to Initiate documentation package.

Preliminary Engagement

Property owners directly affected by a proposed Local Heritage Place listing are expected to have the highest level of interest in the effect of the Code Amendment, in terms of their responsibilities as well as impacts a listing will have on development potential. For this reason, a discrete preliminary engagement process is being recommended for these affected property owners.

This engagement seeks to inform landowners of the Council's intentions to preserve historical buildings and will consult them on the best means to achieve this goal. This will include understanding their views on the process as well as any concerns they may have with their property being considered for heritage listing. This will also open direct dialogue between affected landowners and Staff and establish a communication pathway for future engagement activities. An example of the draft engagement collateral has been provided in **Appendix 1**. Councillors will be notified when this engagement will be scheduled and provided with a set of FAQs, a list of properties to be engaged and mapping to help disseminate the proposed changes easily.

In terms of the approach to community engagement, it is common for a proponent of a Code Amendment to undertake preliminary engagement. This is often viewed as an important first step in an engagement approach, which helps to guide and scope up both the Code

Amendment and an associated community engagement plan. The information and feedback gathered through a preliminary engagement process will contribute to meeting the requirements of the *Community Engagement Charter* and is being recommended as a crucial step.

An analysis of the preliminary engagement feedback will be provided to Council to inform the Proposal to Initiate Code Amendment documentation package and may influence the approach taken to the Code Amendments, including what heritage places should be listed and whether early commencement proceedings are necessary.

The endorsement of a revised approach and the commencement of the preliminary engagement process will mark an important milestone ahead of the Code Amendment being tabled for initiation in the coming months.

3. OPTIONS

Council has the following options:

I. To endorse investigations aimed at strengthening the heritage policy framework within the Planning and Design Code for the Torrens Valley and Onkaparinga Valley, incorporating Local Heritage Places and Historic Area Overlays, via a staged approach. This involves proceeding with thematically aligned Heritage Code Amendments for both valleys, allowing for staged implementation, while also initiating preliminary engagement with property owners affected by proposed Local Heritage Place listings. (Recommended)

II. To reconsider how the recommendations made in the Torrens Valley Heritage Survey and Onkaparinga Valley Heritage Survey could be proposed as Code Amendments (Not Recommended)

Should the Council favour this option it will require the project to be re-scoped, which will incur delays.

III. To not endorse the investigations, staged approach and preliminary engagement of the Torrens Valley and Onkaparinga Valley Heritage Code Amendment (Not Recommended)

Should the Council elect to not proceed with the Code Amendments it will risk further degradation and loss of the heritage fabric of the Torrens Valley and Onkaparinga Valley.

4. APPENDICES

(1) Draft Preliminary Engagement Content and Questionnaire

Appendix 1
*Draft Preliminary Engagement Content
and Questionnaire*

24 May 2024

Name

Address 1

Address 2

Dear Landowner,

Invitation to engage with the Adelaide Hills Council regarding Local Heritage and the Planning and Design Code

As a result of a heritage survey of the [Onkaparinga/Torrens](#) Valley conducted by the Adelaide Hills Council a number of years ago, your property has been identified as exhibiting heritage value which the Council is seeking to preserve. Information regarding how to access the surveys is provided below.

The surveys aimed to identify specific buildings and landmarks which demonstrate significant heritage value across the Adelaide Hills. The Council is in the process of drafting a Code Amendment that will seek to [have your building recognised in the Planning and Design Code as a Local Heritage Place](#) to provide heritage protection under the Planning, Development and Infrastructure Act.

Currently, the Council is seeking initial feedback from landowners who will be directly affected by the Code Amendment before it has been initiated. Once the proposed Code Amendment has been submitted to the State Planning Commission, the Council intends to host public forums with additional information on the process and anticipated impact of the Code Amendment.

In support of this process, the Council has developed a FAQ page relating Local Heritage Listings under the Planning and Design Code section of Adelaide Hills Council website. This will be continually updated as part of the Code Amendment process to reflect the progress of this initiative. This information will be available using the QR Code on the reverse of this page or online at www.ahc.sa.gov.au.

Further information on the surveys can be accessed on the Adelaide Hills Council website which will identify the building on your allotment as well as background information on the site and heritage themes that give your property its heritage significance. This can be accessed through scanning the QR Code on the reverse of this page or online at www.ahc.sa.gov.au. Due to the age of the surveys, the address of some allotments the information on individual heritage items may be incorrect or outdated. Any clarification on these items can be sought though contacting the Strategic and Policy Planning Team using the contact details below.

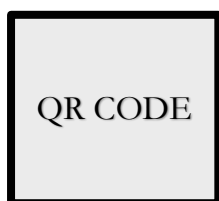
The Council is interested in receiving any feedback from landowners directly affected by this process, and is seeking initial feedback via the enclosed questionnaire. There is also space to voice any concerns you may have with this process or the functionality of the Planning and Design Code or the Planning, Development and Infrastructure Act 2016 as it relates to local heritage.

Finally, as part of our commitment to transparency and community engagement, the Council is currently reviewing its Management of Built Heritage Policy, which acts as a pathway to resolve disputes that arise in the process of seeking to list Local Heritage Places. This review intends to ensure any resident involved in the process is made aware of the options available, as well as creating a concise pathway toward resolution. Council would welcome any feedback on the revised policy, which can be accessed through scanning the QR Code on the reverse of this page or online at www.ahc.sa.gov.au.

Further information will become available on this process once the Code Amendment has been initiated by the Minister for Planning. If you would like to contact the team to address any queries or discuss any concerns you may have in greater detail, please contact the Strategic and Policy Planning Team directly on 8408 0503.

Warm regards,

Strategic and Policy Planning Team





Local Heritage Code Amendment Pre-Initiation Questionnaire

This questionnaire provides information that can be used to understand the initial concerns and opinions of landowners towards a Local Heritage Code Amendment. Your responses to questions 1-6 will be used to inform the Code Amendment. Your personal details will remain confidential.

Name:		Date:	
Email Address:			
Contact Number:			
Address:			

1. Were you previously aware of the Heritage Significance of the subject building on your allotment?
2. Do you intend to undertake any development at your allotment within 5 years of receiving this letter?
3. Has any building on your allotment been significantly altered, damaged or fallen into a state of disrepair since the relevant Heritage Survey was conducted? If yes, please provide a brief description of what has occurred:
4. Are you familiar with the local heritage planning framework and the Code Amendment process?
5. Are you familiar with the information available on the Council website regarding the proposed Code Amendment? If yes, was this information helpful and would any additional information be useful?



6. Do you have any concerns or queries related to the potential of the subject building being recognised in the Planning and Design Code as a Local Heritage Place?

Please indicate your preferred contact method:	Email:	Phone:	Post:
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Yes Unsure No



**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item: 12.4

Responsible Officer: Matt Ahern
Team Leader Regulatory Services
Community and Delevopment

Subject: Draft Animal Management Plan 2024-2029

For: Decision

SUMMARY

This report presents the final draft Dog and Cat Animal Management Plan 2024-2029 (**Appendix 1**) for Council's consideration and adoption. The proposed final draft Dog and Cat Animal Management Plan 2024-2029 (DCAMP) comprises animal management objectives and strategies developed from feedback obtained through two phases of community engagement and input from Council Members and staff. This report seeks adoption of the final draft DCAMP and for it to be forwarded for approval to the Dog and Cat Management Board.

RECOMMENDATION

Council resolves:

1. That the report on the Draft Animal Management Plan 2024-2029 be received and noted.
2. That the Draft Dog and Cat Animal Management Plan 2024-2029 be adopted
3. That the CEO provide the Dog and Cat Animal Management Plan 2024-2029 to the Dog and Cat Management Board for approval.
4. That the Chief Executive Officer be authorised to make any formatting, nomenclature or other minor changes to the Draft Animal Management Plan 2024-2029

1. BACKGROUND

All councils are required to develop and maintain a plan of management relating to dogs and cats for their areas pursuant with Section 26A of the Act. These plans are referred to as Animal Management Plans and are reviewed every five years. The five year term for the current Adelaide Hills Council Dog and Cat Animal Management Plan (DCAMP) expired at the end of 2022 and therefore requires review and approval by the Dog and Cat Management Board.

At its meeting on 24 October 2017, Council resolved to adopt the Dog and Cat Animal Management Plan 2018-2022.

12. OFFICER REPORTS – DECISION ITEMS

12.1. Draft Dog and Cat Animal Management Plan 2018 - 2022

Cr Jan Loveday declared a Material Conflict of Interest at Agenda Item 5 'Declaration of Conflict of Interest by Members of Council' in relation to Item 12.1. Cr Loveday left the Chamber and did not participate in the vote.

6.20pm Cr Jan Loveday left the Chamber

Moved Cr Linda Green
S/- Cr John Kemp

241/17

Council resolves:

1. That the report be received and noted
2. That the Draft Dog and Cat Animal Management Plan 2018-2022 contained within Appendix 1 of this report be adopted with the addition of the words 'moderate and high biodiversity value precincts' for Woorabinda Bushland Reserves on page 49 of Plan.
3. That the Dog and Cat Animal Management Plan 2018-2022 be forwarded to the Dog and Cat Management Board for approval
4. That the Chief Executive Officer be authorised to make any formatting or non-significant grammatical and/or content changes to the Draft Dog and Cat Animal Management Plan 2018-2022 for publication purposes during the period of its currency.

Carried Unanimously

The proposed consultation plan for the draft Dog and Cat Animal Management Plan 2024-29 was presented at Council's Information and Briefing session on 21 June 2022.

2. ANALYSIS

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

Strategic Plan 2020-24 – A brighter future

Goal	A valued Natural Environment
Objective N2	Recognise the benefits of ecosystem services and improve environmental resilience by reducing environmental impacts
Priority N2.2	Explore opportunities and take appropriate actions to monitor current and emerging threats to biodiversity including feral cats and Phytosphthora
Objective N3	Nurture valuable partnerships and collaborations and engage the local community in the management of our natural environment
Priority N3.1	Increase knowledge and environmental awareness within the community through engagement and education
Goal	A progressive Organisation
Objective O5	We are accountable, informed, and make decisions in the best interests of the whole community
Priority O5.2	Make evidenced-based decisions and prudently assess the risks and opportunities to our community before taking action

➤ **Legal Implications**

Each council must, in accordance with Section 26A of the *Dog and Cat Management Act 1995* (the Act), prepare a plan relating to the management of dogs and cats within its area.

➤ **Risk Management Implications**

The endorsement of the proposed final draft DCAMP will assist in mitigating the risk of:

The Council failing to meet its animal management responsibilities and its obligations pursuant to Section 26A of the Dog and Cat Management Act 1995 to have an DCAMP in place and approved by the Dog and Cat Management Board.

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

➤ **Financial and Resource Implications**

There are no financial or resource implications relating to this report by endorsing the final draft DCAMP.

Many of the strategies within the proposed final draft DCAMP will be undertaken with existing resourcing and therefore there will be no additional resources required for these actions. However, there are several strategies within the final draft DCAMP that will involve the need for additional resources, if adopted and implemented. Strategies contained within the adopted DCAMP that cannot be resourced from recurrent budgets will be presented to Council for funding through the annual budget development process.

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

Implementing actions arising from the DCAMP will lead to improved community confidence in Council in this regard. This can be achieved by meeting objectives and key performance measures highlighted in the DCAMP. These objectives and key performance measures were developed taking into consideration feedback obtained through two stages of community engagement.

➤ **Sustainability Implications**

Council's final draft DCAMP contains objectives to minimise the environmental damage that can be caused by dogs and cats through measures such as encouraging responsible pet ownership.

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

Community engagement was sought during 2 stages. This engagement sought feedback from key stakeholders and the community on the draft DCAMP, which was at Council workshops on 17 January 2023 and 12 December 2023.

The community engagement undertaken to date included:

- Local publications
- Posters and signage at Vets, Pet Shops and Council (Gumercha, Stirling and Woodside)
- Information on Council's website
- Notification on social media
- SMS, email
- Writing to key stakeholders
- Road side community signage

- Webinar
- Submissions via writing, email, phone and online engagement tool

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not Applicable
<i>Council Workshops:</i>	Three Council Workshops on 21 June 2022, 17 January 2023 and 12 December 2023
<i>Advisory Groups:</i>	Not Applicable
<i>External Agencies:</i>	Dog and Cat Management Board
<i>Community:</i>	Public Consultation on 13 March 2023, Public Webinar 27 April 2023 and 15 May 2023

➤ **Additional Analysis**

Council commenced the first stage of consultation with the community from 29 March 2023 to 2 May 2023. A total of 609 people participated during this stage of consultation and the results from this stage informed the first draft of the DCAMP. Council also ran a webinar with 12 participants during stage one.

During the second stage of consultation from 18 January 2024 to 26 February 2024, 915 people visited the Community Engagement Hub page, the draft DCAMP was downloaded 391 times and 18 people participated in the consultation of the DCAMP 2024-2029. This stage was incorporated into the final draft which is being presented to the Council.

Over the 2 stages of consultation Council had 627 participants, 12 webinar participants, 20 emails and 16 social media comments.

3. **OPTIONS**

Council has the following options:

- i. Adopt the proposed final draft of the DCAMP as attached in **Appendix 1** to be forwarded to the Dog and Cat Management Board for approval and implementation (Recommended).
- ii. Not endorse the final draft DCAMP (Not Recommended).
- iii. Seek changes to the draft DCAMP.

Should Council identify the need for substantial amendments to the draft DCAMP, 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 Council for further consideration.

4. **APPENDICES**

- (1) Adelaide Hills Council Final Draft Dog and Cat Animal Management Plan 2024-2029 for Adoption

Appendix 1

*Final Draft Dog and Cat Animal Management Plan
2024-2029 for Adoption*

**ADELAIDE HILLS COUNCIL
DOG AND CAT ANIMAL
MANAGEMENT PLAN 2024-
2029**



Adelaide Hills
COUNCIL

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1. INTRODUCTION

This Dog and Cat Management Plan (DCMP) has been prepared to build on Council's 2018-2022 DCMP and provide a plan for activities, services and programs that Adelaide Hills Council will deliver to support and encourage responsible dog and cat ownership over the next five years.

Nationally, 69% of households have at least one pet – 48% owning a dog and 33% owning a cat. While this figure is on par with 2021 figures, it's an increase of 6.1% since 2019, indicating a substantial increase in pet ownership since the beginning of the COVID-19 pandemic.

Pets can be wonderful companions. The extended periods at home during the pandemic meant that pet owners had the time to strengthen the bond with their pets - and the opportunity for anyone considering adding a new pet to their household to do so. The academic research shows that pets provide significant psychological and physiological benefits including improvements to cardiovascular health, physical fitness, immune system development, psychological health and child development, as well as benefits of pets acting as social enablers.

In South Australia, the *Dog and Cat Management Act 1995* (the Act) provides for the management of dogs and cats in the community. The objectives of Act are to:

- Encourage responsible dog and cat ownership;
- Reduce public and environmental nuisance caused by dogs and cats; and
- Promote the effective management of dogs and cats.

Section 26A of the Act, require all Councils to produce a Plan of Management relating to dogs and cats within their local area. They are called Animal Management Plans and/or Dog and Cat Management Plans and are produced every five years.

The plan must include provisions for parks where dogs may be exercised off-leash and for parks where dogs must be under effective control by means of physical restraint and may include provisions for parks where dogs are prohibited.

The responsibilities delegated to Councils under the Act that are of relevance to this plan are to:

Dog registration:

- Maintain a register of dogs and make this available for inspection by members of the public;
- Appoint a suitable person to be registrar;
- Appoint at least one full-time authorised person or make other satisfactory arrangements for the exercise of the functions and powers of authorised persons; and
- Make satisfactory arrangements for the detention of dogs seized under this Act and may make such arrangements for cats seized under this Act.

Dog and Cat responsibilities:

- Ensure that all dog and cat registrations are kept on a statewide database known as Dogs and Cats Online (DACO);
- Ensure that all newly registered dogs are issued with a lifetime registration number on a disc reducing the environmental impact of issuing annual plastic discs;
- Ensure the mandatory microchipping and desexing of dogs and cats, with exemptions for working dogs;
- Encourage all breeders of dogs and cats to adhere to the "South Australian Standards and Guidelines for Breeding and Trading Companion Animals":
 - Breeders must also register with the Dog and Cat Management Board if they are intending to sell a dog or cat they have bred; and
 - A dog or cat must not be sold unless it has been microchipped in accordance with the Act.

- Ensure that breeders and sellers include their contact details and breeder registration number in any advertisement placed for the sale of a dog or cat.

This is the Adelaide Hills Council's Dog and Cat Animal Management Plan for 2024- 2029 ("Plan").

It includes strategies to manage dogs and cats and sets out how Council's responsibilities under the Act will be addressed.

- Section 2 describes the steps we took in preparing this Plan;
- Section 3 describes the community and geographic profiles of the Adelaide Hills Council area;
- Section 4 describes the context and background into developing the Plan. This includes:
 - The Council's plans and strategies that might have a bearing on the Plan;
 - A description of the legislation and by-laws required for animal management;
- Section 5 provides a description of existing animal management services by Council;
- Section 6 provides a summary of the community feedback received in response to the draft Plan; and
- Section 7 provides the objectives, strategies and key performance measures that make up our Plan.

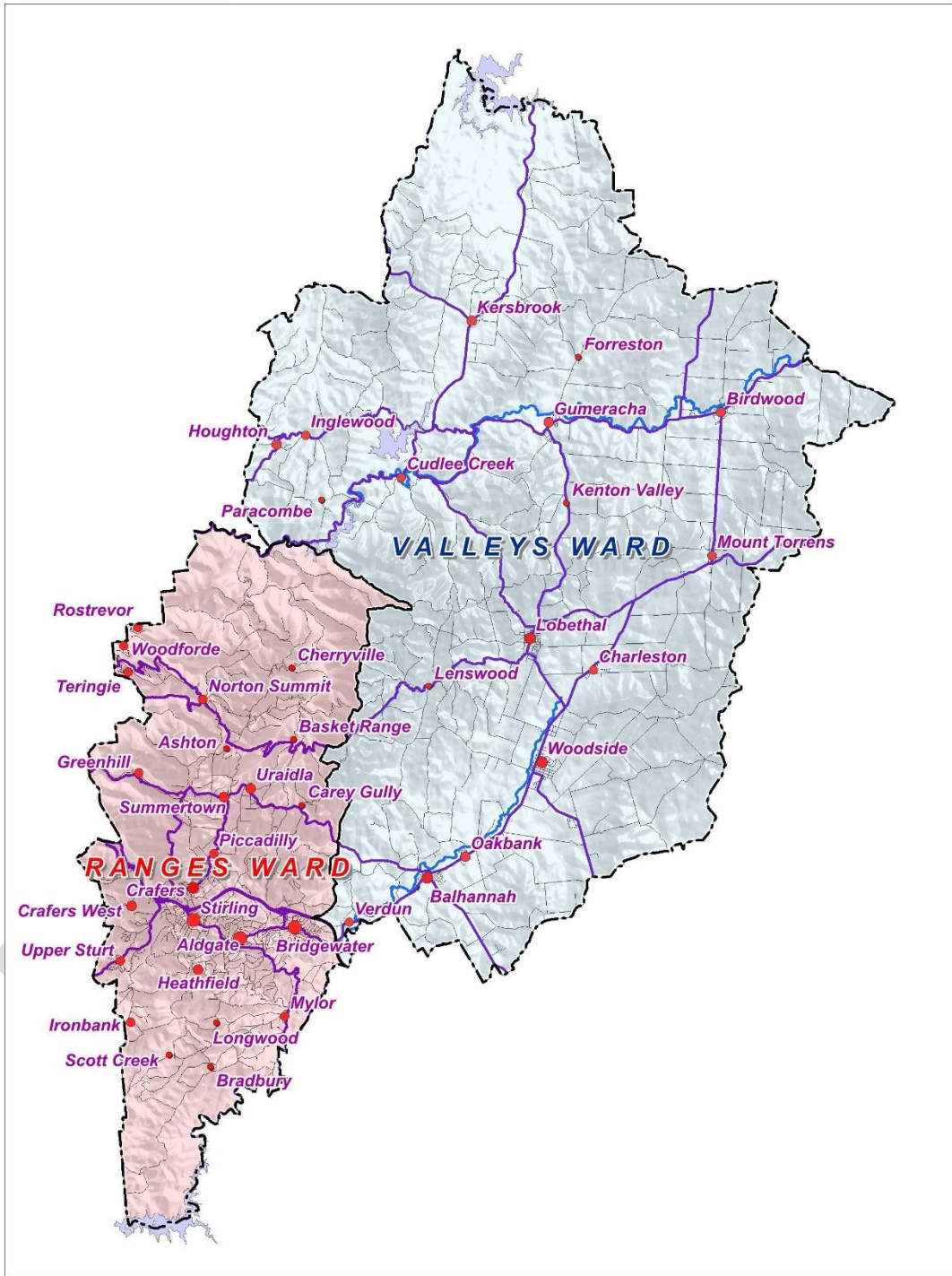
Appendix 1 contains a list of the parks and public reserves where dogs may be exercised off leash, those where they are required to be under effective control by means of physical restraint and the parks and public reserves in which dogs are prohibited from entering.

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2. HOW WE PREPARED THE PLAN

The steps we took in preparing the Plan	
Community and geographic profiles	An understanding of the community and geographic profiles will ensure the Plan reflects the special attributes of the Adelaide Hills Council district. This is described in Section 3
Relevant Strategies and Plans	We reviewed relevant Council plans and strategies and their implications for this Plan. This included (but was not limited to) the outgoing Animal Management Plan 2018-2022, the Council's Strategic Plan 2020-2024 and the Adelaide Hills Council Biodiversity Strategy 2019-2024. This is described in Section 4.1
Legislation	The <i>Dog and Cat Management Act 1995</i> is the foundation for Council's animal management service. Developing this Plan is an opportunity to review our animal management service to improve the outcomes achieved. The legislation is described in Section 4.2
By-laws	The Council has two animal management by-laws – one in relation to dogs and one in relation to cats. In preparing this Plan, we considered the requirements contained in these by-laws. The animal by-laws are described in Section 4.2.
Existing services	Preparing the Plan is an opportunity to reflect on the existing animal management service provided by the Council and consider possible improvements. The existing animal management service is described in Section 5
Community feedback	The community's views were a core element in preparing the Plan. Extensive feedback was obtained and this has been incorporated into the Plan where possible and appropriate. The community engagement process and feedback received is explained in Section 6.

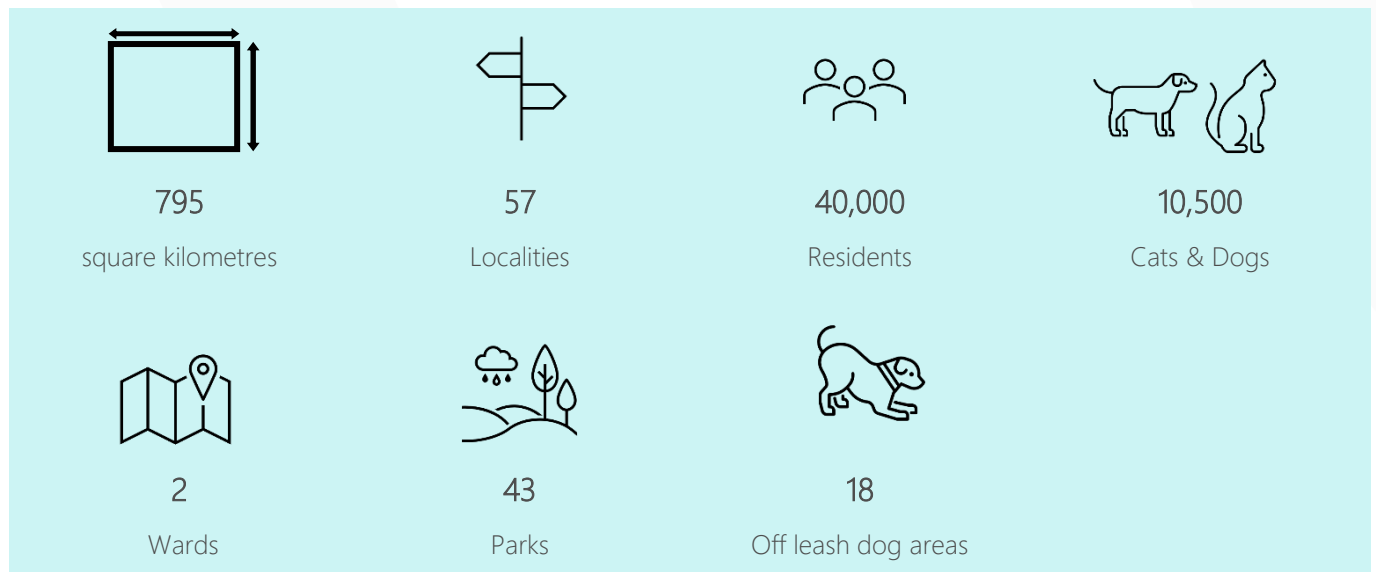
3. COMMUNITY PROFILE



Adelaide Hills Council is the largest metropolitan council in South Australia spanning 795 square kilometres, encompassing 57 suburbs across 2 Wards. Pet ownership is woven into the fabric of the Council area. With over 40,000 residents and 10,000 known cats and dogs in our Council area and growing, it is understandable that Council takes responsible pet ownership and community safety very seriously.

The Plan will guide the Adelaide Hills Council's dog and cat management services and will be reviewed again in five years time. It will continue to evolve to align with any changes made to legislation including the Dog and Cat Management Act 1995. The Plan, developed through consultation with key stakeholders and the community, considers ongoing and

emerging animal management trends and drives standards of pet ownership which uphold community safety and liveability.



As our residential population grows, so does the number of pets living in our Council area. The potential implications of urban development and population growth in the landscape of increased pet ownership include:

- increased risk to public health and safety;
- greater demand for animal management services and infrastructure;
- greater accountability in response to community expectations including zero-tolerance to repeated non-compliance, and animal keeping practices which impact public safety and animal welfare.

In order to meet the increasing demands, we need to ensure we are:

- periodically reviewing allocation of funding and resources to ensure it matches areas of public need;
- exploring the use of technological tools to support service delivery;
- delivering programs and initiatives which drive education and awareness.

Pets in the Council area

In the Adelaide Hills Council area there are 8,677 dogs registered with 57% of households having at least one registered dog.

The most popular dog breeds in the region are:

- The "Oodle". These made up 10% of all dogs registered. The most popular being a Cavoodle (287) and Labradoodle (185).
- Border Collies (652 registered).
- Labrador Retriever (520 registered).
- Kelpie (464 registered) and Kelpie Cross (454 registered).
- Golden Retriever (305 registered).

The top 3 localities with the highest number of dogs registered:

- Aldgate – 729.
- Bridgewater – 681.
- Stirling – 567.

The top 3 localities with highest percentage of dogs registered:

- Verdun – 66% of the suburb own a dog.
- Bradbury – 33% of the suburb own a dog.
- Kenton Valley – 32% of suburb own a dog.

There are 1,376 cats registered in the Council area and 9% of households having at least one registered cat. The most popular cat breeds in the region are the “Domestic” breeds. These made up almost 75% of all registered cats. The most popular being Domestic Shorthair (718 registered) and Domestic medium hair (181).

The next most popular are:

- The Ragdoll (87 registered).
- The Burmese (60 registered).

The top 3 localities with the highest number of cats registered:

- Bridgewater – 137.
- Aldgate – 125.
- Stirling – 113.

The top 3 localities with highest percentage of cats registered:

- Marble Hill – 7% of the suburb have a registered cat.
- Castambul – 6% of the suburb have a registered cat.
- Chain of Ponds – 5% of the suburb have a registered cat.

4. THE PLANNING CONTEXT

4.1 Relevant Strategies and Plans

Council's plans and strategies were reviewed for their relevance to this Plan. The Adelaide Hills Strategic Plan 2020-2024 has particular relevance because it outlines the Council's key areas of focus for the coming years. Its goals are set out below along with their implications for the Council's animal management service.

Goal	Strategy	Relevance
B1: Our district is easily accessible for community, our businesses and visitors	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	Provide connectivity for dog walkers to move through the Council area and engage with others.
C2: A connected, engaged and supported community	C2.2 Support our ageing community to access services and continue to participate and contribute to community life	Consider ways to assist pet ownership amongst the elderly.
	C2.4 Increase participation from the broadest range of our community and engage with them to shape policies, places and decisions that affect them	Encourage the community to engage with Council on policies, plans and strategies around dog and cat management
C4: An active, healthy, thriving and resilient community	C4.2: Support the provision of formal and informal sport, recreation and play spaces for the community to enjoy	Recognise the role of dog walking in the promotion of active lifestyles.
	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	Assist pet owners in planning for and recovering from emergencies and natural disasters.
E2: Provide local infrastructure to drive growth and productivity	E2.4 Manage and maintain Council assets to maximise their utilisation and benefit to the community	Provide facilities for dog walkers to engage with others.
N1: Conserve and enhance the regional natural landscape character and amenity values of our region	N1.2 Manage reserves and open space to support the community, whilst balancing biodiversity conservation, resource use and environmental impacts	Reduce the impact of domestic pets on the environment and public spaces.
N2: Recognise the benefits of ecosystem services and improve	N2.2 Explore opportunities and take appropriate actions to monitor current and emerging threats to	Reduce the impact of domestic pets on the environment, townships and public spaces.

environmental resilience by reducing environmental impacts	biodiversity including feral cats and Phytophthora	
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4.2 Legislation

Dog and Cat Management Act 1995

The Act provides the foundation for the Council's animal management service. Key features of the Council's responsibilities under the Act are that:

- Dogs must be registered and identified.
- Dogs are not allowed to wander at large, attack a person or an owned animal, cause a nuisance or defecate in a public place (unless the owner immediately removes the faeces and disposes of them in a lawful and suitable manner). Dogs are required to be leashed on public roads and in public places (unless sign posted by Council to the contrary).
- Councils have the power to make a range of orders in relation to the keeping of dogs.
- Councils have the power to seize and detain dogs.
- There are specific requirements in relation to the detention/removal of cats from remote or fragile areas and in relation to unidentified cats in other areas. Cats are not required to be registered but are required to be microchipped. This remains a Council By-law Council decision.

Other legislative requirements managed by Council include:

Microchipping

All dogs and cats over the age of 3 months will be required to be microchipped, which is to be enforced as part of the annual registration process.

Desexing of dogs and cats

Dog and cat owners are required to desex all new generations of dogs and cats born after the date of 1st July 2018 and by the age of 6 months. Mandatory desexing will help to reduce the large number of unowned and unwanted cats in the community.

Sale of dogs and cats

Sellers of dogs and cats are to give the new owner a written notice setting out the identity of the seller, the identity of the breeder, details of vaccinations and other treatments, information relating to the microchip, desexing and other relevant medical information and in the case of a dog subject to control orders, details of the order.

Dog and Cat breeders

Anyone who breeds a dog or cat for sale are required to register as a breeder.

By Laws

Council has several By-Laws relevant to the management of dogs and cats. By-Laws are legally enforceable and penalties can apply. Where complaints about dogs and cats are received, Council officers use a common sense approach involving education and encouragement to achieve satisfactory outcomes with enforcement only undertaken where necessary.

Dog By-Law

Under the *Local Government Act 1999* and the *Dog and Cat Management Act 1995*, Council adopted the Dogs By-Law No. 5 which became operational in 2011.

In summary, the By-Law provides for the following:

Limits on dog numbers	<p>Prescribed limit:</p> <ul style="list-style-type: none"> • Within townships in small dwelling - one dog • Within townships on premises other than small premises - two dogs • Outside a township on any premise (other than working dogs) - three dogs
Dog exercise areas	A person may enter any park, where council resolved it to apply, for the purpose of exercising a dog under their effective control
Dog off leash areas	Any local government land or in a public place to which Council has resolved it to be a Dog off Leash area.
Dog on leash areas	Any local government land or in a public place to which Council has resolved it to be a Dog On Leash area.
Dog prohibited areas	<p>Any park where organised sport is being played; or</p> <p>On any children's playground on Local Government land; or</p> <p>On any other Local Government land or public place to which Council has determined to be prohibited to dogs.</p>
Dog faeces	No Person is to allow a dog under their responsibility to be in a public place or on Local Government Land without a bag or other container for the collection and lawful disposal of any faeces their dog may deposit.

Cat Management and By-Laws

The *Dog and Cat Management Act 1995* contains a scheme for managing cats. The cat management scheme is very different from the scheme for managing dogs. The dog management scheme requirements include prohibition on wandering at large, registration, and seize and detain provisions. The Act contains no such requirements for cats. Many aspects of cat management rely on a council making a by-law.

Since 1 January 2022, Adelaide Hills Council's Cat By-law has required all domestic cats to be kept on property at all times (unless on a leash or similar). This change helps to promote responsible cat ownership, allows Council staff and volunteers to separate out feral cat populations and reduces the incidence of public and environmental nuisance caused by cats.

In summary, the By-Law provides for the following:

Limits on cat numbers	Prescribed limit without permit – two cats
Cat confinement	As of 1 st January 2022, owner or person responsible for control of a cat must ensure the cat is confined <u>at all times</u> to the premise occupied by that person unless the cat is under effective control by means of physical restraint.
Cat registration	Cats must not be kept in Council's area for more than 14 days unless registered

5. EXISTING SERVICES

The Regulatory Services unit provides a broad range of services to ensure Council meets its legislative responsibilities regarding the management of cats and dogs within the Council. The unit is also responsible for ensuring the needs of the wider community are reflected through Council's dog and cat management policies, procedures and practices. Council's existing dog and cat management services include:

Registration

All dogs and cats are required to be registered. Dog and cat registrations are managed by the statewide Dogs and Cats Online (DACO). Whilst the Board will manage dog and cat registrations under the DACO system, Council still has a role to play in following up those that fail to register their dog or cats.

Staffing

Council has five Authorised Persons who spend approximately 50% to 60% of their time working on dog and cat related matters. One or more rangers are on duty between 8.30am and 5.00pm seven days a week and on-call officers are available to handle emergencies outside these hours at all times.

Lost and unowned pets

A small dog pound has been constructed at Heathfield Depot. This provides for the temporary holding of lost and unowned dogs. The Council currently uses an external service to detain cats. Dogs and cats that cannot be re-united with their owner are handed to the an external service to re-home, where external suitable services are not able to take an animal, Council will consider direct rehoming if the animal is suitable

Dog attacks

Council currently receives approximately 80 reports of dog attacks each year. The majority of these attacks are on other dogs or animals. A Standard Operating Procedure exists for dealing with dog attacks to ensure the necessary steps are taken to investigate and respond to such incidents. Key measures to reduce the incidence of dog attacks include early socialisation and obedience training, confinement to prevent dogs from wandering and effective control of dogs in public places. Education, especially of children, in how to behave around dogs can reduce the risk. The mandatory desexing requirement will help to reduce the risk. Rangers continue to review their processes for dealing with dog attacks.

Dog barking

Excessive barking is a problem that consume a considerable amount of Council resources. Ninety per cent of dog complaints are resolved within 14 days but the remaining 10% can become particularly difficult to resolve. A Standard Operating Procedure exists for dog barking to ensure that it reflects best practice and consistency of approach by the Authorised Person. Rangers continue to review their processes for dealing with dog barking problems.

Education in responsible pet ownership

The Ranger Services Team has a range of brochures and Council's website provides information to dog and cat owners on a range of relevant topics. The Dog and Cat Management Board provide information and education via its website. A primary focus of this education is about dog and cat management issues including how to reduce dog attacks.

Dogs in public places

Council's Dog By-law provides for declared areas where dogs are allowed to be exercised off the leash and where they are prohibited from entering. In addition to the declared areas, dogs are also prohibited from playgrounds and are required to be on the leash on any reserve or park when organised sport is being played. Council's Wright Road Dog Park is about 0.8 hectare in area. Facilities include an off-street car park, agility equipment and a separate space for puppies and small dogs. *Appendix 1* lists the parks and reserves where dogs are prohibited from, where they are allowed off leash and where they are required to be leashed. Owners of dogs or the person responsible for the dog are required to remove any dog faeces left by their dog in a public place. Failure to do so is an offence under the Act. Council's By-law also makes it an offence to take a dog into a public place if the person in control of the dog is not carrying a dog bag or similar to remove the dog's faeces. Council supplies approximately 40 dog bag dispensers across the Council area and spends in

excess of \$12,000 per annum supplying bags and maintaining dispensers. Officer time is also required to replenish the bag dispensers.

Cat control and Management

Council's Cat By-Law controls the number of cats that are allowed on premises and requires all cats to remain on the owner's property. The Act provides for the detention/removal of cats from remote or fragile areas and in relation to unidentified cats in other areas. Council has cat traps that can be hired out to residents wishing to manage cats trespassing on their property.

Funding

All monies received from dog and cat registrations, expiations and fines must be spent on dog and cat management. Council runs at break even or as near as possible, with any funds not spent in a financial year carried forward into the next financial year to be spent on dog and cat management activities. Any deficit is of a minor amount. Council must pay 12% of funds received from dog registrations to the Board.

Other Animals

Council has powers under the *Local Government Act 1999* and the *Local Nuisance and Litter Control Act 2016* to control nuisance on a property. This could include animals that are causing a hazard or nuisance. Council has from time to time used this legislation in relation to poultry/livestock kept on private property.

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6. COMMUNITY FEEDBACK

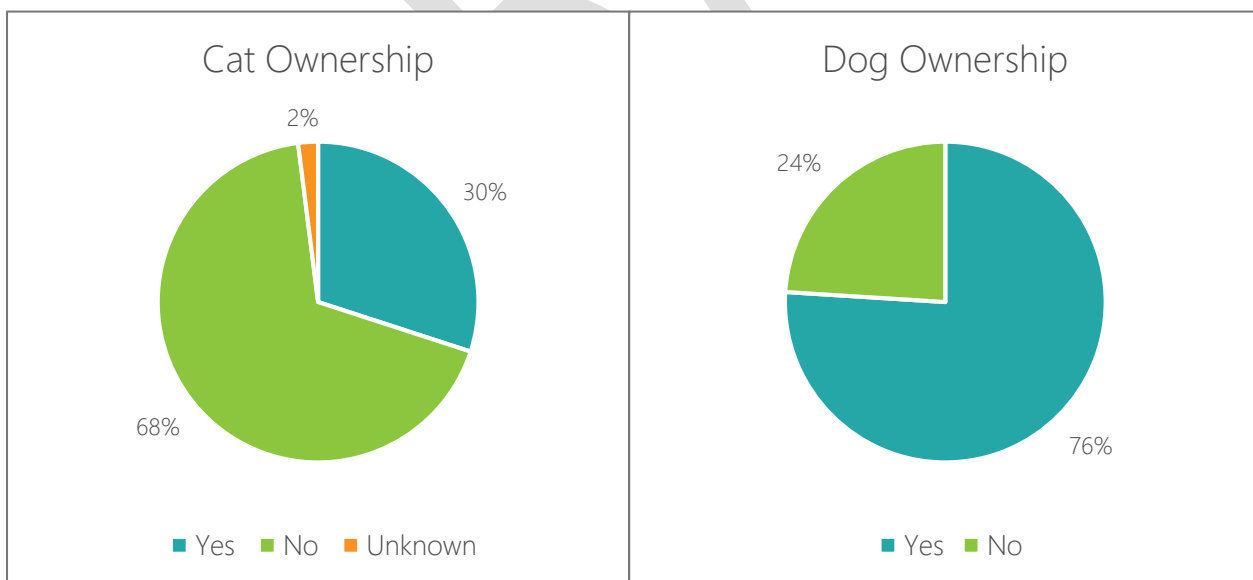
This Draft Dog and Cat Animal Management Plan builds on direct feedback from 594 people during the initial community engagement stages in early 2023.

The Plan has been developed in consultation with our community. A community engagement platform (Community Engagement Hub) was shared on Council’s website encouraging feedback and comment from our residents. An online workshop was also held to gain feedback form the community.

To ensure the Plan does accurately reflect community views, it will be subject to further consultation before being finalised and adopted by Council.

Community members visited the Dog and Cat Management Plan consultation webpage	2,680
Community members completed the survey	548
Suburbs were represented in the survey results	66 (48 Adelaide Hills suburbs)
Community members who submitted a written response	19
Community members who visited the online mapping tool	14
Community members that attended the Webinar	12
Community members who submitted a phone response	4

Of the participants who participated in the survey, 30% indicated they owned a cat, and of those most said they had one cat (57%), and 76% said they owned a dog with the majority having one dog (66%)



During this review, a significant investment in community engagement was undertaken to be certain that the Plan truly reflected the sentiment shared by the community. Our community said they wanted:



Stronger compliance and enforcement action for animal related breaches or offences to uphold public safety



Stronger focus on cat management



Better management of dog off-leash areas to promote safety and accessibility



Education around responsible pet ownership and community expectations



More focus on dog nuisance e.g. excessive barking, dog waste



More focus on protecting the environment and wildlife from dogs and cats

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7. ANIMAL MANAGEMENT STRATEGY

7.1 Promoting Responsible Cat and Dog Ownership

Dog and Cat Ownership

In the Adelaide Hills, all dogs and cats are required to be registered when they reach three months of age and desexed by six months. Whilst the Board will run dog registrations under the DACO system, Council will have a role to play in following up those that fail to register their dog or cats.

The primary aim of the Council's animal management service is to educate the community about responsible dog and cat ownership and compliance with relevant legislation and Council By-laws. In most cases, where a minor breach occurs, officers will issue a warning if necessary. In more serious cases, or where there are repeated breaches for minor offences, enforcement action will be considered. Council will continue to provide a range of information on its website and in printed material. Some information will also be provided via SMS for those that have registered and through Council's social media platforms.

Education is a primary objective to ensure members of the community understand the requirements or at least know how to easily access the requirements that apply in the Adelaide Hills Council area.

Since 1 January 2022, Adelaide Hills Council's Cat By-law has required all domestic cats to be kept contained to the owner's property at all times (unless on a leash or similar). This change helps to promote responsible cat ownership, allows Council staff and volunteers to separate out feral cat populations and reduces the incidence of public and environmental nuisance caused by cats.

In the Adelaide Hills Council area 57% of households have at least one registered dog while 9% of households have at least one registered cat.

	2018/19	2019/20	2020/21	2021/22	2022/23
Registered Dogs	7,972	8,658	8,715	8,826	9059
Registered Cats	260	415	434	1,300	1464

What does it mean to be a responsible pet owner?

Being a responsible pet owner means

- Your cat or dog is registered and microchipped by the time it is three months of age and desexed by six months.
- Keep a collar on your cat or dog with your registration tag, ideally a lifetime registration disc, and a contact number.
- Desexing your pet will prevent unwanted litters, roaming and other health benefits.
- Ensure your pet is appropriately vaccinated and is safe from ticks, worms and fleas.
- Take responsibility for your pets' behaviour at home and when you're out and about. This means keeping a check on things like barking, or other anti-social behaviour.
- Only take your dog off-leash when in a designated off-leash area. Whether your dog is on or off-leash, your dog is your responsibility and needs to be kept under effective control. Effective control means your dog is restrained on a leash no longer than 2m, being held by a person physically able to control the dog or by command.

- Use dog off-leash areas appropriately as not all dogs are suitable or safe to be off leash. Cats are happiest and healthiest at home so in line with Council's cat by-laws, ensure your cat is kept on your property at all times. Check your pets' enclosure or fencing regularly to ensure it is suitable to safely contain your pet.

Did you know? Using a life-time disc will reduce up to 600kg of landfill waste each year generated by the replacement of annual plastic tags.

Stakeholders and Partners

- The Dog and Cat Management Board (the Board)
- Neighbouring councils
- Animal welfare organisations
- Local government association
- Local government authorised persons association (APA)
- Microchip implanters and veterinarians
- Dog obedience clubs and trainers
- Emergency services organisations
- Community groups and volunteers
- Pet owners
- Non-pet owners

Internal Stakeholders

- Council Rangers
- Sport and Recreation
- Waste Management
- Communications and Events Team

Objectives and Strategies

Objective	Strategy	Performance Measure	Resources
Educate the community in the broad range of responsible pet ownership requirements and community expectations.	Continue to provide education material on Council's website and in other promotional formats.	Website and other promotional formats kept up to date with appropriate education material	Current operations
	Implement various campaigns, such as wandering dog and cat campaigns and the benefits of identification to highlight various issues relating to responsible pet ownership.	Education campaigns implemented	Current operations

Objective	Strategy	Performance Measure	Resources
	Participate at community events to promote responsible dog and cat ownership and encourage positive behaviours of pets and their owners.	Community events attended and promoted at	Current operations
Community has good knowledge and understanding of the dog and cat legislative provisions.	Promotion of legislation requiring all dogs and cats over three (3) months to be microchipped and six (6) months of age to be desexed for those born after 1 st July 2018.	Increase in the number of dogs and cats microchipped and desexed. Increase in understanding by the community of dog and cat legislation.	Current operations
	Promotion of legislation requiring all dogs and cats over three (3) months to be registered	Increase in the number of dogs and cats registered	Current operations
Dog owners to remove all faeces from public places when exercising their pets.	Ensure current dog bag dispensers remain active and promote use of bags to facilitate collection of faeces in public spaces by dog owners.	Number of reports received regarding dog waste	Current operations
	Investigate new locations for dog bag dispensers	New locations investigated	FTE for investigation support
Educate residents about dog and cat breeder registration requirements	Promote the Dog and Cat Management Act 1995 requirements for dog and cat breeders and sellers.	Decrease in number of unregistered breeders	Current operations
Keep your cat happy and safe at home	Continue to enforce cat by-law to reduce number of cats off property	Number of cats wandering off leash/off property reduced	Current operations
	Continue to educate community about the importance of keeping their cat on property		Current operations
Reduce the number of wandering dogs and cats.	Encourage the community to report dog and cat wandering, attack and harassments to Council.	Number of wandering dogs and cats, attacks, and harassments reported.	Current operations

Objective	Strategy	Performance Measure	Resources
	Respond to complaints regarding wandering dogs to ensure safety of the public.	Complaints responded to in timely manner	Current operations

7.2 Animals and our Local Environment

Dog Parks and Cat Control in the Adelaide Hills

There are several ways that Dog and Cat Management can impact the environment. This includes dog waste or plastic waste bags polluting creeks and the surrounding environment, or damage of sensitive creek or bush areas by dogs. Cats, whether domestic, stray or feral, can all have a significant impact by hunting wildlife and have been shown to kill many birds and reptiles, whether hungry or not. Cats are particularly active at dawn, dusk and night.

Dogs and Council Parks and Reserves

On and off-leash activity spaces is vital to the success of animal management in our Council district as it provides dog owners with suitable areas to exercise their dogs safely. Equally, other members of the community must have the ability to use open space and recreation amenities without the fear of uncontrolled dogs, uncollected dog faeces and other nuisances.

Dogs must be on leash on all roads, streets and footways. There are a number of dog friendly parks in our district where owners can exercise their dogs off leash. Some reserves may have restricted off leash times to meet the needs of other users; please check for signs at each park or reserve to view restrictions, hours of operation, and your responsibilities as a dog owner.

Educating and encouraging owners about inappropriate behaviour of dogs, towards people, other dogs and wildlife is a vital role played by Council and community. Council promotes a range of strategies to the community to help minimise the risk of injury/nuisance from dogs.

The Council's Dog By-Law enables the Council to declare dog exercise areas (off-leash areas), dog on-leash areas and dog prohibited areas throughout the Council area. In addition to the declared areas, dogs are also prohibited from playgrounds and are required to be on the leash on any reserve or park when organised sport is being played.

Council currently has 1 dedicated dog park being the Wright Road Dog Park which was completed in 2011. It is approx. 0.8 hectare in area. Facilities include an off-street car park, agility equipment and a separate space for puppies and small dogs.

Appendix 1 lists the parks and reserves where dogs are prohibited from, where they are allowed off leash and where they are required to be leashed.

Owners of dogs or the person responsible for the dog are required to remove any dog faeces left by their dog in a public place. Failure to do so is an offence under the Act. Council's By-law also makes it an offence to take a dog into a public place if the person in control of the dog is not carrying a dog bag or similar to remove the dog's droppings.

Council supplies approximately 40 dog bag dispensers across the Council area and spends approx. \$12,000 per annum supplying bags and maintaining dispensers.

Cats Control

Cats can be valuable family members providing companionship and affection, but they can also cause a nuisance in the community. Cats can stray from their property, defecate in neighbouring properties and cause environmental damage by attacking and harassing wildlife.

Council's Cat By-Law controls the number of cats that can be kept per premises and requires all cats to remain on their owners premises or on a leash. The Act provides for the detention/removal of cats from remote or fragile areas and in relation to unidentified cats in other areas.

Council has cat traps that can be hired out to residents wishing to manage cats trespassing on their property.

"We are very supportive of council efforts to better protect wildlife from dogs and cats"

Survey Participant

"Education for pet owners who live near national parks or conservation areas about the impact that pets can have on the wildlife in the area."

Survey Participant

Stakeholders and Partners

Animal welfare organisations

Microchip implanters and veterinarians

Emergency services organisations

Community groups and volunteers

Pet owners

Department of Environment and Water

National Parks and Wildlife Services SA

Non-pet owners

Internal Stakeholders

Council Rangers

Sport and Recreation

Waste Management

Communications and Events Team

Planning Development and Policy

Objectives and Strategies

Objective	Strategy	Performance Measure	Resources
Highlight the potential impacts of domestic animals on natural resources	Develop an education campaign that highlights the potential environmental impact of	Education campaign developed.	FTE for Communication/Engagement Support

	feeding un-owned cats and allowing pets to roam.	Community understanding of impacts of wandering pets increase	
Protect pet and wildlife welfare	Promote the benefits of containing cats to their owner's property and include resources as part of an information pack given with registrations	Resource pack developed and distributed.	Current operations
	Clearly define areas unsuitable for dog and cat recreation and exercise	Areas identified and defined through signage and information on website	Current operations
	Provide cat owners with resources and information to assist with transitioning their cat to a stay at home lifestyle	Resource pack developed and made available	FTE for Communication/Engagement Support
	Continue to deliver councils core animal management functions that protect biodiversity including: <ul style="list-style-type: none"> • Registration of animals • Managing off-leash areas and park patrols by animal management officers • Provision of bins in parks • Cat trapping functions 	Animal management functions delivered	Current operations
Ensure dog owners comply with the requirements of on and off leash areas.	Continue to patrol Council's streets parks and reserves to ensure dog owners are complying with the requirements relating to leashing, effective control and disposing of dog faeces	Continued patrols Reduced non-compliance	Current operations
Audit the list of on and off leash areas in Adelaide Hills area	Undertake asset review of all dog parks as available in Appendix 1	Review of dog parks undertaken	FTE for park audit

	Investigate opportunity of new or upgrade existing dog parks	Investigation into new or upgrading existing dog parks undertaken	FTE for park audit
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7.3 Animal Welfare

Current State of Animal Welfare

Lost and unowned pets

Wandering and unowned dogs and cats can be a threat to members of the public, native wildlife and themselves. The Act and Council's Dog and Cat By-laws do not allow dogs or cats to wander except where off-leash provisions allow. Council uses education, encouragement and enforcement to prevent wandering. When a pet dog or cat wanders, the priority is to return it home as safely and quickly as possible — provided it can be safely contained without risking its welfare. Council Officers work hard to reunite animals with their owners at first point, without taking them to their pound facility. The number of stray or unowned animals entering shelters is a function of unwanted litters, lack of identification and inadequate confinement. Some animals are required to be relinquished and not every animal can be returned to its owner or re-homed (for example, it may not be suitable for re-homing).

In 2022, Council reunited 100 dogs and 7 cats with their owners that would otherwise have been impounded. A quick return of a wandering pet causes less stress to the pet and the owner, making the process simpler and preventing the animal being impounded at an unfamiliar location. Council has a small pound at Heathfield Depot which provides for the temporary holding of lost and unowned dogs.

These facilities at Heathfield require upgrading and ongoing maintenance to allow the Council to continue to provide this service, as well as providing the same service for cats. A review of the Council's short and long term needs for both dogs and cats is required and has commenced. This will continue to be undertaken during the life of this Plan and if appropriate, a feasibility study will be undertaken of one or more options. When posed with the question on whether the Council should look into upgrading the animal pound or look into using an external service provider, approximately 60% of those surveyed preferring the pound be upgraded and continue to be Council operated.

Pets that cannot be re-united with their owner are re-homed with a suitable for re-homing organisation or re-homed directly by Council.

Dogs, cats, livestock and wildlife within the Council area are at risk in major emergencies, such as flood and fire, extreme weather or accidents. Under the State Emergency Management Plan, the Department of Primary Industries and Regions SA is the lead agency responsible for the coordination of animal relief services during major emergencies. Council plays a support role to those lead agencies in these situations.

"Greater messaging regarding free roaming cats - the initial campaign was fantastic, friendly but clear, and could be used more widely and continuously"

Survey Participant

Stakeholders and Partners

Veterinarian
 Dog and Cat Management Board
 Animal Welfare League
 RSPCA
 PIRSA
 Local service providers
 Neighbouring Councils

Internal Stakeholders

Council Rangers
 Open Space Team
 Communications and Events Team
 Property Team (project management)

Objectives and Strategies

Objective	Strategy	Performance Measure	Resources
Efficiently rehome animals	Develop a business case for a new or upgraded regional dog pound	Business case developed	Currently underdevelopment
	Pending outcome of the business case, develop plan for a new or upgraded regional dog pound	Plan for new or upgraded facility developed	New program
	Ensure impounded animals are returned to owners as soon as practicable	Reduced time between when animals are brought to the pound and returned to owners	Current Program
		Impounded Dog Register updated	Current program
	Ensure all impounded animals have clean safe facilities	Impounding facility continues to be operated in accordance with the	Current Program

		guidelines and advice from the Act and DCMB	
		Information communicated via website and other formats.	Current program
Reduce the number of cats and dogs wandering at large in the community and entering shelters.	Continue to use the Council's standard operating procedures for dealing with complaints of animals wandering at large in timely manner.	Complaints regarding wandering cats and dogs dealt within appropriate timeframe	Current program
	Assess and target areas of known higher numbers of wandering dogs and cats	Increase patrols in areas with known higher numbers of wandering cats and dogs	FTE for increase ranger patrols
	Continue to provide educational material on the Council's website.	Information communicated via website and other formats.	Current program
To minimise the number of animals euthanised	Maintain partnerships with community organisations that promote the rescue/rehoming of dogs and cats. Undertake direct re-homing if another options are available.	Reduction in the number of dogs and cats euthanized.	Current program
Decrease the number of confirmed dog attacks in the community	Provide proactive and visible patrols at dog off-leash parks	Decrease in the number of dog attacks	FTE for increase ranger patrols
Advocate and support measures that protect the welfare and safety of dogs and cats.	Advocate to relevant stakeholders on behalf of Council to ensure animal safety and prevent cruelty to animals.	Welfare concerns actioned or reported.	Current program
Consider animal welfare in the development of new council plans.	Animal welfare considered in relevant plans	Current program	Current program
Support pet owners in times of natural emergencies	Recognising and communicating PIRSA's lead role with animals in emergencies and the role of the SES	Increase in community understanding of PIRSA's, SES and Council's role	Current program

7.4 Pet Ownership and Community Development

Pet Ownership and Wellbeing

Pets can be wonderful companions and responsible pet ownership can be beneficial for personal health and social wellbeing. The Council seeks to encourage effective animal management and ownership.

Pet ownership has increased in popularity, with over 50% of households in our Council area with a registered pet (9% of households with a registered cat and 57% of households with a registered dog). There are many responsibilities and expenses associated with caring for a pet and Council aims to ensure community awareness of what's involved (Section 6.1).

The Adelaide Hills Council Ranger Services Team have a range of brochures and Council's website provides information to pet owners on a range of relevant topics.

Pets can be integral part of social engagement in our community with various parks, kennel clubs, training clubs and community and dog walking groups in our region. Council recognises the opportunity to build awareness of pet ownership and its positive impacts to community wellbeing in partnership with local groups. With over 9500 pet owners, there is opportunity to drive a community communications and positive education campaign to promote effective animal management, safety and the benefits of pet ownership to the wellbeing of our community.

"Wanted to say how thankful I am with the fabulous dog park at Balhannah. There are especially a lot of older people who can catch up with people as they walk around the park which is so healthy for their physical and mental health".

Survey Participant

"I'd like to see Council being more proactive around education for people who either let their cats roam, or those who neglect their animals by not walking their dogs or playing with them. Maybe this is something, a pamphlet for instance provided to residents when they register their animals"

Survey Participant

Stakeholders and Partners

Dog Walking and Social Meet-up Groups

Dog Training Groups

Local Clubs – Kennel and Training Clubs

Veterinarian

Dog and Cat Management Board

Internal Stakeholders

Council Rangers

Communications and Events Team

Community Development Officers

Objectives and Strategies

Objective	Strategy	Performance Measure	Resources
Promote positive animal management strategies	Develop and implement a communication program for promotion of positive animal management tips and strategies vis Council's social media platforms, SMS	Annual Communications Program for Animal Management established	FTE for Communication Support
Support community development through animal ownership	Maintain an awareness/register of cat and dog community groups operating in the region and support with educational/communications resources	Register maintained	Current operations

7.5 Dog and Cat Compliance and Enforcement

Current State of Compliance and Enforcement

Dog attacks

Council currently receives approximately 80 reports of dog attacks each year. The majority of these attacks are on other dogs or animals.

A Standard Operating Procedure exists for dealing with dog attacks to ensure the necessary steps are taken to investigate and respond to such incidents.

Key measures to reduce the incidence of dog attacks include early socialisation and obedience training, confinement to prevent dogs from wandering and effective control of dogs in public places.

Education, especially of children, in how to behave around dogs can reduce the risk.

Rangers continue to review their processes for dealing with dog attacks.

Dog Barking

Excessive barking is a problem that consumes a considerable amount of Council resources. Ninety per cent of dog complaints are resolved within 14 days but the remaining 10% can become particularly difficult to resolve.

A Standard Operating Procedure exists for dog barking to ensure that it reflects best practice and consistency of approach by the Authorised Person.

Rangers continue to review their processes for dealing with dog barking problems.

Providing pet owners with clear directions and time frames so they can comply with the Act and so that they are aware of best practice in terms of animal management techniques or where they can source further advice from trained professionals

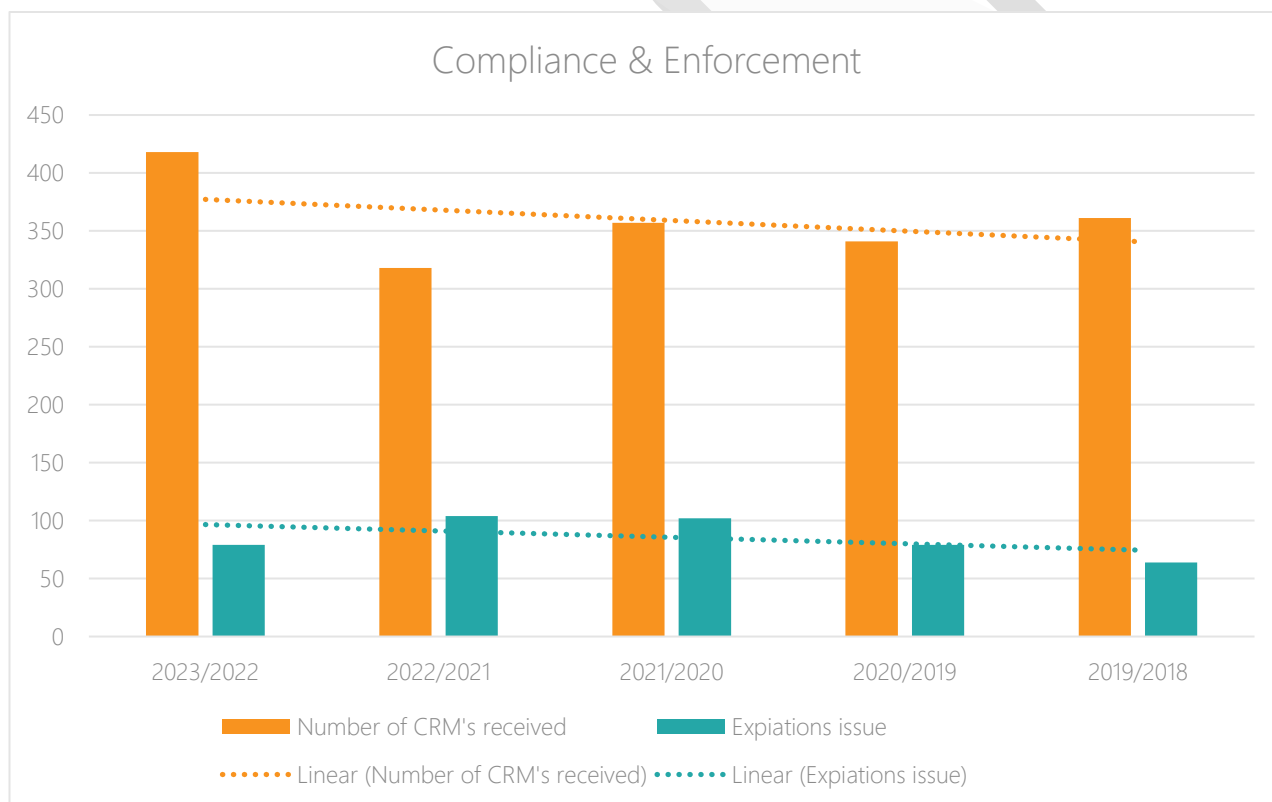
Cat Control

All cat owners in South Australia are required to microchip and desex their cats. Adelaide Hills Council has also established a by-law that requires all cats to be kept at home at all times in an effort to reduce impacts on the local environment.

Enforcement Approach

Council Rangers administer the *Dog and Cat Management Act 1995* and relevant By-Laws in accordance with Council's Enforcement Policy. Rangers seek to address community complaints in a timely, effective and fair way.

The Enforcement Policy provides a framework to promote consistency in enforcement action and to ensure that any action taken is proportionate to the alleged offence and, where applicable, the principles of natural justice are observed. Enforcement actions are taken within the context of both a legal and policy framework and council staff carry out their enforcement related duties with due regard to the principles of proportionality, consistency and transparency. Council adopts an education, encouragement and enforcement approach where appropriate (3E's philosophy) to secure legislative compliance.



"Please get effective strong cat and dog management and penalties asap".

"Only that there are too many rules! More rules = less common sense. It is inherently impossible to write rules for every situation and, in any event, its not possible to enforce them all. Better to be encouraging common sense and rewarding it than imposing rules and fines on those who make mistakes".

Stakeholders and Partners

Dog and Cat Management Board

Local Government Association

Internal Stakeholders

Council Rangers

Customer Experience

Public Health

Objectives and Strategies

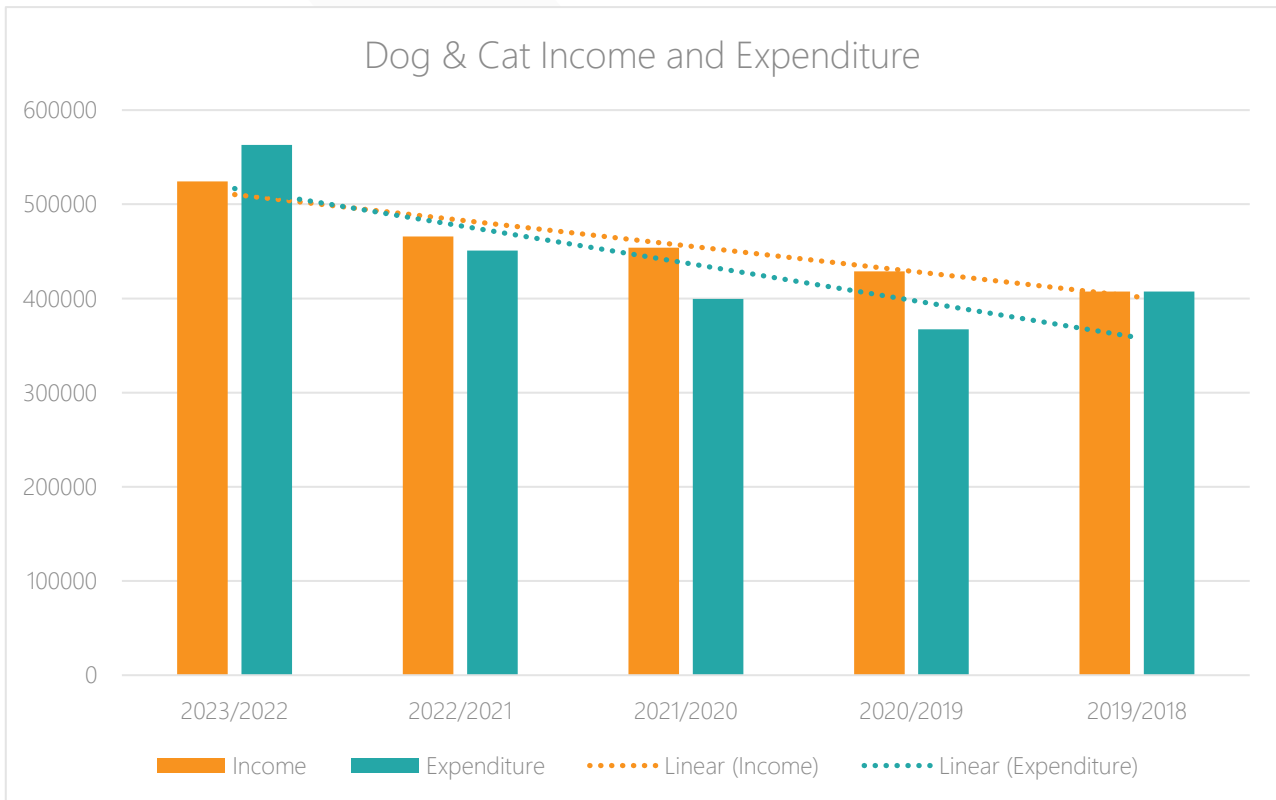
Objective	Strategy	Performance Measure	Resources
Adhere to the principles of good enforcement against the <i>Dog and Cat Management Act 1995</i>	Train all Council Rangers in Council's Enforcement Policy and peer review each case of non-compliance in accordance with the Policy.	Peer review process (according to level of risk) for all enforcement matters. Policy audits Policy Review	Current operations
Promote a high standard of professional practice for Authorised Officers	Maintain pro-active involvement with the Local Government Authorised Persons Association	LGAPA memberships Attendance at APA supported training	Current operations
	Support professional development of Council Officers in accordance with the Authorised Persons Association Professional Development Framework	APA PD Framework integrated into Council's PD process	Current operations
	Develop an Induction program for all new Council officers in accordance with the APA Professional Development Framework	Induction program for Council Rangers designed and implemented	Current operations

7.6 Delivering Quality Services

Council's Dog and Cat Management Resourcing

Various Council sections are involved in animal management. The predominant services are delivered through Council's Ranger Services Team which currently comprises 5 Authorised Persons under the *Dog and Cat Management Act 1995*. The Ranger Services Team also works with Council's planning, environmental health, open space, sport and recreation, customer services and communications teams on various animal management matters. Council has two or more rangers on duty between 8.30am and 5.00pm five days a week, one ranger on weekends and on-call officers are available to handle emergencies outside these hours at all times.

All monies received from dog and cat registrations, expiations and fines are spent on dog and cat management. Council runs at break even or as near as possible, whilst 12% of funds received from dog and registrations to the Dog and Cat Management Board.



Community consultation on this Animal Management Plan has highlighted that the community value pro-active customer service and effective enforcement to promote effective animal management in the region. Many residents raised the importance of using fee structures to promote positive animal management outcomes.

"Please establish a cat trapping and collection service (similar to the collection of roaming dogs) that is free for those of us who wish to trap troublesome cats that come to our property".

"I believe there is a significant under-registration of cats still, and I would like to see the Council running a campaign reminding residents that registration is in the best interest of the cat".

Stakeholders and Partners

Local Government Authorised Persons Association

Local Government Association

Dog and Cat Management Board

Internal Stakeholders

Organisational Development Department

Communications, Engagement and Events

Objectives and Strategies

Objective	Strategy	Performance Measure	Resources
Achieve a high quality of service standards for animal management	Act in accordance with Council's Complaints Policy and service standards for animal management (during business and after hours)	Peer review process (according to level of risk) for all enforcement matters. Policy audits Policy Review Respond to reported dog attacks within 24 hours	Current operations (with team structure reviews as required)
Incentivise positive animal management approaches	Use Council's Fees and Charges Schedule to incentivise effective animal management in the community.	Fees and Charges Schedule reviewed for 2024/25	Current operations
Promote effective communication and education for positive animal management	Work with the community and engagement team to design a suite of educational collateral for promoting high standards of animal management	Audit educational resources against priority topics Library of educational resources and Council branded collateral developed.	FTE for Communication/Engagement Support
	Develop a social media calendar for animal management messaging	Social media calendar completed each financial year	FTE for Communication/Engagement Support
	Routinely undertake competitions to raise awareness on animal management (e.g. Happy Cat Competition)	Competition 2 yearly	FTE for Communication/Engagement Support

8. OTHER ANIMAL MANAGEMENT ROLES

Adelaide Hills has a wide variety of animals. Various laws and regulations exist in order to address the different impacts of animals in the community, be it barking, wandering, noise, or upon the general amenity of an area. Other laws exist that promote the welfare and/or management of animals, which Council interacts with these from time to time:

- *The Animal Welfare Act 1985*
- *The Impounding Act 1920* (which describes how stray livestock may be managed)
- *National Parks and Wildlife Act 1972* (conservation and protection of native animals)
- *Local Nuisance and Litter Control Act 2016* (relevant where animals cause nuisance, such as excessive noise, on a property).
- *Emergency Management Act 2004* (incorporating animal management welfare into emergency planning and response)

Approaches to other animal management are summarised in below.

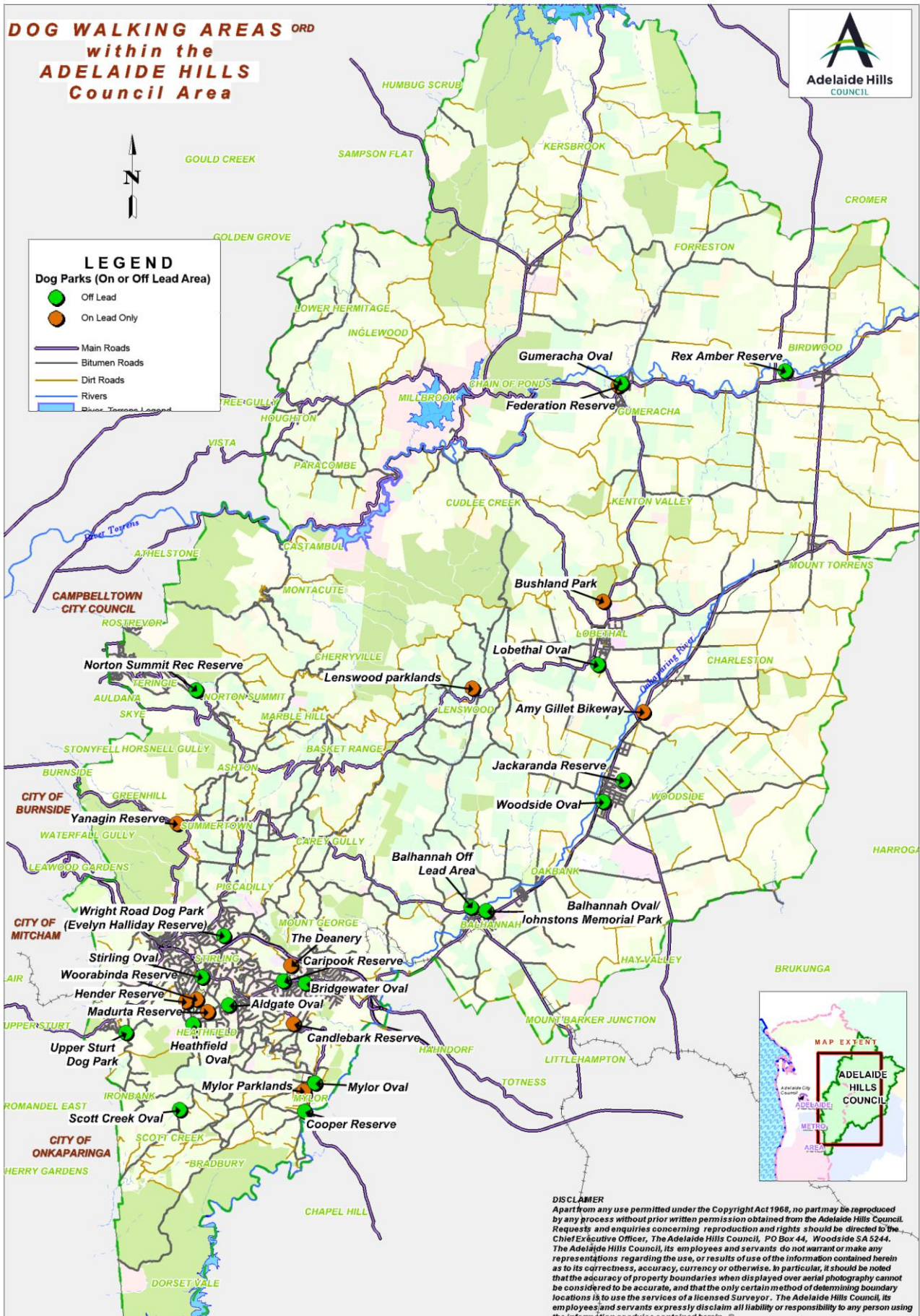
Other Animal Management

Objective	Strategy
Nuisance caused by animals	The <i>Local Nuisance and Litter Control Act 2016</i> identifies an offence for causing a local nuisance, with a nuisance (amongst other things) being defined as having an adverse effect on an amenity value of an area that is caused by animals, whether dead or alive, that does or is likely to unreasonably interfere with the enjoyment of area.
Livestock	Council has powers under the <i>Impounding Act 1920</i> and Council By-laws to manage stock wandering on public roads and the various other legislation to control excessive numbers of animals kept on a property that are causing a hazard or nuisance. The keeping of domestic animals for commercial purposes and the keeping of non-domestic animals (i.e. horses, sheep, cattle, pigs, goats or other livestock) requires development approval.
Other domestic animals	There are guidelines for keeping domestic poultry, including chickens, geese, turkeys, and ducks, including details of dwelling structure and position in relation to roads and other properties. Council recommends residents in townships refrain from keeping roosters due to their noise disruptions.
Pests	The Adelaide Hills region is home to a number of introduced pests. Unfortunately, these pests can spread disease and cause harm to humans and animals. Council provides guidance on a range of pest control matters relating to: European wasps, bats, problem bees, mosquitos, rats and mice, possums, termites.

9. APPENDICES

- Appendix 1: on leash parks, off leash parks, parks where dogs are prohibited and off leash parks identified that could be enhanced over the life of the plan in the Adelaide Hills Council

DRAFT



**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item: 12.5

Responsible Officer: Melinda Rankin
Fabrik Director
Community and Development

Subject: Fabrik Business and Implementation Plan

For: Decision

SUMMARY

The purpose of this report is to present the *Fabrik Business and Implementation Plan 2024*.

Over the last six years Adelaide Hills Council has been activating a cluster of buildings on the site of the former Onkaparinga Woollen Mill in Lobethal, developing the cultural hub, Fabrik Arts + Heritage. During this time Fabrik has offered physical spaces and programs to connect with community, support creative industries and attract visitors to Lobethal and surrounding districts.

Fabrik has been closed since late 2022 during a redevelopment of the site that will ensure accessibility and functionality for its use as an arts and cultural facility. As the construction projects nears conclusion, a Business and Implementation Plan has been developed to ensure maximum economic and community benefit is received from the facility.

It is recommended that Council receive and note the Fabrik Business and Implementation Plan and endorse the continued operation of Fabrik in line with the Plan. Regular reporting on key metrics through the Quarterly Performance Report and a progress report following 12 months of operations at the redeveloped site are also recommended.

RECOMMENDATION

Council resolves:

- 1. That the report on the Fabrik Business and Implementation Plan be received and noted.**
- 2. To receive and note the Fabrik Business and Implementation Plan 2024.**
- 3. To support the continued operation of Fabrik Arts and Heritage in line with the Fabrik Business and Implementation Plan 2024.**
- 4. That regular reporting on Fabrik be provided to Council through the Quarterly Performance Report, including financial, tourism, community and arts support metrics as outlined in the Fabrik Business and Implementation Plan 2024 evaluation and monitoring.**

5. **That the CEO provides a progress report on the implementation of the Fabrik Business and Implementation Plan 2024 within 12 months of the redeveloped Fabrik Arts and Heritage becoming operational.**
-

1. **BACKGROUND**

Over the last six years Adelaide Hills Council has been working towards the transformation of a section of the former Onkaparinga Woollen Mill into an Arts and Heritage Hub. A range of decisions have steered the project to its current status, where the site is soon to be opened after a significant redevelopment, to operate as a fully-fledged arts and cultural facility.

At its meeting held on 27 February 2018, the Council considered a Business Development Framework for the establishment of the Hub and resolved as follows:

Moved Cr Jan-Claire Wisdom
S/- Cr John Kemp

31/18

Council resolves:

1. That the report be received and noted.
2. That the Business Development Framework for the establishment of an Arts and Heritage Hub in the Old Woollen Mill at Lobethal, contained in Appendix 1, be noted.
3. That the Administration proceeds with the establishment of an Arts and Heritage Hub using the Business Development Framework as a guide.
4. That the development of a Hub Evaluation Framework, as envisaged in the Business Development Framework, occur as early as possible and include key performance and results targets, and mechanisms for review of the implementation by Council to ensure alignment with budget allocations and strategic objectives.
5. That \$50,000 be allocated to the 2017-18 Operating Budget from the Chief Executive Officer's contingency provision to enable the initial actions to be taken.
6. The CEO provides a progress report on the implementation of the Business Development Framework within 6 months from the date of appointment of the Director.

Carried Unanimously

Additionally, at its meeting held on 23 October 2018, the Council considered recommendations regarding the naming of the Hub and resolved as follows:

Moved Cr Kirrilee Boyd
S/- Cr Linda Green

263/18

- 1. That the report be received and noted.**
- 2. That the Council's arts and heritage hub in the former Lobethal Woollen Mill be called Fabrik.**
- 3. That further development of Fabrik incorporate the naming of specific elements of, or programs run at, the complex. This should include consideration of other suggested names made by the community as part of the current process, including Interwoven and Yarn Space.**

Carried Unanimously

Aligning with the site's previous life as a business incubator, Fabrik provided physical spaces and programs to support creative industries, provides space to exhibit art, retail locally produced artisan wares and celebrate the heritage of the former woollen mill.

An information report was provided to Council on 22 January 2019, providing an update on the Business and Development Framework for Fabrik.

13. OFFICER REPORTS - INFORMATION ITEMS

13.1 Fabrik Action Plan

Moved Cr Pauline Gill
S/- Cr Linda Green

15/19

That the report be received and noted.

Carried Unanimously

In August 2020, Council endorsed a Facility Development Plan, which became the basis for an application to the Local Economic Recovery Program for \$3m. In June 2021, Council was advised that this application was successful, adding a significant contribution to the \$1.3m Council allocation for the project. Once the project went to tender in mid 2022 it became clear that post-COVID increases in the construction industry were impacting the project. The redevelopment was rescoped to reduce costs, and Council resolved to allocate an additional \$560,600 to the project before the final contractor, Nehco, was appointed.

Construction commenced in late 2022, with a practical completion date anticipated for early July 2024.

At its meeting on 12 March 2024, Council passed the following motion regarding the presentation of a Business Plan for Fabrik to Council.

12.4 Business Plan including forward budget projections for FABRIK

Moved Cr Kirsty Parkin
S/- Cr Leith Mudge

66/24

That

- 1. The CEO prepares a report to present to Council outlining the Business Plan for Fabrik. It should detail the plan for how Fabrik is to be marketed, staffed, what it will produce and how, what services it will offer, and include forward financial estimates over 1, 3, 5 and 10 years.**
- 2. This report should be presented to Council no later than May 2024.**

Carried Unanimously

On 6 May 2024, Council attended a site tour of Fabrik. On the same date, Council attended a workshop on the Fabrik Business and Implementation Plan.

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal Community Wellbeing

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

Priority 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.

The development of Fabrik as a vibrant cultural hub is articulated in the objectives and priorities of Council's Community Wellbeing goal. In addition, the development aligns with a number of other strategies in the service areas of tourism, economic development and community development.

When the facility is reopened it will be positioned as a significant cultural tourism destination, linking to Goal 3, E1.1 – *Support and encourage local and international tourists*, while also contributing to community involvement, linking to Goal 2, C1.1 *Providing welcoming spaces*, Goal 2 C2.1 *Offering opportunities for community involvement* and Goal 2 C2.1 *Providing a range of programs and opportunities to connect*.

Additionally, Fabrik's programming will link with Goal 2, C6.3 *Recognise, encourage and support artists* and Goal 3, E1.3 *support creative industry microbusinesses*. Programs and exhibitions encouraging and sharing First Nations culture align with Goal 2, C.5.2 *Celebrate and recognise Aboriginal culture and heritage*

➤ 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;

(g) to promote its area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism;

➤ **Risk Management Implications**

Adopting the Business and Implementation Plan will assist in mitigating the risk of:

Financial costs exceeding expectations leading to misuse of public funds.

Inherent Risk	Residual Risk	Target Risk
Medium (3C)	Low (2D)	Low (1D)

Strategic Risk Assessment

A Strategic Risk Assessment has been undertaken as part of developing the Fabrik Business and Implementation Plan. This follows on from risks assessments completed in 2018 prior to the project initiation which was then updated in August 2020.

This latest review has resulted in the risk rating being reduced for some risks as a result of the investigations and analysis that have informed the Plan, for example, risks relating to venue hire, visitation numbers and grant income. The review has also identified some new risks, primarily relating to operating Fabrik once opened.

With risk controls and or risk mitigations considered, there are the following remaining residual risks:

- Eight low risks
- Four medium risks
- One high risk

The high residual risk rating was for the potential risk of not attracting enough volunteers (particularly to support retail on weekends). Should this risk eventuate, the predominant impact is likely to be in the first year of operation rather than impacting the longer-term viability of Fabrik.

Risks with a medium residual risk rating include:

- Insufficient interest in the arts community leading to a lack of utilisation and, therefore, unfulfilled expectations
- Potential delays in recruiting new Hub staff to implement actions in the Business Plan.
- Uncertainty regarding the construction completion date (and the scope and timeframes to address any identified building or fit-out defects) impacts certainty regarding the opening date and subsequent marketing and program schedule. Conversely, setting an opening date (before all defects are addressed) may put time pressure on the completion efforts and potentially lead to sub-optimal outcomes.
- A lack of robust planning and strategy alignment (around the hub concept), leading to misuse of public funds.

A snapshot of the updated risk assessment is provided in **Appendix 2** and details recent observations, updated risk ratings and any additional mitigations that have been identified.

➤ **Financial and Resource Implications**

The Business and Implementation Plan provides detailed income and expenditure forecasts which have been reviewed by an external consultant and have considered various scenario variables for Fabrik’s operations such as retail sales per day and retail mark up. The Plan also details the staff resources required to operate Fabrik, including additional positions required for business development, public programs and marketing. Costs relating to these additional resources are included in the projected expenditure.

Forecast income and expenditure in the Plan has been included in the *2024-25 Draft Annual Business Plan*. Should the Council resolve as recommended, future projections will be factored into the *Long Term Financial Plan (LTFP)* when it is next reviewed, noting that the LTFP already includes income and expenditure budgets for Fabrik.

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

The development of Fabrik is connected to Council’s strategic goal of providing activities and opportunities that connect with the community. Public programs at Fabrik will include a strong focus on community cultural development, with the aim of increasing the involvement of Adelaide Hills community members in the arts, and creating opportunities for increased creativity and connection. The evaluation table in the the Plan aims to identify activities and measures to ensure that Fabrik meets these strategic aims.

➤ **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>	Presented at Council workshop on 6 May 2024
<i>Advisory Groups:</i>	Not applicable
<i>External Agencies:</i>	Hudson Howells consultants developed the financial modelling South Australian arts organisations were consulted regarding artist studios and retail profit margins
<i>Community:</i>	Not applicable

➤ **Additional Analysis**

In 2018, the *Business Development Framework 2018-2013* informed the establishment of Fabrik, including staffing, programming and the redevelopment of the buildings.

A new guiding document is required to inform the next stage of Fabrik’s development and operations, to ensure that the hub achieves expected community, cultural and financial goals. The *Business and Implementation Plan 2024* in Appendix 1 is the result of detailed analysis and projections relating to visitation, income and expenditure, staffing, marketing and programs. For the sake of brevity, the contents are not repeated here, however the key points include:

- Future arts programming
- Governance and staffing plans
- Marketing plan and five-year roadmap
- Income and expenditure forecasts
- Financial modelling that proposes best, worst and expected outcomes taking into account various scenarios for retail and consignment sales
- Economic impact assessment and benefit cost analysis
- Evaluation and monitoring indicators to provide benchmarks for ongoing analysis

Importantly, the Plan details the social and economic benefits that are anticipated to flow from Fabrik, including a benefit-cost ratio of 4.69 (a return of \$4.69 for every \$1 of investment) for the Adelaide Hills region, meaning there are significant positive community impacts from investment in Fabrik.

3. OPTIONS

Council has the following options:

- I. Determine to receive and note the Fabrik Business and Implementation Plan, endorse the continued operation of Fabrik in line with the Plan and resolve to receive updates on the implementation of the plan via the Quarterly Performance Report and a progress report following 12 months of operations at the redeveloped site. (Recommended)
- II. Make alternate resolutions regarding the future operations of Fabrik or seek amendments to the Fabrik Business and Implementation Plan. (Not Recommended). Should the Council identify the need for substantial amendments to the Plan, 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) Business and Implementation Plan 2024
- (2) Strategic Risk Assessment

Appendix 1

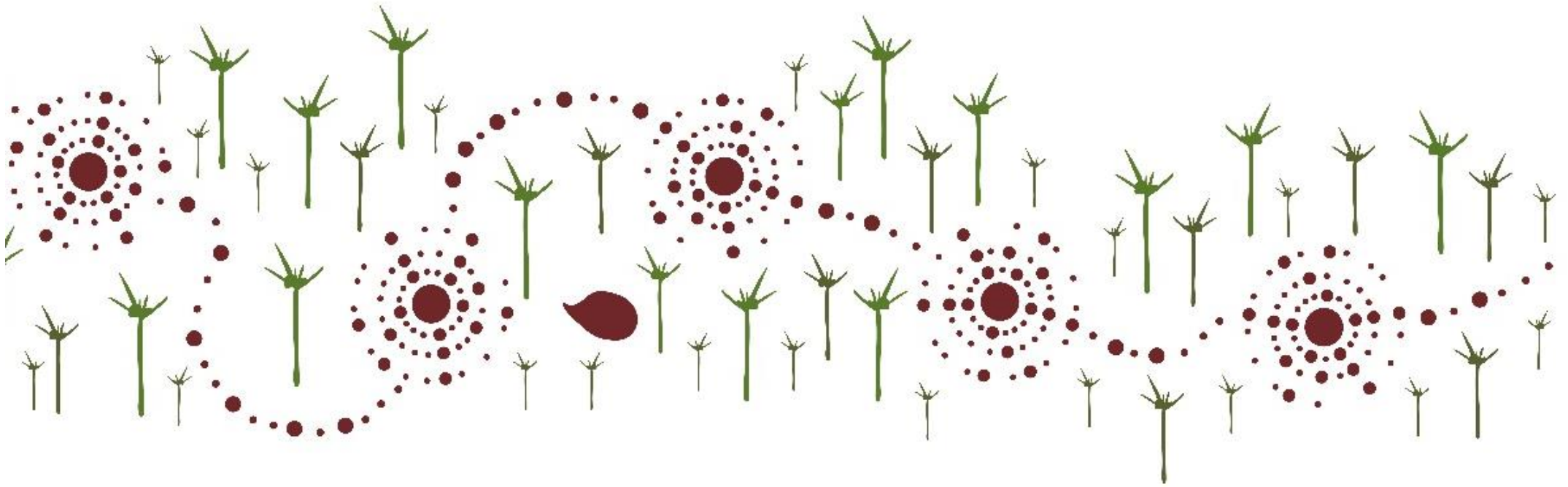
Business and Implementation Plan 2024-2029



FABRIK

Business and Implementation Plan

2024



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

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

Vision

Fabrik is a much-loved arts and culture destination and the centre for textiles in South Australia, attracting visitors from Australia and around the world.

Mission

To engage, inspire, and connect communities in the Adelaide Hills and beyond, through arts and heritage



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Executive Summary

Over the last six years Adelaide Hills Council has been activating a cluster of buildings on the site of the former Onkaparinga Woollen Mill in Lobethal, developing the cultural hub, Fabrik Arts + Heritage. During this time Fabrik has offered physical spaces and programs to connect with community, support creative industries and attract visitors to Lobethal and surrounding districts.

Fabrik has been closed since late 2022 during a redevelopment of the site that will ensure accessibility and functionality for its use as an arts and cultural facility. As the construction projects nears conclusion, a Business and Implementation Plan has been developed to ensure maximum economic and community benefit is received from the facility.

The Plan provides detailed income and expenditure forecasts which have been reviewed by an external consultant and have considered various scenario variables for Fabrik's operations such as retail sales per day and retail mark up. The Plan also details the staff resources required to operate Fabrik, including additional positions required for business development, public programs and marketing. Costs relating to these additional resources are included in the projected expenditure. Regular reporting on key metrics through the Quarterly Performance Report and a progress report following 12 months of operations at the redeveloped site are also recommended.

Introduction



Fabrik's History

Fabrik Arts + Heritage is an initiative of the Adelaide Hills Council, based in the historic former Onkaparinga Woollen Mill site in Lobethal.

The Mill and textiles are a source of identity and pride for the local community and the relationship between the community and the Mill site is an enduring one. The development of Fabrik is the result of robust consultation and community-led actions, representing wide community connection and input.

Fabrik opened in 2019 with a pop-up program, offering events, workshops and exhibitions throughout the site and attracting over 14,000 visitors in the first twelve months.

After the December 2019 Cudlee Creek fire, Fabrik's Building 20 became the Bushfire Recovery Centre, and programs extended to include an extensive Creative Recovery program.

In 2021 Council received \$3m from the Local Economic Recovery Program towards a major redevelopment of the Fabrik site. Together with an additional \$1.56m from Council, the redevelopment has significantly improved accessibility and functionality of the buildings and surrounding grounds.

Introduction (cont)

Programs

Fabrik aims to contribute to economic and community development within the region, offering:

- High calibre exhibitions
- Creative workshops
- Community projects and events
- Shop offering artisan-made goods
- *Mill Stories* interpretation celebrating the significant history of the Onkaparinga Woollen Mill
- Public-facing artist studios for hire
- Spaces for hire

Theme

In acknowledgement of the significant manufacturing history of the Mill site, Fabrik's thematic focus will be on textiles, linking with contemporary art practice, domestic makers, First Nations cultural practices, traditional textiles internationally, and connecting with relevant issues such as textile sustainability, reuse and recycling.

Facilities

Fabrik consists of three original Mill buildings and one newly constructed pavilion.

Facilities include a shop, a climate-controlled gallery, artist studios, meeting/workshop spaces, museum displays, community exhibition space, artist in residence facility and indoor and outdoor function spaces.

The Business and Implementation Plan

Given the scale of the Fabrik project the Business and Implementation Plan is intended to establish the goals and outcomes expected of the

Arts Program and Timing

Year 1

- Commence exhibition program including involvement in Adelaide Fringe and South Australian Living Artists (SALA) Festivals
- Establish retail operation
- Launch *Mill Stories* museum display in Mill Shed (Building 21) and Blanket Building (Building 20)
- Establish artist studio tenants
- Commence workshop program
- Commence venue hire
- Present an artist market event
- Present History Festival event

Year 2

- Continue programming as above
- Develop venue hire opportunities to meet income goals
- Develop tourism products/packages and explore philanthropic opportunities to meet income goals
- Develop artist in residence program
- Develop a major arts collaboration (eg. sustainable fashion fest)

Year 3 onwards

- Continue to refine and develop existing program





Heritage Management Plan

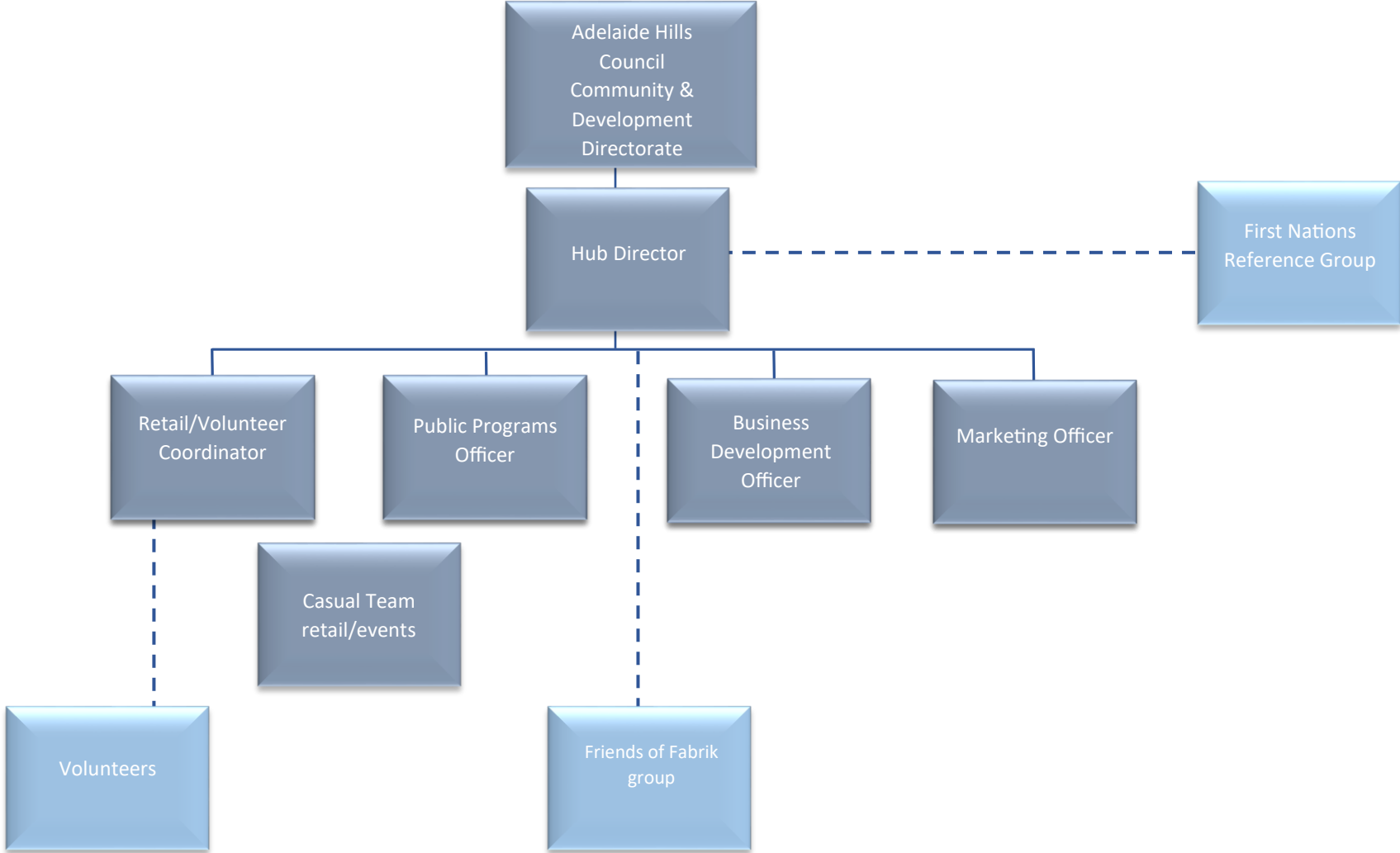
Adelaide Hills Council undertakes its work on the traditional lands and waters of Peramangk and Kaurna people. Fabrik will continue to build upon existing relationships to ensure First Nations stories and cultures are acknowledged, supported and shared.

The Lobethal Woollen Mill site was confirmed as a State Heritage Place in 2014 and acknowledged as one of the state's most significant industrial complexes, representing more than a century of industrial, commercial and social development at the site. The Heritage Assessment Report notes that Buildings 14, 20 and 21 (now buildings allocated for Fabrik's use) have high heritage significance to the complex as a whole. A Heritage Agreement between Adelaide Hills Council and the Minister for Sustainability, Environment and Conservation was signed in 2016.

The current redevelopment of Fabrik was undertaken in close consultation with Heritage SA to ensure restorations, alterations and additions were sensitive to the site's heritage and compliant with the Heritage Agreement.

Along with consideration for the built heritage, Fabrik has been gathering information and developing content in preparation for sharing the social and industrial history of the Mill, while also acknowledging the site's placement on First Nations Country and the Prussian colonial settler history of the town of Lobethal. Fabrik is a member of the History Trust of SA's Museums and Collections Program, which funds the care and presentation of South Australian history and collection items. To date Fabrik has received just under \$49,000 from various sources, funding professional research, the recording of oral histories, display development and the purchase and construction of display furniture, for Buildings 20 and 21. Relationships with former Mill workers have been formed, and an agreement with the Onkaparinga Woollen Mill Museum Inc is currently in draft form, in preparation for the loan of items for display. Further funding will be sought in the coming years to continue to develop the interpretation, and associated public programs, that celebrate the history of the Mill.

Governance and Staffing



Staffing Plan

Title	Year 1 FTE	Year 2 FTE	Level	Role Summary
Director	0.8	0.8	Contract	Existing position. Involved in overall strategy, staff recruitment/management, policies, agreements, funding applications, strategic partnerships etc. Strategic and operational involvement in exhibition program and artist residencies. Manage budget, Council KPIs and reporting.
Retail and Volunteer Coordinator	1.0	1.0	Level 5	Existing position. This role will manage retail operations; supervise weekend casual staff; recruitment, training, rostering and supervision of volunteer staff.
Public Programs Officer	0.6	0.8	Level 5	New position. This role will develop the ongoing public program including workshops and events; manage the artist studio program and work with community groups.
Business Development Officer	0.4	0.8	Level 5	New position. This role will manage venue hire, including hire agreements, costings and scheduling.
Marketing Officer	0.4	0.4	Level 4	New position. This role will implement the Marketing Plan and develop marketing collateral including invitations, posters, social media content and EDMs
Retail and Events Casuals	0.5	0.8	Level 3	New positions. This will be a pool of casual staff available for weekend retail and back up support for out-of-hours external hires. Also responsible for volunteer support on weekends. Additional paid casuals may be required if weekend volunteers are not forthcoming, to ensure Blanket Building is open to the public.
TOTAL FTE	3.7	4.6		
FTE amounts may change depending on individual personnel needs, noting this will be managed within the overall budget for staff resources included in expenditure forecasts.				

Marketing Plan

Target Audiences

- Residents of the Adelaide Hills region
- Cultural tourists and visitors from wider Adelaide, South Australia, interstate and overseas
- Artists, creatives and arts enthusiasts
- First Nations custodians and artists
- History enthusiasts
- Schools and education groups
- Local community groups, former Mill workers and their families
- Event and function clients
- Funding partners and sponsors
- AHC Councillors and staff
- Media
- Federal, state and local government

Marketing Objectives

- Build awareness of Fabrik and drive visitation to achieve 20,000 visitors per annum by 2028/29
- Develop a strong brand, positioning Fabrik as a premier regional arts and cultural destination and the South Australian centre for textiles
- Diversify and grow revenue streams including, retail, events and sponsorships
- Build an engaged and innovative digital community
- Engage the local community and key stakeholders as active participants and advocates

Marketing Plan (cont)

Brand and Positioning Strategies

- Develop a brand strategy and key messages building upon established visual identity
- Integrate the brand across all touchpoints including social media, signage, website, collateral, etc
- Tell the stories of our communities and artists

Digital and Social Media Strategies

- Develop a multi-channel digital marketing approach e.g. a news feed, electronic direct mail, social channels etc
- Continue to update the existing website
- Build upon existing social media communities and newsletter subscribers
- Leverage existing Council lists e.g. community, Council and library

Advertising and Promotion Strategies

- Create a digital marketing campaign encompassing launch, exhibitions and community building
- Develop yearly advertising plans including print, outdoor and digital
- Implement an opening campaign targeting the Adelaide Hills and surrounding regions, and the Adelaide metropolitan area
- Promote key exhibitions, events and public programs
- Explore tourism partnerships and packaging opportunities with operators
- Use storytelling as a key pillar of marketing initiatives e.g. site history, redevelopment of the site, artist stories, local stories

Marketing Plan (cont)

Comms Strategies

- Appoint a Comms Officer and develop yearly plans
- Leverage the Director and artists for media opportunities.
- Develop an inhouse media list to promote newsworthy exhibitions and events, etc
- Develop media familiarisation and press previews program
- Cross promote media opportunities with Council media
- Create quality photography and video resources that can be packaged to mediaDevelop a schedule of milestones for PR and prepare above assets

Audience Engagement Strategies

- Develop an Audience Development Plan with strategies for each target audience
- Develop an exhibition, workshop and events program that attracts Fabrik's diverse target audiences
- Continue to develop connections and collaborations with schools, cultural and community groups
- Develop information and resources to ensure inclusivity for diverse communities
- Build mechanisms to enable two-way feedback and experience sharing

Marketing Plan (cont)

Partnership Strategies

- Develop a Tourism Partner Prospectus and secure tourism partners
- Create joint marketing campaigns, packaging and offers with partners
- Continue to build upon and create new relationships within the arts and culture sector, locally, nationally and internationally, to develop collaborations that present compelling offerings and extend audience reach
- Explore opportunities for Friends of Fabrik membership, local donors, sponsors etc, to bring exhibitions of interest or significance

Measurement and Analysis

- Devise an evaluation framework that incorporates wellbeing and connectedness measures as well as visitation and revenue
- Set monthly and yearly targets for visitation, revenue, digital engagement, etc
- Implement regular audience research and gather feedback
- Track, report and analyse marketing metrics and optimise campaigns

Five Year Roadmap

- Year One – Opening campaign, branding, website, build partnerships, establish metrics
- Year Two – Expand marketing mix, build audience relationships, diversify revenue streams
- Year Three – Expand reach, build reputation, strengthen engagement programs
- Year Four – Expand market share, exploit new opportunities, investigate new revenue streams
- Year Five – Optimise programs, expand interstate/international reach, review next 5-year plan

Income and Expenditure

Major Financial Assumptions – Income

- All Costs and Incomes in \$2024
- Venue Hire Income - \$42,000 p.a.
 - 4 Studio Spaces @ \$90 per week @ 80% Occupancy (51 Weeks)
 - 3 Workspace Hire @ \$150 per day @ 20% (260 Days)
 - Mill Shed Hire @ \$800 per week (5 Bookings)
 - Growth @ 20% p.a
- Consignment Sales Income - \$135,000 @ 35% Mark Up. Growth @ 15% p.a.
- Retail Sales Income - \$87,500 @ 40% Mark Up. Growth @ 15% p.a.
- Workshop Income - \$50,000 p.a.
- Sponsorship Income - \$30,000 p.a. Growing to \$50,000 p.a. by 2026/27

Income and Expenditure (cont)

Major Financial Assumptions - Expenditure

- Salaries and Wages – \$438,097 p.a. growing to \$525,437 p.a. by 2025/26
- Marketing Costs – 5% of Total Income p.a. (\$17,200 for 2024/25)
- General Operating Costs (Utilities, Maintenance, etc.) – \$110,000 p.a.
- Arts Programming Costs (Touring Exhibitions, Artist Markets, Performances, etc.) – \$76,000 p.a.
- Contingency Costs – 5% of Total Costs

Income and Expenditure (cont)

Expected Best and Worst Case Scenarios

	Expected	Best	Worst
Commencing Consignment Sales Per Day	\$400	\$500	\$300
Consignment Mark Up	35%	50%	25%
Commencing Retail Sales Per Day	\$250	\$300	\$200
Retail Mark Up	40%	50%	30%
Additional Contingency Costs Per Annum	5.0%	2.5%	7.5%

Expected Case – Modelled Outcomes

	2024-25	2025-26	2026-27	2027-28	Years 5-10
Gross Income	\$182,088	\$209,506	\$239,957	\$263,981	\$292,214
Operating Expenses	\$666,410	\$760,847	\$763,917	\$766,871	\$770,299
Operating Surplus/Deficit	-\$484,322	-\$551,341	\$523,960	\$502,890	-\$478,085
Current 2024/25 Draft Budget Deficit	-\$457,280				

Best Case – Modelled Outcomes

	2024-25	2025-26	2026-27	2027-28	Years 5-10
Gross Income	\$222,088	\$255,506	\$292,857	\$324,816	\$362,174
Operating Expenses	\$650,543	\$742,731	\$745,729	\$748,612	\$751,959
Operating Surplus/Deficit	-\$428,455	-\$487,226	\$452,872	\$423,796	-\$389,785
Current 2024/25 Draft Budget Deficit	-\$457,280				

Income and Expenditure (cont)

Worst Case – Modelled Outcomes

	2024-25	2025-26	2026-27	2027-28	Years 5-10
Gross Income	\$91,038	\$104,798	\$119,543	\$125,505	\$132,967
Operating Expenses	\$682,277	\$778,962	\$782,106	\$785,130	\$788,640
Operating Surplus/Deficit	-\$591,239	-\$674,164	\$662,563	\$659,625	-\$655,673
Current 2024/25 Draft Budget Deficit	-\$457,280				

Operating Deficit Comparisons – Modelled Outcomes

	2024-25	2025-26	2026-27	2027-28	Years 5-10
Expected Case	-\$484,322	-\$551,341	-\$523,960	-\$505,890	-\$478,085
Best Case	-\$428,455	-\$487,226	-\$452,872	-\$423,796	-\$389,785
Worst Case	-\$591,239	-\$674,164	-\$662,563	-\$659,625	-\$655,673
Current 2024/25 Draft Budget Deficit	-\$457,280				

Social Impact benefits

Society and Place: Cultural engagement contributes to a sense of belonging, identity, and community cohesion

Innovation: Creative expression fosters innovation and new ideas

Health and Wellbeing: Cultural participation positively impacts mental and physical health

Education: Arts education enhances critical thinking and creativity

International Engagement: Cultural exchange promotes understanding and collaboration

Culture: Arts and culture enrich our lives and preserve heritage

Economy: Arts and culture generate economic activity, create jobs, and stimulate local economies



Economic Impact Assessment

It is estimated that the Operational Phase will support 11.73 FTE jobs per annum in South Australia and in the Adelaide Hills with a contribution to Gross State Product (GSP) of \$1.021 million per annum.

Operational Phase Economic Impacts Per Annum	South Australia	Adelaide Hills SAGR
Direct Jobs	3.71	2.49
Indirect – Industrial Support Jobs	3.80	4.38
Indirect – Consumption Induced Jobs	4.23	4.87
Total Jobs (FTEs)	11.73	11.73
Direct GSP	\$279,868	\$277,489
Indirect – Industrial Support GSP	\$315,487	\$316,499
Indirect – Consumption Induced GSP	\$425,874	\$427,241
Total GSP	\$1,021,229	\$1,021,229

Economic Impact Assessment (cont)

After 15 years, it is estimated that tourism will be supporting 45.13 FTE jobs per annum in South Australia (39.46 in the Adelaide Hills) with a contribution to Gross State Product (GSP) of \$6.58 million per annum (\$5 million in the Adelaide Hills).

Tourism Economic Impacts Per Annum (After 15 Years)	South Australia	Adelaide Hills SAGR
Direct Jobs	22.60	22.60
Indirect – Industrial Support Jobs	10.78	8.07
Indirect – Consumption Induced Jobs	11.75	8.79
Total Jobs (FTEs)	45.13	39.46
Direct GSP	\$2,507,205	\$2,485,894
Indirect – Industrial Support GSP	\$1,857,365	\$1,152,542
Indirect – Consumption Induced GSP	\$2,214,468	\$1,374,133
Total GSP	\$6,579,039	\$5,012,570
Cumulative Contribution to GSP After 15 Years	\$41,319,098	

Benefit Cost Analysis - SA

The Benefit Cost Analysis for SA shows that the project has a strong community benefit cost ratio (BCR) of 6.09 with a 50 Year NPV of \$113 million.

	2024/25	2025/26
Capital Costs	\$4,435,600	
Operating Costs	\$666,410	\$760,847
Total Annual Costs	\$5,102,010	\$760,847
Net Present Value of Costs (NPVC)	\$22,235,506	
Benefits		
Construction Economic Benefit – Contribution to GSP and Jobs	\$4,683,994	\$0
Operational Economic Benefit – Contribution to GSP and Jobs	\$883,660	\$1,008,883
Additional Tourism Contribution to GSP	\$207,116	\$434,944
Total Annual Benefits	\$5,774,770	\$1,443,827
Net Present Value of Benefits (NPVB)	\$135,376,118	
Net Annual Benefit/Cost	\$672,759	\$682,980
50 Year Net Present Value of Costs and Benefits (NPVCB)	\$113,140,612	
50 Year Benefit Cost Ratio (Total NPV Benefits/Total NPV Costs)	6.09	

Benefit Cost Analysis – Adelaide Hills

The Benefit Cost Analysis for the Adelaide Hills shows that the project also has a slightly lower but still strong community benefit cost ratio (BCR) of 4.69 with a 50 Year NPV of \$82 million, mainly due to the leakage of jobs and GSP to regions outside the Adelaide Hills.

	2024/25	2025/26
Capital Costs	\$4,435,600	
Operating Costs	\$666,410	\$760,847
Total Annual Costs	\$5,102,010	\$760,847
Net Present Value of Costs (NPVC)	\$22,235,506	
Benefits		
Construction Economic Benefit – Contribution to GSP and Jobs	\$4,683,994	\$0
Operational Economic Benefit – Contribution to GSP and Jobs	\$673,261	\$768,668
Additional Tourism Contribution to GSP	\$157,802	\$331,384
Total Annual Benefits	\$5,515,056	\$1,100,052
Net Present Value of Benefits (NPVB)	\$104,220,609	
Net Annual Benefit/Cost	\$413,046	\$339,205
50 Year Net Present Value of Costs and Benefits (NPVCB)	\$81,985,103	
50 Year Benefit Cost Ratio (Total NPV Benefits/Total NPV Costs)	4.69	

Implementation and Opening Action Plan

ACTION	DETAILS	TIMEFRAME	MILESTONES
1. Employ Public Program Officer	This role will be responsible for the development of public programs. The position will commence at 0.6FTE, increasing to 0.8FTE in the second year of operation to enable the development of additional programming such as markets and forums.	Employed 6 weeks prior to opening, and opening program	Suitable candidate engaged
2. Employ Business Development Officer	This role will be responsible, in the first instance, for managing venue hire and will commence at 0.4FTE. In the second year of operation the position will expand to 0.8FTE to include the development of other income initiatives, such as tours and tourism packages.	Employed 6 weeks prior to opening, allowing time to assist with bump in, and to be involved with establishment of artist studios and venue hire conditions	Suitable candidate engaged
3. Employ Marketing Officer	This role will be responsible for implementing the marketing plan, and developing marketing collateral for Fabrik	Employed 6 weeks prior to opening, allowing time to review and implement marketing plan in the weeks prior to opening	Suitable candidate engaged
4. Employ Retail Casuals	This casual pool will primarily be involved in Fabrik's retail area on weekends	Employed 3 weeks prior to opening, allowing time for site induction	Casual pool established to work weekends
5. Develop volunteer program	Volunteers will be required to assist with retail sales during weekdays, and to provide customer service in the Blanket Building (both levels) and Mill Shed Other volunteers will be required to assist with public programs, events and exhibition installation	Opening team inducted 3 weeks prior to opening Second stage recruitment commenced 2 months after opening	Pool of volunteers available to work weekdays and weekends

Implementation and Opening Action Plan (cont)

ACTION	DETAILS	TIMEFRAME	MILESTONES
6. Develop and commence marketing strategy	Develop as outlined in Marketing Strategy	To commence 6 weeks prior to opening	As per Marketing Strategy roadmap
7. Develop public program	<p>Program building on existing high-quality activities, including exhibitions, workshops and events</p> <p>The program will be developed to provide high quality experiences, while also engaging the local community</p> <p>Activities will include participation in annual Fringe, SALA and History festivals</p>	<p>First 12 months of exhibitions scheduled prior to opening</p> <p>First 6 months of workshops scheduled prior to opening</p>	Visitation targets achieved as per Evaluation Criteria for Tourism, Community and Arts Support
8. Develop Retail Space	<p>Development of a retail space within the Pavilion to showcase high quality, artisan-made goods</p> <p>Provide a source of income</p>	To be established in time for opening	Sales and gross profit targets achieved
9 . Develop venue hire package	<p>Research, develop and promote a venue hire schedule</p> <p>Develop tourism products and partnerships</p>	<p>Established in time for opening</p> <p>Established when Business Development Officer commences</p>	Income targets are reached
10. Launch Mill Stories museum display	<p>Research and planning has been undertaken since 2019, as appropriate grants have been received.</p> <p>The rollout of the display will be staged, with each stage dependent upon funding received through the History Trust of SA's Museum and Collections program.</p>	<p>Simple displays will be included in the Blanket Building (Building 20) when Fabrik opens.</p> <p>January 2026</p>	<p>Simple display in Blanket Building</p> <p>Launch of stage 1 display in Mill Shed</p>

Implementation and Opening Action Plan (cont)

ACTION	DETAILS	TIMEFRAME	MILESTONES
11. Develop First Nations reference group	<p>Build upon existing relationships to develop a reference group with First Nations custodians, artists and community members, to inform and develop a program that is inclusive and sensitive to First Nations cultures.</p> <p>Ensure the Fabrik site and its programs provide a safe place for First Nations artists and visitors.</p> <p>Ensure Fabrik's programs celebrate and share First Nation's cultures, histories and heritage.</p>	<p>August 2025</p> <p>August 2026</p>	<p>Terms of Reference and member selection completed</p> <p>Review outcomes and Terms of Reference</p>
12. Develop Artist in Residence program	<p>A live-in residency, with a focus on artists working with textiles and/or community engaged practice</p> <p>Developed and promoted to attract national and international interest and engagement</p>	<p>Scoped and advertised within first 12 months of operation</p>	<p>3 external residencies confirmed</p>

Evaluation and Monitoring

EVALUATION AREA	AIM	INDICATOR	TARGET	FREQUENCY
Financial	Develop income streams to ensure budget is met	Venue hire income Retail sales profits	Tracking against business plan and budgets	Quarterly – through Quarterly Performance Report Annually Additional targeted marketing will be developed if income streams lag
Tourism	Increase visitation and spend in the region	Numbers of intra/interstate and international visitors	30% of total visitation from outside the region	Quarterly – through Quarterly Performance Report Annually
Community	Increase participation in the arts	Number of visitors (assuming a target annual growth rate of 10%)	Year 1: 13,200 Year 2: 14,520 Year 3: 15,972 Year 4: 17,569 Year 5: 19,326	Quarterly – through Quarterly Performance Report Annually
	Increased wellbeing through creative initiatives	Experience of connection	85% of participants positively respond	Quarterly – through Quarterly Performance Report as survey data allows Annually
Arts Support	Support creative industries	Numbers of participants in business development opportunities	Year 1: 30 Ongoing: 50 attendees per annum	Quarterly – through Quarterly Performance Report Annually

Long Term Contingency Options

Should Fabrik not be successful in achieving strategic outcomes, alternative operating models or other plans could be considered, noting the following conditions of use would need to be factored in:

- The Mill site was transferred to Council by State Government (1993) with the condition that it be used solely for economic development purposes, including the proceeds from any partial realisation.
- The Local Economic Recovery Program (2021 State and Commonwealth Funded), received for the redevelopment of the Fabrik site disallows changing the approved use of the land, facility or assets without prior Government approval. This includes selling or assigning.

Appendix 2

Strategic Risk Assessment

Work unit/activity being assessed: Establishing an arts and heritage cultural complex in the Old Woollen Mill at Lobethal.									
Section 1: Risk identification				Relevance of risk in 2024	Section 7: Strategic evaluation of residual risks or newly defined risks				
No	Risk Statement (use the situation-consequence technique)	Causes & Impact	Risk Owner		Observations	Consequence	Likelihood	Risk Rating	Comments / Additional Controls and Mitigations
1	Insufficient demand for rental space leading to a shortfall in operating income envisaged in the Business Development Framework (BDF).	Cause: Insufficient demand Impact: Shortfall in operating revenue	FD	Yes	<p>The venue hire calculations have been confirmed, and an error in the BIP was noted.</p> <p>The venue hire rates were developed based on fees and charges in galleries, community centres, and libraries in AHC and other councils. The Business Development Officer determines some additional charges once the officer is recruited (such as equipment and kitchen usage and cleaning). Workspace hire rates may be considered high for local community groups but suitable for workshops, conferences and exhibitions.</p> <p>During the redevelopment, previously identified barriers to renting spaces (e.g., no heating/cooling, poor security, and accessibility problems between levels—as outlined in Risk 3) have been addressed. The only identified exception is the Mill Shed, which has no air conditioning and a small kitchen (noting that occupancy rates for the Mill Shed have taken these limitations into account).</p>	Minor	Unlikely	Low (2D)	BRM advise further mitigations not required for this risk (previously identified 2021).
2	Low visitation (less than 4000 per year) leading to unfulfilled economic expectations	Cause: The facility proves less attractive than anticipated. Impact: Lower visitation and lower spend on site and in the township/region.	FD	Yes	<p>It is noted that projected visitation numbers have been reduced over the planning period, with current estimates based on 12,000 initially and a 10% growth p.a. This projection sees 19,326 by 2028/29. Benchmark was based on 9,866 p.a. during 2020 (noting that is was during COVID and based on ad hoc opening). It is also understood that 3,000 people per day have previously attended markets which were held during this period which future market days likely to make a strong contribution to the overall target levels.</p> <p>The FABRIK Director has also previously worked at the Hahndorf Academy and the Murray Bridge Art Gallery, enabling her to understand visitation rates at the venues (e.g. 9,000 to 12,000 p.a at Murray Bridge Art Gallery) and the transferability of this information to FABRIK.</p> <p>The FABRIK Director has consulted with other Art/Culture precincts including Jam Factory, The Mill (Adelaide), Fleurieu Arthouse (McLaren Vale) and POP Studios (Port Adelaide), assisting the benchmark estimates.</p>	Moderate	Rare	Low (3E)	BRM advise further mitigations not required for this risk (previously identified 2021).
3	Insufficient interest in the arts community leading to a lack of utilisation and therefore unfulfilled expectations (relates also to visitation and space occupancy).	Cause: Insufficient interest Impact: Unfulfilled expectations	FD	Yes	<p>During the redevelopment, previously identified barriers to renting spaces (e.g., no heating/cooling, poor security, and accessibility problems between levels—as outlined in Risk 3) have been addressed.</p> <p>The FABRIK Director has indicated considerable interest from local, regional, and interstate artists in using the spaces (with six events currently scheduled for 2025 and 2026). These special events are in addition to annual events, including SALA and History Week and other programming.</p> <p>Once the FABRIK opening date has been confirmed and additional FABRIK staff have been recruited, there will be the certainty and capacity to promote and develop event and program opportunities more actively.</p> <p>It is also noted that while current marketing efforts may be diminished, some of the planned events feature high profiles artists, who have their own marketing strategies and followers across social media channels (and are therefore quite self-sufficient in attracting visitors).</p>	Moderate	Unlikely	Medium (3D)	<p>Marketing and Communication Strategy.</p> <p>Connections established across the Arts sector, including Adelaide Fringe, History Month and SALA.</p> <p>Program of Events.</p>

4	Insufficient volunteer interest to meet the needs of operating the site, leading to restrictions on opening hours and pressure to resource with paid staff.	Cause: Insufficient volunteer interest. Impact: Insufficient resources to open, guide, attend to visitors.	FD		<p>The predominant need for volunteers is to support retail sales, but other tasks include meeting visitors at other buildings and providing introductory information, working within the small library space, and opening buildings as required.</p> <p>Currently, 20 volunteers have registered their intentions and skills, with many others generally interested. The Volunteer Plan seeks to align volunteer skills with the requirements of specific tasks (e.g., retail). At this point in time, only a few of the registered volunteers have retail skills and are available on the weekend (during peak visitation periods).</p> <p>Efforts are underway to seek additional volunteers (particularly those with retail experience and willing to work on weekends). Without these volunteers, there will likely be restrictions on opening the whole facility, reduced operating hours, or cost pressures associated with casual retail personnel (noting there is 0.5 FTE allocated to the casual retail officer position).</p> <p>While this is the case, discussions with the community and the arts sector indicate that volunteers will likely register once the Hub is open.</p> <p>In addition, staff and volunteers may be required to work outside of normal hours for some events (e.g. evenings). Similarly to working weekends, volunteer availability may be limited, placing pressure on staff to fill this need.</p>	Moderate	Likely	High (3B)	Likelihood rating assessed prior to opening. Expect risk rating to be reduced once site is operational.
5	Difficulties achieving development approval leading to inability to develop site as proposed.	Cause: Heritage listing. Impact: Inability to develop site to intended use.	FD	No	NA				N/A
6	Anticipated small grants (for programs, events and specific activities) in not forthcoming leading to a shortfall in funding to run the associated activities.	Cause: Unsuccessful in grant applications Impact: Insufficient funding to undertake the associated activities.	FD	Yes	<p>To date, a total of \$131,130 in grant funding has been received.</p> <p>A grant/sponsorship income target of \$30,000 p.a., growing to \$50,000 p.a. by 2026/27, seems conservative and achievable.</p>	Minor	Rare	Low (2E)	BRM advise further mitigations not required for this risk (previously identified 2021).
7	Lack of robust planning and strategy alignment (around the hub concept) leading to misuse of public funds.	Cause: Lack of robust planning. Impact: Misuse of public funds.	FD	Yes		Moderate	Unlikely	Medium (3D)	Business and Implementation Plan has been developed. Progress report proposed to be provided following twelve month of operation to ensure alignment to strategic objectives.
8	Insufficient external funding for the full development leading to unfulfilled expectations and/or additional pressure on ratepayers funds to deliver the Council's objectives for FABRIK.	Cause: Lack of external funds. Impact: Inability to achieve the full potential of the facility.	DCD	Possible	<p>The final full development did involve some changes to initial concepts, for example a freight lift capable of accomodating exhibition crates. Exhibitions and installations will need to consider the funtionality of the final facility redevelopment.</p> <p>Based on the current operational funding, it is not considered that there are any operational funding risks that would impact the delivery of the BIP strategies and actions.</p>	Minor	Unlikely	Low (2D)	BRM advise further mitigations not required for this risk (previously identified 2021).

Additional risks identified during the 2024 strategic review.									
9	Delays in finalising approvals, budgets and additional staff recruitment for FABRIK mean that several of the marketing, programming and business development goals are not realised until well into the first quarter of 2025 (impacting visitation, sales, and putting the delivery onus on the FABRIK Director and the Retail and Volunteer Coordinator)	The current 2.0 FTE (FABRIK Director and Retail and Volunteer Coordinator) are implementing some of the marketing, programming, and business development actions described in BIP. Other actions await the additional FABRIK staff to start. This risk's consequence is likely to have its greatest impact in the first year of operation rather than on long-term viability.	DCD	New	The intention is to have the additional part-time FABRIK staff (totalling 1.9 FTE) employed 6 weeks before the opening of the Hub (scheduled for mid-August 2024). Based on a recruitment period of ten to thirteen weeks, recruitment should commence at the start of May. The FABRIK Director has indicated that the final budget approvals need to be signed off before the recruitment process can commence. Delays in recruitment may set back the development of a comprehensive Marketing Strategy and the implementation of many of the specific actions within the BIP.	Moderate	Unlikely	Medium (3D)	Business and Implementation Plan has been developed. Recruitment and marketing are in progress subject to the Plan being received and noted by Council in May 2024. Other Council staff can be leveraged to support marketing and implementation efforts in the lead up to the opening.
10	Uncertainty regarding the completion date (and the scope and timeframes to address any identified building or fit-out defects) impacts certainty regarding the opening date and subsequent marketing and program schedule. Conversely, setting an opening date (before all defects are addressed) may put time pressure on the completion efforts and potentially lead to sub-optimal outcomes.	Scale of building and fit-out defects Inability to transition smoothly from the re-development to the operational phases Impacting timeframes for re-development completion and FABRIK opening and program scheduling (hence income) This risk is influenced by the scale of defects, which at this point in time cant be fully estimated.	DEI	New	The consequence of the risk is likely to have its greatest impact in the first year of operation, rather than impacting long term viability.	Moderate	Unlikely	Medium (3D)	The building contractor has confirmed in writing an expected completion date of 1 July 2024.
11	Risk of council reducing future budget allocations to FABRIK	Budget pressure Community dissatisfaction Return on investment is poorer than predicted in the BIP		New		Moderate	Unlikely	Medium (3D)	Detailed financial forecasts in Business and Implementation Plan. Workshop with Council on financial projections and cost benefit analysis. Forecasts to be built into Council Long Term Financial Plan.
12	Community dissatisfaction with the new facility / unfavourable media etc.	Not achieving visitation or satisfaction rates Cost benefit is not well understood		New		Moderate	Unlikely	Medium (3D)	Marketing and Communication Strategy. Connections established across the Arts sector, including Adelaide Fringe, History Month and SALA. Program of Events.
13	Safety risks from the public entering new council buildings.	WHS handover or site safety risk and documentation incomplete or staff / volunteer training limited		New		Minor	Unlikely	Low (2D)	Safe Operating Procedures. Site Safety Plans. Volunteer Training Plans and Induction.
14	Retention and backfilling of staff during periods of leave, particularly until other FABRIK staff are employed.	Limited number of staff who currently have detailed know of the site and BIP.		New		Minor	Unlikely	Low (2D)	Recruitment in progress. Position Description design to accommodate backfill and succession planning.

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item:	12.6
Responsible Officer:	Gary Lewis Manager Financial Services Corporate Services
Subject:	ISO20400 Sustainable Procurement and Procurement Policy review
For:	Decision

SUMMARY

The purpose of this report is to seek Council's adoption of the amendments to the Procurement Policy to align with the International Standard Sustainable Procurement ISO 20400 (ISO 20400) as per **Appendix 1**.

On 26 September 2023 Council made a resolution for a review of the current Procurement Policy and Procurement Framework to ensure they are harmonized with ISO 20400.

A review and subsequent workshop held on Tuesday 12 December 2023 outlined the complexities of ISO 20400 and research undertaken that would underpin the review of the Procurement Policy in December 2023.

This report proposes amendments to the Procurement Policy that provide clarity of Council's position and commitment to sustainable procurement through alignment to ISO 20400:2017 embedding sustainable procurement throughout Council's procurement activities.

This report also provides a brief summary of the options available to Council, following adoption of the amended Procurement Policy, to further integrate the requirements of ISO 20400 and sustainability into Council's procurement framework and decisions. The options present directions that Council may consider based on desired resource commitment and outcomes.

RECOMMENDATION

Council resolves:

- 1. That the report on ISO20400 Sustainable Procurement and Procurement Policy review be received and noted.**
 - 2. With an effective date of 1 July 2024, to adopt the amendments as presented in the Procurement Policy as per Appendix 1.**
 - 3. That the Chief Executive Officer be authorised to make any formatting, nomenclature or other minor changes to the Policy as per Appendix 1 prior to the date of effect.**
-

1. BACKGROUND

Council's current Procurement Policy was reviewed and subsequently endorsed on Tuesday 23 August 2022 with the inclusion of Clause 5.6 titled Sustainable Procurement and includes clauses in relation to:

- Creating employment opportunities
- Diversity and equality for suppliers
- Local suppliers and maximising skills in the Adelaide Hills
- Purchase of environmentally friendly goods and services
- Incorporation of removing single-use plastics
- Purchase of recycled products where possible
- Select energy, fuel and water efficient products
- Purchase goods to minimise lifecycle costs and carbon emissions
- Foster low environmental impact products and services
- Provide leadership to business, industry and the community.

This amendment provided initial commitment by Council to incorporate sustainability within its procurement framework and activities.

A Motion on Notice was moved on the 26 September 2023 which proposed a review of the current Procurement Policy and Procurement Framework to ensure they are harmonized with the International Guidance Standard, 'IS20400 Sustainable Procurement' (IS20400).

**Moved Cr Melanie Selwood
S/- Cr Kirilllee Boyd**

1. That CEO undertakes a review of the current Procurement Policy and Procurement Framework against the International Standard for Sustainable Procurement ISO 20400;
2. From 1 October 2023 for all new tenders and quotes over \$10,000 shall request the following information:
 - a. Carbon footprint
 - b. Sustainability of their supply chain
 - c. Practices to minimise waste
 - d. Percentage of locally sourced materials
 - e. Estimated lifespan of materials used
 - f. End of life planning for materials used (eg recycle, reuse)
 - g. Inclusion policy regarding equal opportunity measures for employment in their organisation;
3. That a workshop of Council be held before 31 December 2023 to provide outcomes of the review; and
4. That a report be returned to Council with the updated Procurement Policy and any other related matters that require Council's attention no later than March 2024.

Carried Unanimously

The intent of the review is to ensure that Council through its purchasing decisions contribute positively to the community's overall well-being and the global imperative of mitigating climate change. The International Organisation for Standardization (ISO) is a worldwide federation of national standards. ISO 20400 is only available online and provides guidelines that set out the considerations for an organisation in embedding sustainability policies into an overall organisation approach through its procurement of products and services to ensure

suppliers deliver better outcomes. ISO 20400 is not explicit in what should be changed to ensure an organisations improvement of sustainable procurement practises but rather outlines a stepped process for ensuring that the principles outlined are embedded within an organisation.

The four key components within the ISO 20400 framework include:

- Understanding the fundamentals- principles, drivers and key considerations
- Integrating sustainability into the organisations procurement policy and strategy- understanding procurement practises and supply chains, managing implementation. A key deliverable of this step is the preparation of a Sustainable Procurement Strategy.
- Organising the procurement function towards sustainability- identifying and engaging stakeholders, setting procurement priorities.
- Integrating sustainability into the procurement process- building on the existing process, selecting suppliers, integrating sustainability requirements into the specifications. A key deliverable is a Sourcing Strategy that includes sustainability.

This report provides details of the initial review and the next steps in integrating sustainability into the procurement process.

It should be noted that this review of the Procurement Policy focussed solely on sustainability.

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

Strategic Plan 2020-24 – A brighter future

Goal 1	A functional Built Environment
Objective B3	Consider external influences in our long term asset management and adaptation planning
Priority B3.3	Investigate and source recyclable materials for asset renewal projects wherever practical and in doing so promote the circular economy
Objective B4	Sustainable management of our built assets ensures a safe, functional and well serviced community
Priority 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
Goal 5	A progressive organisation
Objective 05	We are accountable, informed, and make decisions in the best interests of the whole community
Priority 05.1	Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations

Council continues to have an emphasis on sustainability and climate change throughout the Strategic Plan and in numerous strategies and plans that have been prepared including:

- Climate Change Adaptation Plan for Adelaide Hills, Fleurieu Peninsula and Kangaroo Island Region
- Corporate Carbon Management Plan

- Resource Recovery and Recycling Plan
- Asset Management Plans
- Procurement Policy.

The revised Procurement Policy is aligned with all the documents above and specifically the information already contained with the current Procurement Policy.

➤ **Legal Implications**

Section 49 of the *Local Government Act 1999* sets out the legislative requirements in relation to contracts and tender policies.

Core to Section 49 and its intent is to ensure procurement policies, practices and procedures are directed towards ethical and fair treatment of participants, use of local good and services, and ultimately provide value for money of Council spend.

Council must therefore be cognisant to ensure that any changes to Councils Procurement Policy and its procedures, specifically what it seeks from the supply sector, how it evaluates and recommends based on suppliers ability to meet high level sustainability outcomes to do prohibit a fair process and opportunities for SME and local businesses.

A number of mitigations exist to offset any potential breach or complaint including ensuring that sustainability expectations are realistic and reflect sector capability and supplier engagement and education sessions.

➤ **Risk Management Implications**

The revision of the Procurement Policy will assist in mitigating the risk of:

Poor procurement practices leading to sub-optimal procurement outcomes, breach of legislation/policy and stakeholder concern.

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

Note: the mitigation of the above risk is contingent on the continual use of a broad procurement framework consisting of the policy and procedural guidance, tools and systems and procurement controls including templates, registers and auditing regimes.

As referenced in Legal Implications potential risk of breach of Section 49 of the Local Government Act, and market complaint would be mitigated through efficient acquisition planning to ensure the market request documentation and selection process pertaining to sustainability is reflective of the supply sector maturity and capabilities.

➤ **Financial and Resource Implications**

There are no cost implications associated with the adoption of the revised Procurement Policy. It is however noted that expenditure on goods and services currently accounts for over 60% of Council expenditure, and as such it is imperative that procurement is undertaken in a prudent, efficient and accountable manner. It is possible that there will be a increase in suppliers costs due to the sustainability compliance. This is currently unknown and will

depend on the specific project, the operational specifications and interaction between the procurement principles and available providers.

This risk is not mitigated in the current Policy, however, it is intended to be addressed through the Sustainable Procurement Guidelines which will be developed subsequent to this Policy. These Guidelines may structure the application of the new requirements such that they are applied to the higher value procurement activities and /or phased in over a period of time.

Procurement activities are generally undertaken by individual officers with procurement delegations as part of their substantive duties. Officers are assisted and advised by the Procurement Coordinator.

There would be the potential for an increase in internal costs of embedding ISO 20400 whether systems, training, time and resources.

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

There is a high expectation that Council has appropriate processes in place to undertake procurement in a sustainable, efficient and accountable manner that complies with legislative requirements.

Council is also conducting local supplier information sessions on “how to do business with Council”. Supporting the embedding of the new Procurement Policy and supplier sustainability requirements would be increased education of the local and broader supply market.

➤ **Sustainability Implications**

The current Procurement Policy contains, as part of the Procurement Principle regarding Sustainable Procurement, specific references to achieving environmental outcomes by seeking to:

- promote the purchase of environmentally friendly goods and services that satisfy value for money criteria;
- align the Council’s procurement activities with principles of ecological sustainability;
- purchase recycled and environmentally preferred products where possible;
- integrate relevant principles of resource recovery and waste minimisation and consider those products that can be totally recycled at the end of life where resources allow:
 - select energy, fuel and water efficient products by considering star ratings and other consumption measures
 - purchase goods that minimise lifecycle costs and carbon emissions from manufacture to disposal;
- foster the development of products and services which have a low environmental impact;
- provide leadership to business, industry and the community in promoting the use of environmentally sensitive goods and services.

- giving preference to Economic Benefit to the Adelaide Hills Council area, when appropriate. This is consistent with principles established by the State Government’s South Australian Industry Participation Policy (SAIPP).

As a result of ensuring that the consideration of environmental sustainability remains contemporary it is proposed to embed the principles of IS20400 into Clause 5.6 Sustainable Procurement.

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

Engagement and consultation has been key in the drafting of the amendments to the Procurement Policy, which has included consultation with internal staff and external suppliers.

Feedback has been received and considered from staff who procure across the Council, Procurement Coordinator, Sustainability Coordinator as well as Financial management.

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not Applicable
<i>Council Workshops:</i>	Council Workshop held on Tuesday 12 December 2023
<i>Advisory Groups:</i>	Not Applicable
<i>External Agencies:</i>	Not Applicable
<i>Community:</i>	Not Applicable

➤ **Additional Analysis**

PCM Consulting was engaged, supported by environmental specialist Sustain SA to undertake an initial review of ISO 20400.

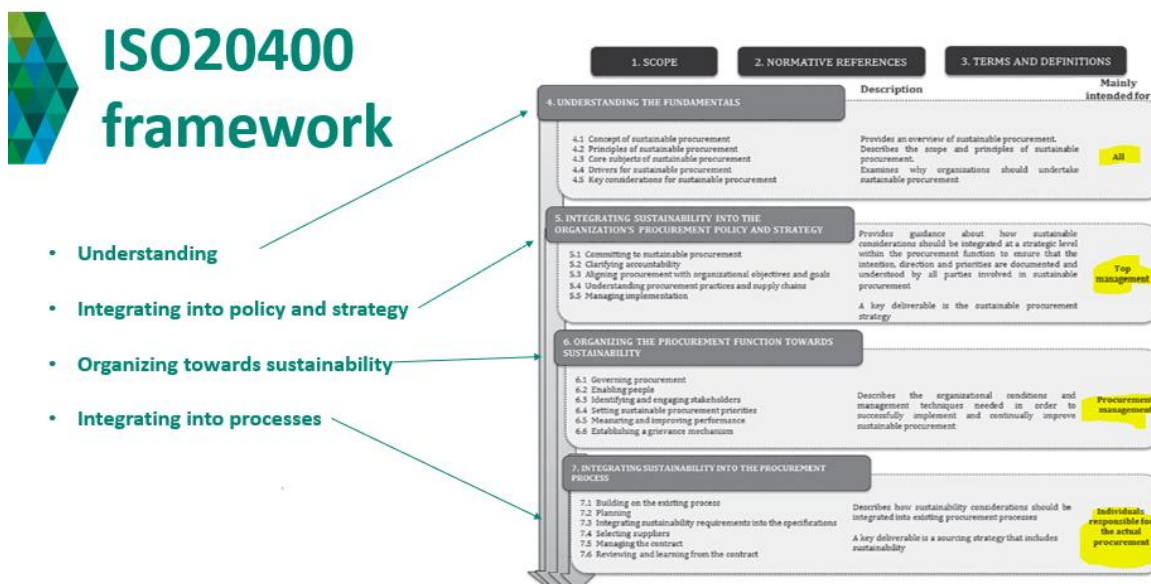
This review included primary stages of a ISO20400 unpacking to identify outcomes and requirements, high level gap analysis of ISO20400 against Council’s procurement policy, stakeholder consultation and feedback, and presentation of findings to the Elected Member Workshop.

Analysis of the ISO20400 and the requirements of the guidelines against Councils Procurement Policy broadly identified core gaps and opportunities within the Policy, integration, metrics, reporting and systems.

The ISO 20400 high level cross walk broadly illustrated :

- Sustainability requirements are embedded into the Procurement Process
- A procurement management process exists but could be further enhanced through unpacking a pathway to ISO 20400
- The current Procurement policy is decentralised and not integrated
- Procurement priorities and sustainability requirements are not well articulated
- Engagement with suppliers of goods and services and understanding the market and capacity is not undertaken
- Clarity of guidance around sustainability outcomes and expectations in compliance is needed
- Reporting, measurement and indicators of progress and continuous improvement culture needs consideration

- Transparency for the requirements and weighting referring to sustainability could be improved



Stakeholder Consultation and Feedback

Internal and external stakeholder sessions were held to gauge the current understanding of sustainable procurement, ISO 20400 and an ability to meet the increased sustainability compliance requirements.

The Internal feedback session was held on 14th November 2023 with key Council staff who undertook or managed procurement activity whether for goods, works or services.

Staff were given a brief overview of ISO 20400 and asked to consider the key issues, challenges and benefits of aligning the current procurement policy and procedures with ISO 20400. The workshop also sought feedback on the increased sustainability requirements within the procurement process of:

- Carbon Footprint
- Sustainability of their supply chain
- Practices to minimise waste
- Percentage of locally sourced materials
- Estimated lifespan of materials used
- End of life planning for materials used (e.g. recycle)
- Inclusion policy re equal opportunity measure for employment in organisations

Findings of the sessions :

- Staff understanding of the terms and requirements -
 - Low consistency in understanding
 - Different department approach
- Some consideration to no consideration of sustainability issues
- Local economy seems important characteristic of all staff
- Staff priorities for addressing these requirements were:
 - Carbon Footprint

- Percentage of locally sourced materials
- Key Issue
- Need overall and consistent understanding of procurement and sustainability.
- Key Challenge
- Small local suppliers and might not have time or able to meet questions.
- Key benefit
- Future proofing Council operations and Council is seen as a leader in sustainability

External feedback sessions were undertaken with a number of Council’s suppliers and contractors to seek their understanding of and ability to meet Council’s current sustainability requirements, and their understanding of ISO20400 and the level of importance of corporate, social and environmental sustainability within their operations.

Feedback from suppliers demonstrated a willingness to meet sustainability requirements and a desire from many to align their own operations and supply chain to comply, however this would drive up costs which has to be passed on to the purchaser and provide challenges for small and local suppliers to compete with larger companies. Suppliers also supported ongoing engagement with the supply sector to educate and provide awareness of Council and the sectors requirements, and hoped this would also lead to a standardised approach across the sector regarding tender response evidence.

During this review a sustainable procurement questionnaire was also prepared by Council incorporating the points within the MON and distributed with tenders and quotes to all suppliers for goods and services over \$10,000 to seek the markets feedback on their ability to equally imbed and provide sustainability in their supply chain and deliverables. Feedback from this questionnaire would provide further evidence of the supply markets ability to meet sustainability requirements of Council’s tender and quotation process.

Supplier feedback

Thirty two questionnaires had been received at the time of writing with a summary of the responses in the table below.

Sustainability questionnaire - 32 + responses out of 700+ requests

Question	Yes	No	N/A - UK
Has your organisation measured prepared goals and targets for carbon emission reduction of your operations/products	14	18	
Has your organisation investigated the sustainability of your supply chain, especially regarding raw materials and resources?			32
Does the organisation know if any of your suppliers have sustainability or environmental policies?	14	18	
Are your suppliers engaging in ethical and fair-trade practices?	25	4	3
Does your organisation undertake practices and strategies to minimise waste in your production or operations? This could include recycling or reuse programs and undertaking waste audits.	30	2	
Does your organisation purchase any materials locally?	30	2	
Would your organisation be able to provide information on the estimated lifespan of all or some of the products or materials used?	12	7	13
Would your organisation be able to provide information on whether the materials used are able to be recycled or reused after their useful life has ended?			32
Is your organisation involved in the responsible disposal or recycling of materials at the end of their life-cycle?			32
Does your organisation have a policy regarding equal opportunity employment?			32

Procurement Policy Review – Peer Review

A review of Council's Procurement Policy against a number of peers illustrated an overall standard in all Council's sustainability intentions however there is a lack of consistency in what is sought from the suppliers, how it is assessed and the definition of sustainability versus purely environmental impact.

This peer review identified a number of opportunities to be considered:

- Embed climate change declaration expectations into procurement requirements -
 - measurable and tangible actions towards achieving corporate net zero emissions
 - consideration should be given to whole of life costs, improved resource efficiency (including energy, materials, water, and waste), protection of the environment, use of recycled content whenever possible and environmental sustainability
- Engagement of contractors with safe, ethical, socially inclusive, and environmentally responsible goods and services
 - utilise recycled content in good and services even if they are more costly (>5%) X 2
 - promoting sustainable practice among its own supplier and environmental track record and assurance of sustainable practices among their own suppliers x2
 - support state and national efforts to increase workforce participation, skill development and social inclusion through employment of Aboriginal people, trainees and apprentices, or local people with barriers to employment
 - support national efforts to increase procured goods and services from Aboriginal and Torres Strait Islander owned businesses
- Prioritizing products and services that support a circular economy x 3
- Council will deliver environmentally responsible outcomes through its procurement activity by the requirement to source goods that have a recycled content. Goods that utilise locally sourced product for recycling or/and are produced/manufactured will be prioritised for purchase
- A consistent approach to terminology, principles and approaches
- Learning from others so as not to re-invent the wheel
- Determine priorities specific to AHC and its supplier community
- Putting a cost premium on products that meet sustainability outcomes as part of the requirements of supply
- Showing leadership in greening supplier supply chains working with the supplier community

Policy Review Amendments

The revised Clause 5.6 is differentiated from its predecessor by the following:

- Clearly states the definition of sustainable procurement as “procurement that has the most positive environmental, social and economic impacts on a whole life basis”.
- Summarises the intent of IS20400 as;

- A set of guidelines that supports Council to assess the sustainability credentials of suppliers, products and services,
- A resource for Council to gauge how well they are performing in terms of their sustainable procurement and management practices, and
- To be understood as a Guidance Standard (not for accreditation).
- Examines Sustainable Procurement through a framework consisting of 4 (four) key categories;
 - Governance (Leadership and collaboration)
 - Environmental (Ecologically sustainable)
 - Circular Procurement (Considers the waste hierarchy)
 - Social Impact (Supports local economy and community)
- Provides definitions and clarifications within each of the above categories.

2. OPTIONS

Council has the following options:

- I. To adopt the Procurement Policy including amendments (**Appendix 1**) (Recommended)
- II. To determine not to adopt the amendments to the Procurement Policy (Not recommended)
- III. Suggest alternative amendments are made to the Procurement Policy (Not Recommended)

Should Council identify the need for substantial amendments to the revised Policy, it is recommended that they be referred to staff for review to allow for analysis of the implications of the amendments, prior to the matter being brought back to Council for further consideration.

3. APPENDICES

- (1) Draft Procurement Policy – revised May 2024

Appendix 1

Procurement Policy – Revised May 2024

Council Policy

Procurement



COUNCIL POLICY

 <p>Adelaide Hills COUNCIL</p>	<h2 style="margin: 0;">PROCUREMENT</h2>
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Policy Number:	FIN-01
Responsible Department(s):	Financial Services
Relevant Delegations:	As per the Delegations Register and as detailed in this Policy
Other Relevant Policies:	<i>Disposal of Assets Policy Fraud & Corruption Prevention Policy Prudential Management Policy Mandatory Code of Conduct for Council Employees Risk Management Work Health and Safety and Return to Work</i>
Relevant Procedure(s):	Procurement Framework Purchase Card Procedure
Relevant Legislation:	<i>Local Government Act 1999 Independent Commissioner Against Corruption Act 2012 (SA) Competition and Consumer Act 2010 (Cth) Environment Protection Act 1993 Freedom of Information Act 1991</i>
Policies and Procedures Superseded by this policy on its Adoption:	Procurement Policy, 01 October 2019, Res 215/19
Adoption Authority:	Council
Date of Adoption:	
Effective From:	
Minute Reference for Adoption:	Item 12.9, Res 215/22
Next Review:	No later than June 2027 or as required by legislation or changed circumstances

Version Control

Version No.	Date of Effect	Description of Change(s)	Approval
1.0	01/10/2019	Updated Policy	Council - Res 215/19
2.0	06/09/2022	Defining of the exemptions from the Policy, as well as widening the definition of environmental sustainability and unsolicited proposals. Addition of Contract Management and pass through costs.	Council - Res 215/22

PROCUREMENT

1. INTRODUCTION

- 1.1** In compliance with Section 49 of the *Local Government Act 1999 (Act)*, the Adelaide Hills Council (Council) should refer to this policy (Policy) when acquiring goods, works or services.
- 1.2** Section 49 of the Act requires Council to prepare and adopt policies on contracts and tenders on:
- 1.2.1** the contracting out of services; and
 - 1.2.2** competitive tendering and the use of other measures to ensure that services are delivered cost-effectively; and
 - 1.2.3** the use of local goods and services.
- 1.3** Furthermore, Section 49 (a1) of the Act requires Council to develop and maintain policies, practices and procedures directed towards:
- 1.3.1** obtaining value in the expenditure of public money; and
 - 1.3.2** providing for ethical and fair treatment of participants; and
 - 1.3.3** ensuring probity, accountability and transparency in all operations.
- 1.4** This Policy seeks to:
- 1.4.1** define the methods by which Council can acquire goods, works or services;
 - 1.4.2** demonstrate accountability and responsibility of Council to ratepayers;
 - 1.4.3** be fair and equitable to all parties involved;
 - 1.4.4** demonstrate value for money through sustainable procurement practices;
 - 1.4.5** enable all processes to be monitored and recorded; and
 - 1.4.6** ensure that the best possible outcome is achieved for the Council.
 - 1.4.7** create mechanism to improve sustainable outcomes from Council services and its suppliers

2. POLICY OBJECTIVE

Council aims to achieve advantageous procurement outcomes by:

- 2.1** enhancing value for money through fair, competitive, non-discriminatory procurement;
- 2.2** promoting the use of resources in an efficient, effective and ethical manner;
- 2.3** preserving, protecting and improving the natural environment;

- 2.4 making decisions with probity, accountability and transparency;
- 2.5 advancing and/or working within Council's economic, social and environmental policies;
- 2.6 embedding sustainable procurement within Council's procurement framework;
- 2.7 providing reasonable opportunity for competitive local businesses to supply to Council;
- 2.8 appropriately managing risk; and
- 2.9 ensuring compliance with all relevant legislation.
- 2.10 assist Council to achieve its strategic objectives and other key strategies identified in Council's suite of corporate documents.

3. DEFINITIONS

Acquisition Plan is a document that outlines the procurement methodology and strategy to be undertaken in procuring the required goods, services or works. This plan also details the approval delegation before the procurement strategy is commenced.

Contract Management Transition is the period between contract execution and service commencement / delivery. The key objective of transition is making the necessary preparations to ensure that both the supplier and Council are able to deliver the terms of the contract and specification.

Procurement is the complete action or process of acquiring or obtaining goods, works or services or property from outside Council at the operational level. For example, purchasing, contracting, and negotiating directly with the source of the supply through to acceptance and payment.

Procurement Framework / Procedures are documents that support the Procurement Policy, and outlines the specific steps of Procurement Activity.

Probity is the demonstrated ethical behaviour, and can be defined as complete and confirmed integrity, uprightness and honesty in a particular process

Strategic Purchasing Cooperative are purchases made through strategic alliances and common use arrangements that are established and administered by other approved organisations such as such as Local Government Association Procurement (LGAP), Procurement Australia (PA), and state and federal government contracts and any other purchasing group available to local government

Sustainable Procurement as defined by ISO 20400 Sustainable Procurement Guidance standard, is procurement that has the most positive environmental, social and economic impact on a whole life basis. Through the Procurement Policy the Council aims to align its procurement to the core principles within ISO 20400. See AHC Sustainable procurement guideline (to be developed)

Ethical Behaviour involves demonstrating respect for key moral principles that include honesty, fairness, equality, dignity, diversity, individual rights and the rights of companies.

Fair Dealing The transacting of business in a manner characterised by candor and full disclosure to all stakeholders.

Contract Administrator Means the Council officer responsible for the management and administration of a contract. By default, the Project Manager is the Contract Administrator

4. SCOPE

4.1 This Policy covers the required conduct for all procurement activities associated with the acquisition of Goods, Works or Services of any value by the Council. This includes tendering arrangements and the contracting of services and applies to all Council employees.

4.2 Out of Scope:

4.2.1 This policy does not cover expenditure or revenue related to asset disposals, and other non-Procurement expenditure including, but not limited to sponsorships, grants, incentive schemes, funding arrangements, donations, and direct employment contracts between Council and an employee. Controls related to these exceptions are covered in separate policies.

4.2.2 Leases and licenses for the use of Council property and land are not covered under this policy except where such arrangements include the provision of goods and services forming part of leasing, licensing and other revenue contractual activities.

5. PROCUREMENT PRINCIPLES

Council must have regard to the following principles in its acquisition of goods, works or services:

5.1 *Encouragement of open and effective competition*

5.1.1 Open and effective competition is the central operating principle in pursuit of the best outcome.

5.1.2 Openness requires procurement actions that are visible to the Council, ratepayers and suppliers/contractors. The probability of obtaining the best outcome is generally increased in a competitive environment.

5.1.3 Council will maintain confidentiality in regard to financial contractual arrangements with suppliers, subject to statutory obligations, the *Freedom of Information Act* and ICAC compliance requiring certain tender and contract information to be made publicly available.

5.1.4 Council will create effective competition by maximising the opportunities for firms to do business with Council through the selection of procurement methods suited to market conditions, the nature of the procurement, and the objectives of the procurement overall.

5.1.5 Council will offer and provide feedback, where sought, to unsuccessful bidders.

5.2 *Obtaining Value for Money*

5.2.1 Value for money involves obtaining goods, works or services for the Council that best meet the end user's needs at the lowest whole of life cost with an acceptable contractual risk.

5.2.2 This is not restricted to price alone.

5.2.3 An assessment of value for money must include, where possible, consideration of fitness for purpose, fair market prices, local economic development and whole of life costs. 'Whole of life' includes purchase price, cost of spares, running costs, post-delivery support, effective warranties, cost of replacement, installation costs and disposal costs.

5.2.4 Assessment and determination of Value for Money shall also consider sustainability i.e. procurement that has the most positive environmental, social and economic impact on a whole life basis, refer to Procurement Principle 5.6.

5.3 *Probity, Ethical Behaviour and Fair Dealing*

5.3.1 Council will not use or disclose information that confers unfair advantage, financial benefit or detriment on a supplier.

5.3.2 Officers engaged in purchasing should at all times undertake their duties in a professional, ethical, honest and impartial manner, act responsibly and exercise sound judgment by observing the highest standards of integrity and professional conduct.

5.4 *Accountability, Transparency and Reporting*

5.4.1 Accountability in procurement means being able to explain and demonstrate through evidence what has happened. An independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.

5.4.2 Delegations define the limitations within which Council employees are permitted to work. They ensure accountability and provide confidence to Council and the public that purchasing activities are dealt with at the appropriate level. As such, Council has delegated responsibilities to employees relating to the expenditure of funds and or entering into contracts for the purchase of goods, works or services and the acceptance

of tenders.

- 5.4.3** Employees must be able to account for all decisions and provide feedback on them. Additionally, all procurement activities will leave an audit trail for monitoring and reporting purposes.

5.4.4 Reporting on the impacts of sustainability requirements in the procurement process from a council and suppliers perspective

5.5 *Ensuring compliance with all relevant legislation*

- 5.5.1** Employees must ensure purchasing activities are conducted in accordance with legislative and common law responsibilities. These include but are not limited to the *Local Government Act 1999*, *Work Health and Safety Act 2012*, *Competition and Consumer Act 2010*, the *Independent Commissioner Against Corruption Act 2012*, the *Freedom of Information Act 1991*, National Competition Policy and other relevant legislation, industrial awards and agreements and international trade agreements.

5.6 *Sustainable Procurement*

- 5.6.1** Sustainable procurement is defined as a process that integrates environmental, governance, and social factors of corporate responsibility into the council's procurement processes and decision-making, whilst ensuring it achieves value for money benefiting not only to council, but also to our community, local economy, and the environment.

- 5.6.2** Sustainable procurement aims for the lowest environmental impact possible and the most positive social results.

5.6.3

- 5.6.4** Council is committed to delivering sustainable procurement by aligning its procurement framework from policies procedures, practices, guidelines, education and contract management to the principles as defined in ISO 20400:2017 Sustainable Procurement Guidance standard.

- 5.6.5** Council will consider, where deemed appropriate, sustainable and social inclusion elements such as:

- Creating employment and training opportunities (particularly among disadvantaged groups such as people with disability or mental illness, migrants, Indigenous) thus providing social inclusion and an opportunity for those to participate in the local community;
- Diversity, inclusion and equality in the supplier market – encouraging a diverse base of suppliers (e.g. minority or under-represented suppliers); and
- Local sustainability – building and maintaining healthy, strong communities, support social inclusion and enhancing wellbeing of local residents by striving to generate local employment.

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- A commitment to maximising the skills, development and employment opportunities available in the Adelaide Hills area. Consideration may be given, where practicable and appropriate, to incorporate strategies in the procurement process that support local employment and training, which may include Contractors engaging apprentices, trainees and cadets in their work practices.
 - Council will endeavour to provide support to local enterprises by holding briefings to encourage development of capacity to meet the needs of Council.
 - Ensuring that suppliers and contractors, including their supply chains, comply with fair work requirements and do not breach modern slavery provisions. Where relevant a risk assessment shall be undertaken to ensure identification and mitigation of any potential risks.
 - Council will actively promote suppliers to comply with the Single-use and Other Plastic Products (Waste Avoidance) Act 2020;
 - Council recognises the need to act in an environmentally sound manner in relation to procurement activities undertaken and its ability to drive sustainable outcomes through contributing to local and national markets for recycled goods and adhering to circular economy principles.
 - Council promotes environmental sustainability through its procurement activities and will consider the purchase of environmentally sustainable goods and services that satisfy the value for money criteria when all other financial and commercial considerations are equal. All procurement activities and decisions shall consider the principles as defined in Section ### Environmental sustainability.

5.7 Work Health & Safety

Council will only engage suppliers and/or contractors who can demonstrate they have:

- The ability to work within legislative requirements and any additional information requested by the organisation, based on the hazards associated with the task or activity to be undertaken;
- Provided documented information relating to the management of reasonably foreseeable site-specific activities and hazards;
- The commitment to appropriately communicate on processes between the organisation and the contractor that demonstrate the

consultation, cooperation and coordination between shared duty holders occurs, so far as is reasonably practicable;

- Are willing to participate in the ongoing monitoring and review of WHS requirements.

Contracts will contain the requirement for contractors to have safe systems of work in place and that they will effectively manage WHS requirements throughout the contract period.

6. PROCUREMENT METHODS

6.1 The determination of the method of procurement will be typically documented by the preparation of an Acquisition Plan, detailing the most appropriate method for the purchase and the delegated officers involved.

6.2 The appropriate method of procurement will be determined by reference to a number of factors, including value of the purchase, risks associated with the purchase and aspects relating to the availability of supply and other market conditions.

6.3 Persons with financial delegated authority to procure will be responsible for ensuring appropriate procurement practices and procedures including the identification of risk are observed.

6.4 The Council having regard to its Procurement Principles and any other factors considered relevant by Council will utilise either Direct or Competitive Sourcing.

6.4.1 Direct Sourcing is a procurement process undertaken by directly approaching and negotiating with one supplier without testing the market. This method may only be used for the purchase of low value, low risk goods and services under \$10,000 (excluding GST). Consideration must be given to ensure Value for Money is achieved.

6.4.2 Competitive Sourcing is process which will test the market and re-evaluate the purchasing activity to gain value. It differs from direct sourcing because it places emphasis on the entire life cycle of a good or service, not just its initial purchase price. This requires a more stringent planning approach and a better understanding of the competitive marketplace. In undertaking competitive sourcing:

- Council will seek to obtain at least three quotes for all procurements estimated gross value exceeds \$10,000(excluding GST).
- For purchases where the estimated gross value of expenditure over the life of the contract or purchase price of the goods and services

exceeds \$100,000 (excluding GST), the Council's practice will be to call for tenders unless circumstances preclude this from occurring

6.4.3 The value of the purchase will be calculated as follows:

- Single one-off purchase – the total amount, or estimated amount, of the purchase (excluding GST);
- Multiple purchases – the gross value, or the estimated gross value, of the purchases (excluding GST); or
- Ongoing purchases over a period of time – the annual gross value, or the estimated annual gross value, of the purchases (excluding GST).
- Splitting of amounts to bring expenditure within lower limits is not permitted.
- The estimated gross value (excluding GST) of the contract. (Yearly spend multiplied by initial contract term)
- Where appropriate, the gross value of the procurement can be adjusted downwards to take into account regulatory and other third-party pass-through costs.

6.4.4 Council in approaching the market utilises a number of procurement tools including: Request for Quotes, Request for Expressions of Interest, Request for Proposal and Request for Tenders or Strategic Purchasing Cooperatives.

6.4.5 Where the Council accesses a contract from a Strategic Purchasing Cooperatives, established in accordance with transparent competitive tendering processes, it is deemed that these are contracts resulting from a tender process. Such contracts do not require a further tender process and are not required to be recorded as an exemption from this policy.

7. APPLICATION OF SUSTAINABLE PROCUREMENT

7.1 When planning and undertaking a procurement process Sustainability shall be considered and applied based on value (Total Value), type of goods, works or services, opportunities and risks.

7.2 Council's Sustainability checklist/Schedule shall be used to seek, evaluate and manage suppliers and contractors, including consultant's, commitment to Sustainability.

7.3 Council's Sustainability checklist/Schedule shall be applied as follows;

- **\$0 - \$10,000**
Consideration must be given to sustainability generally.

- **\$10,001 - \$100,000**

Formal consideration must be given to sustainability with the market documentation to include Council's Sustainability checklist/Schedule (as Schedule within the RFQ, within the market approach documentation and evaluation of responses accordingly.

Evaluation of sustainability shall be outlined in the evaluation methodology prior to approaching the market, with a weighting percentage set to reflect the importance of sustainability including social and environmental based on the procurement need and market.

A minimum of 10% weighting shall be considered for the criteria of sustainability, or increased to reflect the importance of sustainability based on the goods, works or services to be sourced.

- **>\$100,000**

Formally incorporate sustainability within the Request for Tender process via;

- Setting sustainability as a weighted criteria within the Acquisition Plan and as a core evaluation criteria within the evaluation methodology.
- Assign a weighting to the criteria that reflect the importance, risk and opportunities of sustainability within the goods, works or services being sourced.
- Incorporate the Sustainability Schedule within the Request for Tender document as a returnable schedule, including within the scope a statement outlining the Councils approach to sustainability.

Where appropriate and applicable a comparison of the life cycle costings of the various solutions proposed should be conducted as part of the evaluation process. This should be undertaken prior to the final decision on the preferred tenderer.

When engaging consultants or the provisions of professional services consideration will be given to the various categories of ethical trading and general sustainability considerations for example economy, social and environmental. Tenderers demonstrate good environmental performance through environmental management systems, energy or water accounting and responsible management of waste shall be scored accordingly.

- **Panel contracts, purchasing alliances or prequalified arrangements**

Whether utilising panel contracts or prequalified arrangement e.g. Local Government Association Procurement (LGAP) or Procurement Australia (PA), or a procurement process with other regional or similar entities, formal consideration of sustainability must still occur. All procurements undertaken or supported by Council employees must take into consideration impact on the economic, the Council region and the environment.

6. NEGOTIATION

When requests for quotations, tenders or proposals have been invited for a contract for the carrying out of work or the supply of goods or services then council may negotiate with acceptable preferred providers to improve outcomes. Any negotiation process should be transparent, recorded and conducted in a manner that does not disadvantage other respondents.

The Procurement Principle of Probity, Ethical Behaviour and Fair Dealing requirements must be considered in respect to any negotiation undertaken.

The Council may close down a tender (shut down) if there are no suitable tender submissions received. In these circumstances the evaluation panel are to consider other options for procuring the goods, services or works including negotiating with any one or more of the previous tenderers or any other provider.

7. PROCUREMENT CONSIDERATIONS

The appropriate method of procurement will be determined by reference to a number of factors, including:

- 7.7 *Value of the Purchase (Total Value)*
- 7.8 *Cost of an open market approach versus the value of the acquisition and the potential benefits;*
- 7.9 *The particular circumstances of the procurement activity;*
- 7.10 *The objectives of the procurement;*
- 7.11 *The size of the market and the number of competent suppliers;*
- 7.12 *The Council's leverage in the marketplace;*
- 7.13 *An assessment of the risks associated with the relevant activity and /or project, including the risk profile of the procurement and any risks associated with the preferred procurement method.*
- 7.14 *Assessment of sustainability opportunities and risks.*

8. ENVIRONMENTAL SUSTAINABILITY See sustainable procurement guidelines

8.1 Core to Council's Procurement Principle 5.6, and its sustainability commitment is the application of environmental sustainability to all procurement. Align the Council's procurement activities with principles of ecological sustainability;

8.2 Environmental sustainability involves the inclusion of relevant environmental factors in a decision to purchase goods, works or services and/or tenders with a view to maintain the health and quality of the environment, conserve resources, minimise waste and protect human health.

8.3 Environmental sustainability shall consider :

- Purchase recycled and environmentally preferred products where possible;
- Integrate relevant principles of resource recovery and waste minimisation and consider those products that can be recycled at the end of life where resources allow;
- Select energy, fuel and water efficient products by considering star ratings and other consumption measures
- Purchase goods that minimise lifecycle costs and carbon emissions from manufacture to disposal
- Foster the development of products and services which have a low environmental impact;
- Provide leadership to business, industry and the community in promoting the use of environmentally sensitive goods works or services.

8.4 Employees and persons procuring on behalf of Council shall utilise procurement templates to support the acquisition planning and seeking of environmental sustainability information from potential suppliers including :

- Carbon footprint/reduction of carbon emission
- Sustainability in supply chain
- Environmental policies, procedures and systems
- Waste reduction commitment and strategies
- Ethical and Fair Trade practices
- Percentage of local sourced materials/labour/investment
- Lifespan of products and materials
- Commitment to recycle and reuse of materials
- End of life disposal initiatives
- Equal opportunity, fairness, diversity and social inclusion within supply chain

9. ACQUISITION OF LAND

9.7 A decision to purchase or acquire land is made by resolution of Council, unless specifically delegated as per the *Local Government Act 1999* or another act.

9.8 Due to its unique nature, the acquisition of land is considered separate from the requirement of Direct or Competitive Sourcing methods.

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- 9.9** The provision of services and activities supporting the acquisition of land, such as specialist advisors or contractors, are to be undertaken in accordance with this Policy.

10. LEADERSHIP AND COLLABORATION

11.1 Council will provide leadership through good governance and meaningful social and sustainable procurement policies and procedures.

11.2 Through embedding sustainability in its procurement framework, and aligning its procurement to ISO 20400 Council demonstrates a high level commitment to its community, region and the environment, and identifies itself as a sector leader in sustainability.

11.3 Council and it's employees will look for opportunities to collaborate through joint procurement opportunities and shared learnings to further procurement initiative and outcomes.

11.4 Procurement data will be collected data, analyzed and reviewed to enable continuous improvement in enhancing its principles, processes, skills, outcomes and commitment to delivering sustainable procurement to the Council and its community.

8. MANAGEMENT AND REPORTING

- 8.1** Implementation, review and maintenance of this Policy is the responsibility of the Chief Executive. The ongoing review, including auditing of compliance, and reporting of procurement outcomes may be included within the Internal Audit program.

Staff and all persons who are delegated to undertake procurement for the Council are responsible and accountable for ensure compliance to policy, adherence to procedures and reporting against agreed outcomes and deliverables, including sustainability, work health & safety, and financial.

- 8.2** Management of the delivery of sustainable procurement is crucial to achieving the sustainability outcomes of Council and the contract or agreement. Managing the contract life cycle including contract and supplier relationship management and performance auditing uphold the guidelines of ISO 20400.
- 8.3** Based on value and complexity of the procurement at award the tendered and agreed sustainability deliverables and level thereof, such as percentage of materials sourced locally, percentage of recycled material used, quantity of waste reverted from landfill, reduction in carbon emissions etc. must be documented, recorded and monitored.
- 8.4** Tracking and reporting on sustainability delivered outcomes against committed contract targets across the supply chain will enable Council is provide data to evidence its commitment and compliance to sustainability goals and ISO 20400.

11. TRAINING AND EDUCATION

- 11.7** Council will provide formal induction and ongoing education opportunities for council

employees who are engaged in procurement practices.

11.8 Training will be provided to all employees who are engaged in procurement to understand Council's sustainability commitment, and how to apply sustainability throughout their procurement process, including contract management.

11.9 Education opportunities may be provided to support local businesses tendering for local government work, and the supply sector generally especially in relation to sustainable procurement expectations

12. EXEMPTIONS FROM THIS POLICY

This Policy contains general guidelines to be followed by the Council in its procurement activities. There may be emergencies, or procurements in which a tender process will not necessarily deliver best outcome for the Council, and other market approaches may be more appropriate.

12.7 In certain circumstances, the Chief Executive Officer (or where this power is delegated to a Procurement Committee) may waive application of a competitive quoting or tender process and pursue a method which will bring the best outcome for the Council. The Council must record its reasons in writing for waiving application of this Policy.

12.8 Emergency - where the Chief Executive Officer or Council Commander activates Council's Incident Management Team (CIMT). This exemption is only in relation to purchases relating to the emergency.

12.9 The occurrence of an event such as flooding, fire or other significant damage to a Council asset which may require the immediate procurement of goods, services or works to ensure business continuity and or public safety.

Where possible this exemption should be authorised by a Manager or Director within their authorised Financial Delegation.

12.10 Where a Funding Agreement specifies that Council must follow a prescribed tendering process which differs from the process outlined in this Policy to the extent that only the prescribed inconsistencies shall be followed.

12.11 The following Procurement categories are exempt from the requirement of the Quote or Tender process:

- Government Departments or Government Bodies including Worker's Compensation, Mutual Liability Scheme, and Vehicle Registrations;
- Statutory payments eg legislative or statutory requirements such as payments to the Australian Taxation Office, emergency services and EPA and/or fines
- Utility services such as water, sewerage charges, Australia Post charges, whereby the infrastructure or service is owned or managed by a single or particular entity.
- Court related costs;
- Payments to Local Government Association or associated entities;

- Insurance claims;
- Leasing Property (Due Diligence principles must be applied to ensure Value for Money)
- Regional Subsidiaries

13. UNSOLICITED PROPOSAL

- 13.7** In some circumstances Council may receive a proposal to deal directly with the Council over a commercial proposition, where the Council has not requested the proposal. This may include proposals to build and/or finance infrastructure, provide goods or services, or undertake a major commercial transaction.
- 13.8** Assuming the Council wants to procure the services provided by the proposal Council's position on Unsolicited Offers is that if the proposal can be delivered by competitors, then the proposal must be put through a competitive process.
- 13.9** If unsolicited proposal cannot be delivered by other providers it should be assessed in accordance with the Council's Unsolicited Proposals Policy (if any), and in the absence of an Unsolicited Proposals Policy, using the following criteria:
- Does the proposal align with the Council's Strategic Plan objectives;
 - What are the community benefits to the proposal; and
 - Whether the proposal represents value for money for the Council; and
 - Whether the proponent has the skills, experience and resources required to enable it to deliver the proposal
- 13.10** Unsolicited proposals will be approved by the CEO or the Executive Leadership Team (ELT) where relevant.

14. Contract Management

- 14.7** When the procurement process ends, the responsibility of the project is transferred to the Contract Administrator who ensures the management of the contract including appropriate contract management transition.
- 14.8** Contract management key requirements include:
- Contract administration complies with Adelaide Hills Council policies, procedures, and delegations.
 - Foreseeable WHS risks relevant to contract work (including any specific WHS requirements of the contract) are identified and communicated to the Contractor.
 - Technical aspects of the work (including risk assessments, job safety environmental analysis, and safe work method statements) are reviewed and confirmed.
 - Key environmental aspects are identified prior to construction activity and communicated to the Contractor.

- Contractor training and/or induction is completed prior to work commencing.
- Appropriate monitoring is undertaken of WHS and environmental management systems and work practices undertaken by Contractors.
- Appropriate monitoring of contractor performance throughout the contract by the use of Key Performance Indicators (KPI) and/or performance metrics.
- Contractor and Adelaide Hills Council obligations are met under the contract.
- Contract variations or extensions are authorised strictly in accordance with the relevant delegated authority process. Approval is gained for contract variations that are outside of the original scope; have the effect of varying the contract sum; or alter the terms and conditions of the contract.
- Claims for payment are in accordance with the contract.
- Approved budget funds are available to authorise payment of invoices

15. DELEGATIONS

15.7 Council makes the following delegations:

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

15.7.2 The Chief Executive Officer has the delegation to enter into contracts to a value of \$500,000 (excluding GST)

15.7.3 The Chief Executive Officer may sub-delegate the authority to Council Officers to enter into contracts to a value of \$300,000 (GST exclusive).

15.7.4 The Chief Executive Officer and one other Council Officer at Director Level may jointly enter into contracts to a value of \$1,000,000 (excluding GST)

16. PRUDENTIAL REQUIREMENTS

16.7 In some circumstances a procurement process may require additional due diligence in accordance with the *Local Government Act 1999* prudential requirements. If this occurs the process will be subject to the Council's Prudential Management Policy.

17. DELEGATION

17.7 The Chief Executive Officer has the delegation to:

- Approve, amend and review any procedures that shall be consistent with this Policy; and
- Make any legislative, formatting, nomenclature or other minor changes to the Policy during the period of its currency.

18. AVAILABILITY OF THE POLICY

18.7 This Policy will be available via the Council's website www.ahc.sa.gov.au.

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item: 12.7

Responsible Officer: Ashley Curtis
Manager Civil Services
Environment and Infrastructure

Subject: Coach Parking at Stirling

For: Decision

SUMMARY

The Stirling main street precinct, which services both a local and tourism market, currently has no dedicated provision for service by coaches. A qualified traffic engineer has reviewed the subject area from a technical perspective and provided a report detailing options for the provision of coach parking, including concept sketches and cost opinions for the most viable options. Any investment in infrastructure to support coach parking in Stirling should be weighed against likely economic benefit from increased tourism. Relevant tourist and business bodies have been consulted, and at this stage, it does not appear that the potential economic benefit justifies the required investment to accommodate dedicated coach parking in Stirling.

RECOMMENDATION

Council resolves:

1. That the updated report on Stirling Village Coach Parking traffic and parking assessment be received and noted.
 2. That, based on feedback from the Stirling Business Association and Adelaide Hills Tourism, no further action relating to coach parking be taken at this time and that Council continues to work closely with local developers, Stirling Business Association and Adelaide Hills Tourism to promote and develop the Stirling main street as a sought after tourist destination.
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1. BACKGROUND

At the 27 September 2022 Council Meeting, Council resolved as follows:

11.2 Coach Parking

Moved Cr Kirsty Parkin
S/- Cr Nathan Daniell

254/22

That the CEO prepares a report into the viability of a Coach Parking space in Stirling and adjacent environs by 31 January 2023.

Carried Unanimously

Council engaged a suitably qualified traffic engineer to conduct a review of the viability of coach parking in Stirling, including options to provide compliant coach parks.

At the 28 February 2023 Council Meeting, Council considered the report arising from the aforementioned resolution. Following consideration of the matter, Council resolved as follows:

12.5 Coach Parking in Stirling

Moved Cr Nathan Daniell
S/- Cr Kirsty Parkin

46/23

Council resolves that:

1. The report be received and noted
2. The merit of coach parking in Stirling be further explored by the administration and the development of costings be considered
3. The Stirling Business Association and Adelaide Hills Tourism be consulted as part of this process
4. A report be brought back to Council by December 2023.

Carried

Council subsequently re-engaged the traffic engineer to revise their report based on identified additional coach parking opportunities, and to prepare cost opinions for the most viable options.

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

➤ **Legal Implications**

There are no legal implications from receiving and noting this report, but there may be legislative requirements as well as Australian Standards that need to be complied with should Council choose to pursue any of the options outlined in **Appendix 1**.

➤ **Risk Management Implications**

Providing a report to Council regarding the viability of a coach parking space in Stirling will assist in mitigating the risk of:

Decisions regarding investment in the provision of coach parking in Stirling not being adequately informed, leading to a loss in community confidence in Council.

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

➤ **Financial and Resource Implications**

There are no financial implications from receiving and noting this report, but if Council chooses to pursue any of the options outlined in **Appendix 1**, there will be costs associated that are currently unbudgeted and would need to be considered as part of the Annual Business Plan and Budget process.

➤ **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: Adelaide Hills Tourism
Stirling Business Association
Lofty Coaches

➤ **Additional Analysis**

The revised Coach Parking Assessment provided in **Appendix 1** includes the following key changes from the report received by Council at the 28 February 2023 meeting:

- A concept sketch and cost option was prepared for *Option 3 – New Indented Parking Bay On Mount Barker Road In Front Of The Stirling Oval*.
- The existing indented parking area on Avenue Rd adjacent Steamroller Park was explored in more detail – refer *Option 5* in the report. This option was found to be less preferred due to the various intersection modifications required to facilitate a coach's return to the Freeway.
- The existing road shoulder at the freeway offramp was explored as an option – refer *Option 6*. This was found to be a viable option, with the Department for Infrastructure and Transport providing in-principle support for the proposal. A concept sketch and cost opinion was prepared and included in the report.
- A review of all options investigated found that *Option 6 – Road Shoulder End Of The Freeway* is the most viable option for coach parking in Stirling.

The Stirling Mainstreet has experienced a decline in retail and food services commercial activity since the Covid-19 pandemic. This trend has been exacerbated by the Stirling Mall Fire which has reduced local convenience shopping which in turn has had a flow-on impact on other retail businesses. In response, the Stirling Business Association (SBA) have commissioned Premier Retail Marketing to develop a retail report card on the Stirling Main Street. This report card identified increasing the numbers of tertiary customers (people from outside the Adelaide Hills) into the Stirling main street as one response to this reduction in commercial retail activity.

The primary mechanism by which the Stirling Business Association plan to increase commercial activity is a coordinated marketing strategy linked to a calendar of events. The administration consulted with the SBA at their planning meeting on 10 May 2024, specifically regarding the contribution that coach parking could have to improving visitation to Stirling. The SBA committee noted that coaches did bring visitors to Stirling for specific events such as the Laneways markets, utilising informal or non-compliant set down areas, such as existing public transport bus stops. However it was felt that the SBA did not have enough information to gauge the value of coach visitation on improving economic activity. It was suggested that they undertake further investigation, linked to their planned marketing and events campaign to determine if coach parking was a viable strategy for increasing economic activity in Stirling.

Consultation was undertaken with Adelaide Hills Tourism's Executive Officer, who has many years experience in the tourism industry, on 6 May 2024. They confirmed their previous advice that group tours are not the target tourist market for Stirling due to the short nature of visit times and low visitor expenditure not aligning with Stirling businesses market offering.

In the absence of strong support for coach group tourism from either the Stirling Business Association or Adelaide Hills Tourism, it is hard to justify the expenditure of ratepayers funds and/or the rededication of space which could be used for other purposes, for dedicated coach parking.

3. OPTIONS

Council has the following options:

- I. The updated report on Stirling Village Coach Parking traffic and parking assessment be received and noted, and that no further action relating to coach parking be taken at this time and that Council continues to work closely with local developers, Stirling

Business Association and Adelaide Hills Tourism to promote and develop the Stirling main street as a sought after tourist destination. (Recommended)

- II. The updated report on Stirling Village Coach Parking traffic and parking assessment be received and noted and pursue *Option 6 – Road Shoulder End Of The Freeway* at an estimated cost of \$52,000 (Not Recommended)
- III. The updated report on Stirling Village Coach Parking traffic and parking assessment be received and noted and pursue *Option 3 – New Indented Parking Bay On Mount Barker Road In Front Of The Stirling Oval* at an estimated cost of \$81,000 (Not Recommended)
- IV. The updated report on Stirling Village Coach Parking traffic and parking assessment not be received and noted. (Not Recommended)

4. APPENDICES

- (1) Stirling Village Coach Parking traffic and parking assessment

Appendix 1

Stirling Village Coach Parking Traffic and Parking Assessment

Reference #: BE22-098-03 REP001 Rev E

Change History

Revision	Description	Author(s)	Reviewed	Approved	Date
A	Issued for Review	LM	ME	ME	29/01/2023
B	Additional Sites Investigated, letter updated	LM	ME	ME	01/02/2023
C	Additional Sites Investigated, letter updated	LM	ME	ME	19/10/2023
D	Updated following Council Review including Concept sketches and Cost Opinions for Options 3 and 6	ME	ME	ME	07/12/2023
E	Updated following feedback from DIT, option 6 and summary updated, Cost Opinions Updated to include design costs	ME	ME	ME	22/04/2024

22/04/2024

Mr Ashley Curtis
 Manager Civil Services
 Adelaide Hills Council
acurtis@ahc.sa.gov.au

Dear Ashley,

RE: STIRLING VILLAGE COACH PARKING

Be Engineering Solutions (BEES) have been engaged by Adelaide Hills Council (Council) to undertake a traffic and parking assessment to determine the viability for coach parking in the Stirling Village area. This letter report has been prepared to provide a summary of the assessment undertaken and the recommendations on potential locations or treatment options for coach parking spaces, considering the requirements of the relevant Australian Standards, Austroads Road Design Guides and the DIT Code of Technical Requirements.

The ability for coach buses to visit Stirling and provide pick up and drop off for passengers could bring economic benefits and tourism to the area. The Stirling Business Association and Lofty Bus Services have raised concerns that currently no designated coach parking spaces are present in and around the Village area and as such Stirling is not included as part of advertised tour packages of the region.

Being a shopping and business precinct, the village consists of a mix of development such as shops, restaurants, cafes, and supermarkets, located on both sides of the Mount Barker Road, between Pomona Road and the Stirling Oval as identified in the figure below.

BEES and Council have identified potential options to facilitate a coach bus servicing Stirling and parking temporarily within the Village and these options have been investigated in the following letter report.

ABN: 90 631 262 756
 19 Young Street, Adelaide SA 5000
www.be-engsolutions.com.au

We acknowledge and pay our respects to the Kurna people, the traditional custodians whose ancestral lands we gather on. We pay our respects to the Elders of the past, present and future.

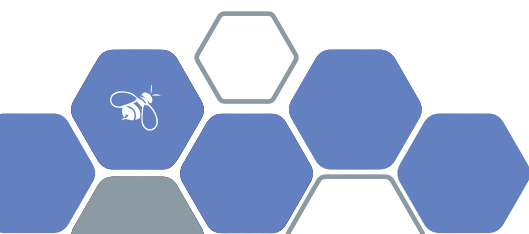




Figure 1: The Stirling Village Precinct

1. EXISTING CONDITIONS

Mount Barker Road functions as an arterial road and is generally aligned in an east-west direction and under the care and control of Department for Infrastructure and Transport (DIT). It is the main street connecting the south-eastern townships including Stirling, Aldgate, Bridgewater and Hahndorf.

Within the Stirling Village area, Mount Barker Road is generally a two-way two-lane road separated by a solid dividing line or a raised solid median. Angle parking and accesses to off-street car parking are provided on both sides of the road. Full time bike lanes are installed on Mount Barker Road between Pomona Road and the Pedestrian Actuated Crossing (PAC) located near the library. Mount Barker Road forms part of the metropolitan bus routes with stops located on each side of the road in indented bus bays to allow traffic to pass alongside.

Mount Barker Road is surrounded by various land uses including commercial, retail, hospitality, and recreational uses, which create a highly pedestrianised environment. There are footpaths located along both sides of the road which are set back from the road and separated by landscaped verge areas with dense vegetation and trees. A 40km/h speed limit applies to part of Mount Barker Road between Pomona Road and Merrion Road. This section includes numerous pedestrian crossing options including pedestrian walkthroughs and the PAC. Beyond Merrion Road to the east and past the Stirling Oval, the speed limit reverts to the urban default speed limit of 50km/h.



Figure 2: Mount Barker Road (looking north)

2. TRAFFIC DATA AND CRASH HISTORY DATA

Traffic data sourced from DIT indicates that Mount Barker Road has an Annual Average Daily Traffic (AADT) volume of 12,900 vehicles per day (between Pomona Road and Merrion Road) and 9,600 vehicles per day (east of Merrion Road).

The below figure shows a summary of the crash history for the most recent available five-year period (2017-2021) as made available by DIT. A total of 13 crashes were reported along the subject section of Mount Barker Road, resulting in 9 property damage only and 4 minor injuries.

The data doesn't suggest any specific trends over the length of road aside from at the Mount Barker Road and Pomona Road roundabout, however those crashes that have been reported are likely to have occurred at low speed. The roundabout is a possible entry point for a coach bus to access the Village and acknowledging the recorded crash history, a coach bus is still expected to be able to safely negotiate the roundabout with the appropriate care and attention.

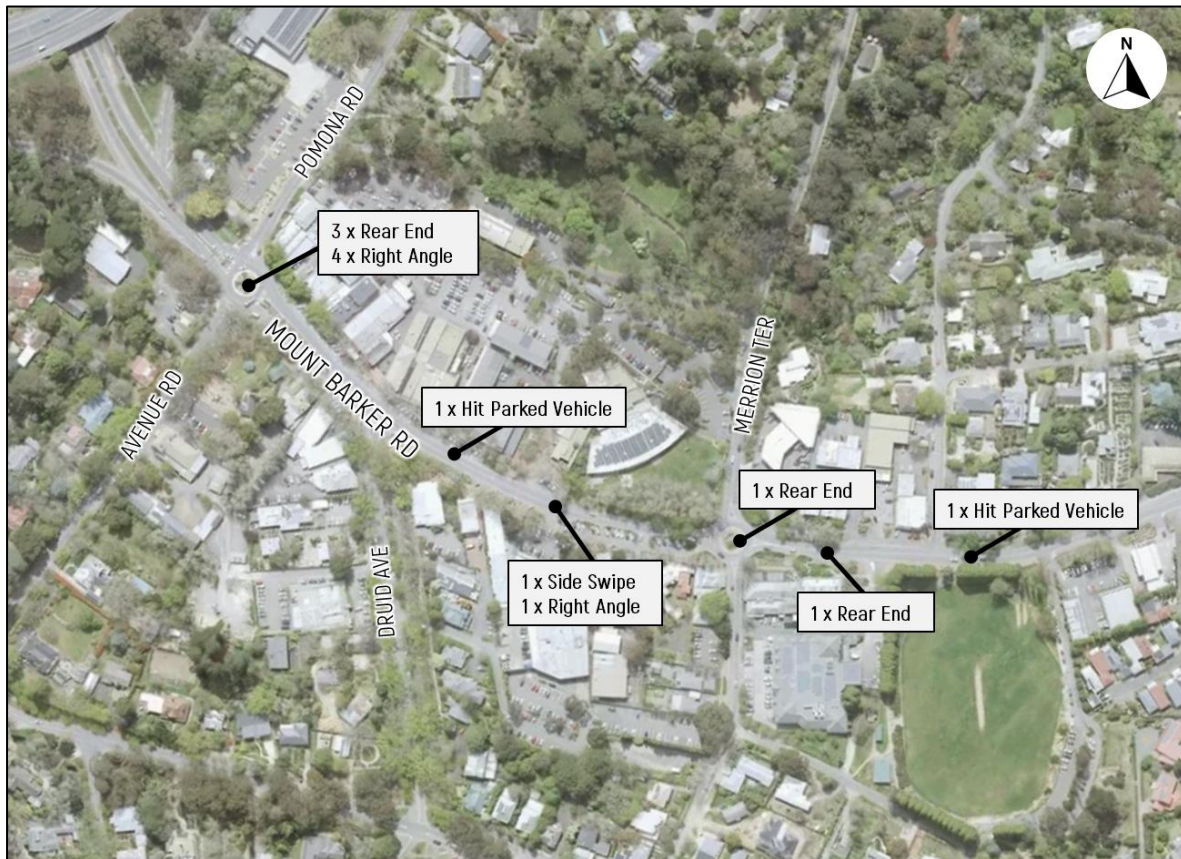


Figure 3: Crash history along Mount Barker Road within Stirling Village

3. DISCUSSION

To gain an appreciation of the subject area, a day-time site inspection was undertaken on Tuesday 10 January 2023 and at the time of the inspection the weather conditions were sunny and the road surface was dry.

Much of the road and adjacent road space along Mount Barker Road has been optimised for through traffic, cycling, off street parking and Adelaide Metropolitan buses and bus stops. Coach buses which are run by private operators are not permitted to use existing metropolitan bus (public bus) stop locations due to the Australian Road Rule (ARR) 195. These locations and the road rule are identified by the yellow bus stop signs or specific parking controls. There is limited remaining space within the Village area and while space could be reallocated and prioritised, it would likely change the visual streetscape and functionality of the Village area, impacting trees, parking spaces and traffic or access operations.

For the purposes of location siting, it has been assumed that a coach bus has similar dimensions to a standard Austroads long rigid bus, with a width of 2.5m and a length of 14.5m or less. We have assumed that the numbers of coach buses that could potentially access Stirling would be reasonably low (less than 8 per week) and therefore the turnover of a coach parking area would also be low.

Based on site observations and with consideration of appropriate standards and guidelines, the following options for coach parking are recommended for Council review and consideration.

3.1. OPTION 1 – LOADING BAY IN THE ALDI CAR PARK

This option aims to utilise the existing loading bay in the ALDI car park located at the northeast corner of the Mount Barker Road / Pomona Road intersection as a potential location for coach parking, as shown in Figure 4.



Figure 4: Existing loading bay within the ALDI car park

The loading bay has been designed to accommodate 19m long semi-trailer movements from the Mount Barker Road and Pomona Road roundabout, allowing them to turn left into the shopping centre access, and then reverse into the loading bay area. They can then exit in a forward direction back onto Pomona Road via the roundabout to the South Eastern Freeway. Changes to the roundabout and Pomona Road have been made to accommodate this movement which would therefore also allow for a coach bus of a shorter length. A turn path check noting that a rigid vehicle will have a slightly different turning profile compared with an articulated vehicle should still be undertaken for verification purposes.

This option would require a negotiation between the supermarket and the coach bus operators as the infrastructure for it to occur is already in place. Advantages and disadvantages have been discussed below to outline the impacts of this option more specifically.

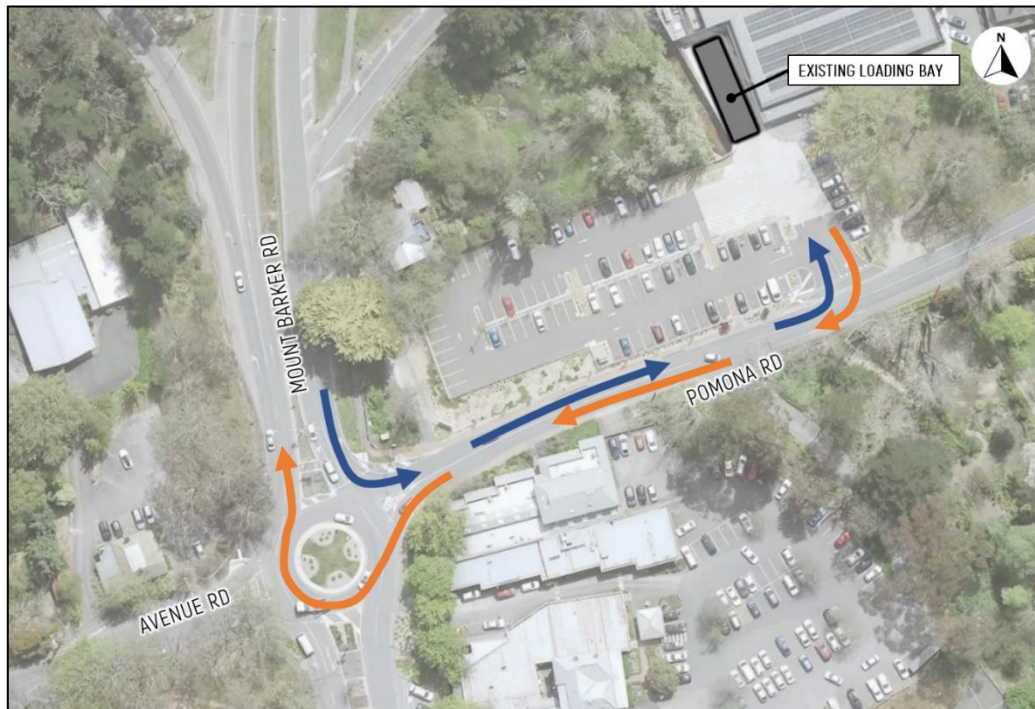


Figure 5: Existing entry and exit movements of delivery trucks to ALDI

ADVANTAGES:

- The loading bay in the ALDI carpark should provide sufficient space for a 14.5 long coach to park without any additional construction work required compared with Option 2 and 3.
- Passengers have direct access to the ALDI during pick and drop off improving tourists access to goods and encouraging shopping and spending in the Village. Arguable this could also be a disadvantage from the community's perspective depending on how this is perceived in terms of opportunities for access to other businesses and shops as part of the tourist experience.
- This option potentially provides more business for ALDI as bus passengers would have direct access to the store.
- The manoeuvring for the coach bus loading and unloading occurs on private property with very little traffic intervention or safety risk, maintaining traffic flow along Pomona Road.
- A pedestrian path is located adjacent to the proposed coach parking area and is connected to the existing footpath on Pomona Road, linking passengers within walking distance to the centre of the Village.
- No involvement from DIT needed assuming turn paths confirm no impacts to the Mount Barker Road and Pomona Road roundabout. No specific approval needed from Council aside from acknowledging the use of Pomona Road.
- Should the loading bay be occupied and another vehicle arrives needing access, an aisle of the carpark can be blocked and drivers still be able to navigate out of the car park as it operates two way. Shoppers parked in parking spaces may be temporarily inconvenienced.
- Potential for optimisation of ALDI access needs and Coach Bus timetable access to be offset, to make use of the loading bay infrastructure that would otherwise be underutilised each week.
- No additional traffic up and down the Main Street or changes to the visual amenity of Main Street.
- No direct impact to residential properties or increase in noise while parked compared with existing delivery of goods arrangements.

DISADVANTAGES:

- Using this private car park for coach parking will require negotiation and a contract agreement between the private landowner (ALDI) and the private coach operating companies for the use of the private space, which could be a complicated and time-consuming process.
- Walking on Pomona Road from the ALDI car park to Mount Barker Road there is a relatively steep uphill walk which is less accessible to elderly and disabled people.
- Coordination between ALDI deliveries and other ALDI vehicles using the loading area would be required. Scheduling would need to be reliable and transparent between both parties to ensure time specific deliveries are able to occur without significant disruption to operations or impacts to passenger comfort.
- Perception from the Stirling community in directing tourism direct to ALDI, an overseas corporation.
- A Development Application and subsequent approval from Council would likely be needed as this would be an operational change of use to the current supermarket.

3.2. OPTION 2 – NEW INDENTED PARKING BAY ON POMONA ROAD

This option aims to construct a new indented coach parking bay on the existing verge area on the north side of Pomona Road, east of the ALDI car park access.

The location of the bay is similar to Option 1 and within reasonable proximity to the centre of the Village. Pomona Road operates as part of the Adelaide Metropolitan public route, as shown in Figure 6. Buses turn onto Pomona Road from the South Eastern Freeway and left at the Mount Barker Road / Pomona Road Roundabout. In order to get back to the South Eastern Freeway from Pomona Road buses turn right onto Merrion Terrace and then onto Mount Barker Road via a right turn at another roundabout. This option aims to adopt the same route for a coach bus.

An alternate option via Pomona Road and then Old Mount Barker Road, to Piccadilly Road via Crafrers would also allow return to Adelaide via the South Eastern Freeway and also follow the public bus route.

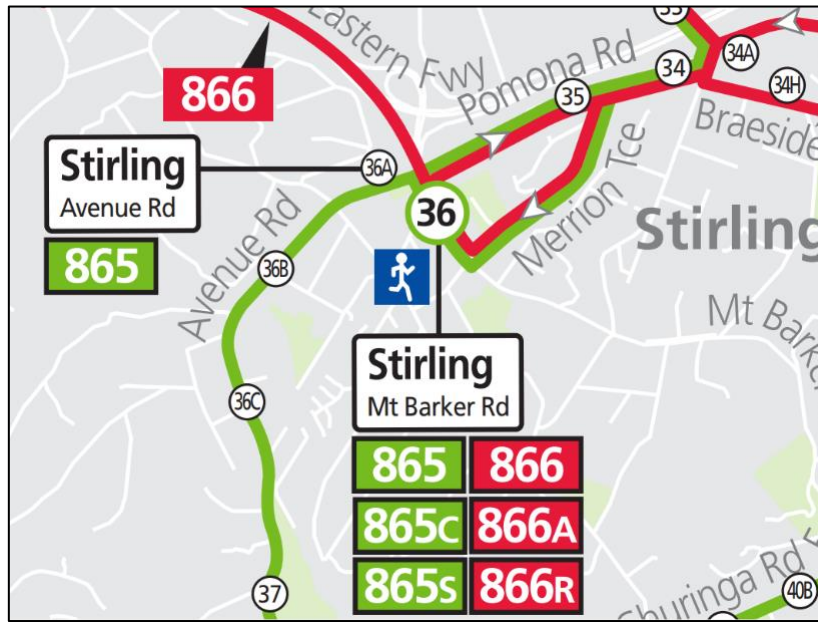


Figure 6: Public transport routes (sourced from Metro Adelaide on 16/01/2023)

A concept sketch of Option 2 is shown in Figure 7. It is proposed to install a 3.0m wide parallel parking bay catering for one coach park and construct a new 1.5m wide footpath alongside the parking bay. Kerb ramps allowing people to cross Pomona Road north-south could also be adopted to provide pedestrian options for linking to Mount Barker Road. This layout aim to align with the DIT Bus indent specification however should this location be preferred a design aligning with AS2890.1 for a long vehicle as a parking bay may be more appropriate.

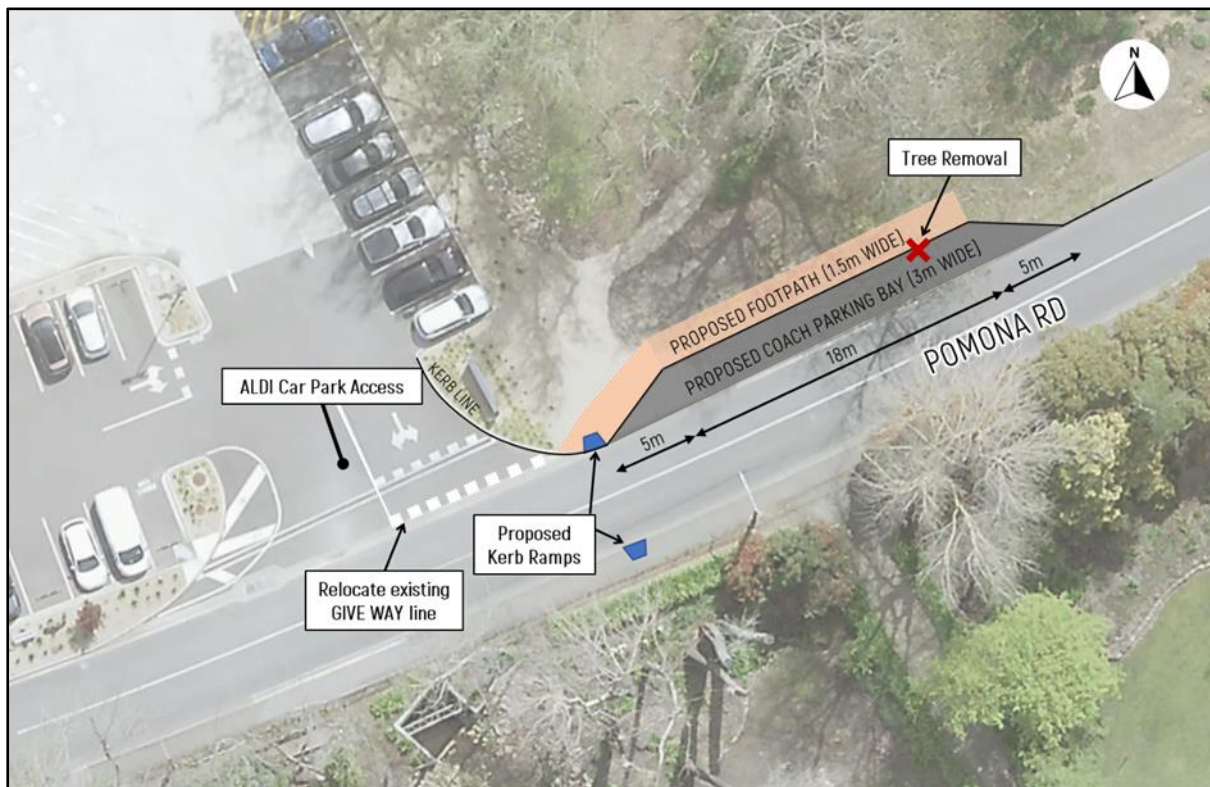


Figure 7: A concept sketch of Option 2

Driver sight lines looking east from the ALDI car park access is currently unrestricted, however, this option introduces a potential temporary obstruction when a coach is parked at the proposed parking bay. In accordance with *Australian Standards 2890.1 Off-street car parking (AS2890.1)*, the minimum stopping sight distance (SSD) required at the car park access is 45m, when the main road is 50km/h.

Measuring the driver position 2.5m back from the existing GIVE WAY line, the sight lines looking east with a coach parked would be less than the Australian Standard requirement. However, by bringing the GIVE WAY hold line forward, drivers at the car park access are encouraged to prop closer to the edge of the travel lane improving sight lines. The position and offset from the travel lane could also be optimised to achieve the minimum required by Australian Standards. Further detailed design would be required to understand the impacts, however achieving SSD is considered feasible. A turn path assessment of a coach bus accessing the two roundabouts on Mount Barker Road is also recommended. Figure 8 shows the driver sight lines at the car park access before and after the relocation of existing GIVE WAY line when a coach parked. The option is subject to further detailed design.

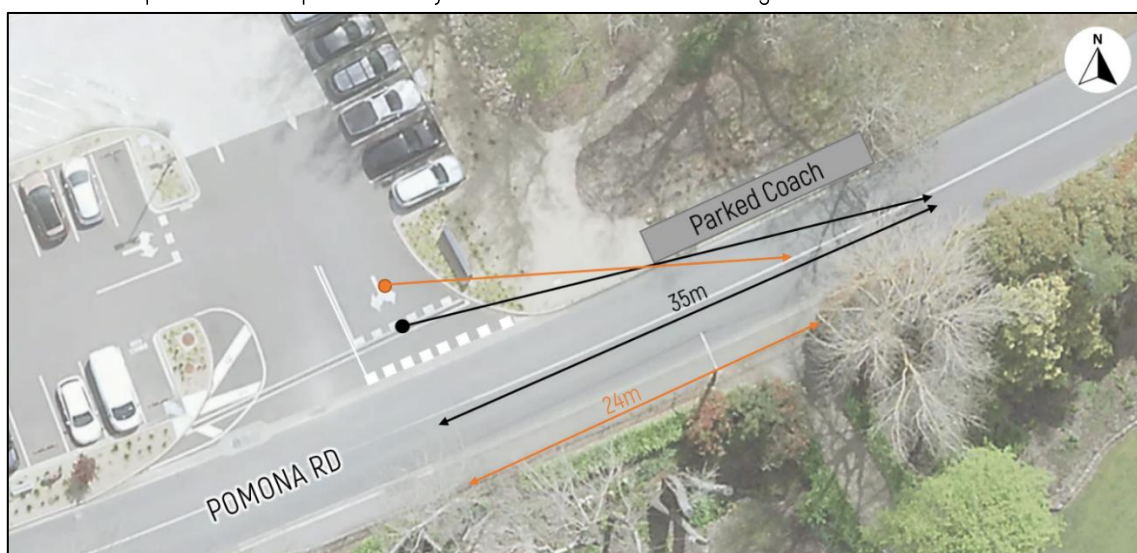


Figure 8: Driver sight lines at the car park access before and after relocation of GIVE WAY line

ADVANTAGES:

- This option makes use of existing approved bus routes to and from the South Eastern Freeway.
- Pedestrian path can be connected to the proposed coach parking bay linking passengers within walking distance to the centre of the Village.
- Maintains traffic flow along Pomona Road without restriction when parked.
- No involvement from DIT needed assuming turn paths confirm no impacts to the Mount Barker Road roundabouts.
- No impact to the visual amenity of Main Street.
- Complies with the DIT Master Specification and could alternatively be made compliant with AS2890.
- Maintains a road width of 3.5m for passing traffic and straight through traffic bus movements also in accordance with the DIT master specification.
- Design of the bay could also be undertaken as an on street indented parking bay for a long vehicle to minimise the design requirements and footprint as per Australian Standards AS 2890.5.

DISADVANTAGES:

- Subject to design and construction, costs of a new parking bay, footpath connection and kerb ramps.
- Removal of an existing mature tree located in the verge area will be required.
- The land for the indented bay would need to be purchased and negotiated with the private landowner (ALDI) leading to additional time and cost.
- Walking on Pomona Road from the ALDI car park to Mount Barker Road there is a relatively steep uphill walk which is less accessible to elderly and disabled people.
- Design of the bay will require optimisation of positioning and offset from the road to achieve required minimum SSD.
- As the proposed parking bay located on an existing verge area, it may affect the existing underground irrigation system and modification may be required.
- The space would be accessible to all drivers and cannot be regulatorily restricted to Coach Buses only. Non regulatory suggestive parking restriction signs could be used.
- Additional bus traffic via local Council residential roads in order to get back to the South Eastern Freeway.
- More visible and audible (if sitting idle waiting for passenger pickup) to nearby residents.
- Detailed design may identify the need for small retaining walls to manage the adjacent ground surface levels, underground services may also be impacted, adding further cost to the scheme.

3.3. OPTION 3 – NEW INDENTED PARKING BAY ON MOUNT BARKER ROAD IN FRONT OF THE STIRLING OVAL

This option aims to narrow the existing paved footpath on the southern side of Mount Barker Road, west of the maintenance vehicle access to the Stirling Oval and create space for the construction of a new indented coach parking bay.

As Mount Barker Road falls under the care and control of DIT, the guidelines stated in the DIT Road Design Standards & Guidelines 'Bus Shelters and Indented Bus Bay – GD800', has been referenced as shown in Figure 9. GD800 indicates that a minimum width of 6.5m is required between the back of indented bay kerb and the road dividing line, including a minimum 1.9m wide parking area to providing sufficient road space for traffic to pass buses safely. A minimum 2.5m width is expected between the indented bay kerb and the property boundary for use as a passenger waiting area and footpath.

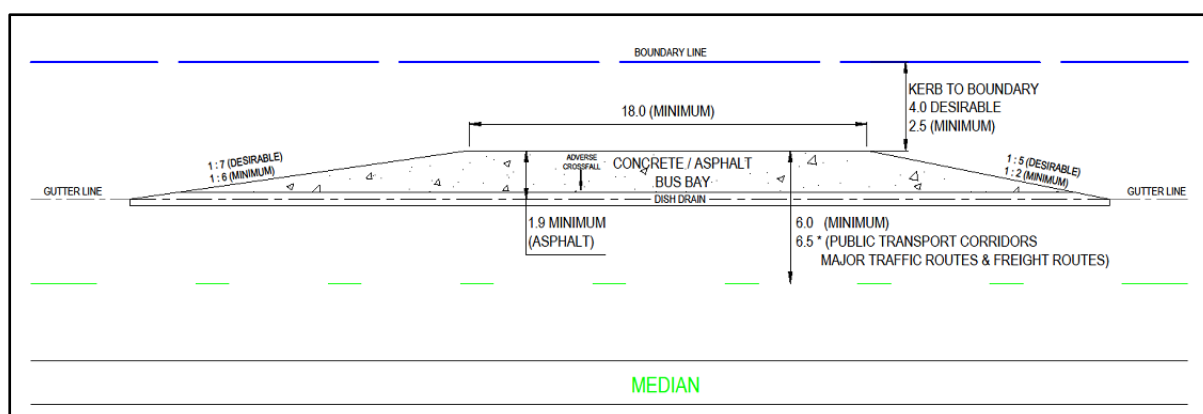


Figure 9: DIT Indented bus bay dimension requirements

The width of the existing footpath in front of the Stirling Oval is 3.9m and the road width is approximately 9.6m. This could be rearranged to provide a 2.5m wide footpath, a 3.0m wide parking bay and a 4.0m wide trafficable lane in each direction, by realigning the kerbline along the southern side of the road and the solid dividing line. This proposed arrangement satisfies and exceeds the minimum width requirements. A concept sketch of the proposed coach parking bay is shown in Figure 10.

The proposed parking bay is able to achieve a minimum length of 18.0m, but the taper length will be shortened due to the site constraints. A review of the adjacent bus stops identified that the existing taper length of Stop 37 Mount Barker Road – South side is less than the requirements, and the proposed coach parking bay will have a lower turnover rate compared with the operation of a metro bus stop. Therefore, a shortened taper length is considered reasonable in this instance.

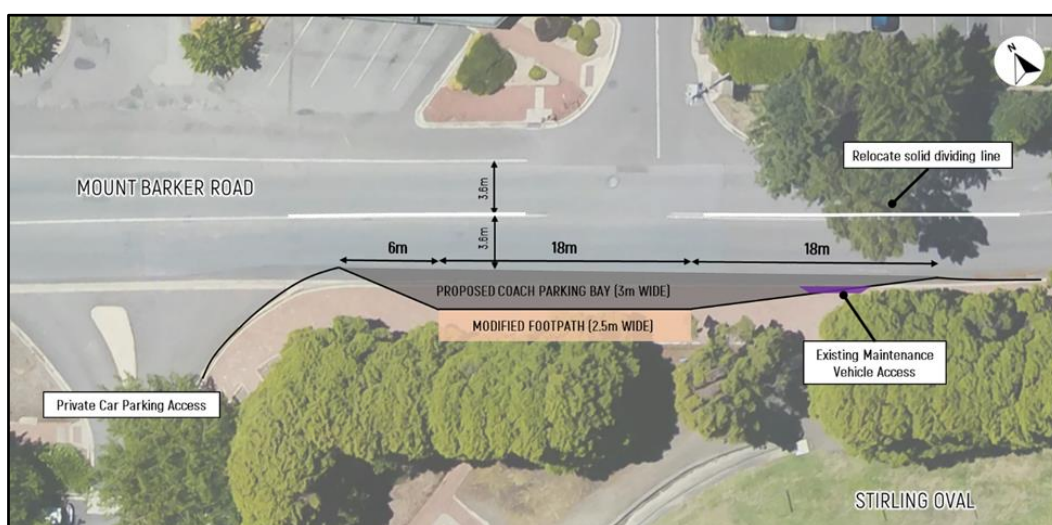


Figure 10: A concept sketch of Option 3

A sight distance check has been undertaken at the access to a private car park west of the Stirling Oval, as shown in Figure 11. Under the scenario of a coach bus parked at the proposed parking bay, driver sight lines looking east can be achieved, exceeding the required minimum SSD of 45m according to AS2890.1.



Figure 11: Driver sight lines at the private car parking access looking east

Generally traffic accessing Stirling Village will approach via the South Eastern Freeway and then turn off at the Stirling / Mount Barker Road exit. However as the indented bay is positioned on the southern side of Mount Barker Road, the coach would need to make use of the local road network to access the indented bay in the westbound direction.

This could be achieved using the Mount Barker Road / Pomona Road Roundabout, Pomona Road and then Gould Road back onto Mount Barker Road to access the indented bay in the correct direction of travel. Gould Road and Pomona Road intersection is already used by public buses which then turn onto Braeside Road rather than continuing along Gould Road. During the site inspection there were no obvious restrictions in place along Gould Road that would limit a Coach bus. Preliminary turnpaths were undertaken to check the Pomona Road and Gould Road intersection as well as Gould Road and Mt Barker Road. These intersections can facilitate a turning coach bus however they encroach on an existing pedestrian walkthrough area on Gould Road.

Alternatively, the coach buses could continue along the South Eastern Freeway beyond the Stirling exit to the Bridgewater exit. Travel down Carey Gully Road and onto Mount Barker Road via Bridgewater and Aldgate in order to enter Stirling and access the bus bay. A turn path check at the Mount Barker Road and Kingsland Road, Strathalbyn Road should be undertaken to confirm the route.

The DIT Master specification for Bus Operations Part RD-PT-D1 Section 3.22 identifies the need for the front of the stopped vehicle to be located a minimum distance of 10m from the kerb alignment, however the proposed option indents the stopped bus and aims to achieve sight distance from the driveway. This can be further address in consultation with DIT should this option be progress further to optimise is position.

ADVANTAGES:

- This option can make use of existing approved bus routes to and from the South Eastern Freeway.
- A pedestrian path is located adjacent to the proposed coach parking area and is connected to the existing footpath, linking passengers within walking distance to the centre of the Village. Flatter pedestrian path links provide easier access for all pedestrian abilities compared with Option 1 and 2.
- Maintains traffic flow along Mount Barker Road without restriction when parked.
- Maintains footpath plaque feature positions.
- No impact to the visual amenity of Main Street with the bus bay being located just prior to the Stirling activity centre.

DISADVANTAGES:

- Subject to design and construction, costs of a new parking bay and footpath connection.
- Design and construction of the new coach parking bay will require consultation and approval from DIT.
- Design of the bay will require optimisation of positioning and offset from the road to ensure minimum SSD for property accesses is achieved for nearby private access to Mount Barker Road. This option would not meet Safe Intersection Sight Distance (SISD) and would not meet the DIT Road Design RD-GM-D1 Road Design Requirements for Extended Design Domain SISD. Noting there are no existing crashes at the property access and that a parked bus is unlikely to be parked for an extended period of time.
- The space would be accessible to all drivers and cannot be regulatorily restricted to Coach Buses only. Non regulatory suggestive parking restriction signs could be used.
- Additional bus traffic via local Council residential roads in order to access the correct side of Mount Barker Road.

DIT preliminary comment was sought on this option. They provided in principle support on the 14/02/2023 based on the following being achieved through a more formal design process,

1. Acceptable sight distance being achieved,
2. Location of bus stops should also consider requirements in Master specification part RD-PT-D1 Bus Operational Guidelines.
3. The left turn vehicle path as per existing, and
4. The right turn out of Garrod Crescent is not impacted due to the reduced width.

Following further design review to consider the scale of impacts, a concept design has been developed for this location. The concept design has been developed on the basis of creating an indented public parking area rather than a formal bus indent. A concept cost opinion has also been prepared and these have been included in the Appendix of this document. This indented parking area adopts a length to allow a coach bus to enter, park and exit and could be signed accordingly to discourage the general public and therefore parallel parking maneuvers on Mount Barker Road. The parking bay falls within a 50km/h speed environment and allows for an adjacent footpath of 1.5m wide. Further consultation with DIT is being undertaken.

3.4. OPTION 4 – NEW INDENTED PARKING BAY ON MOUNT BARKER ROAD OPPOSITE STIRLING HIRE

This option aims to provide a new coach parking bay on the existing road shoulder on the northern side of Mount Barker Road, near the Stirling Hire business.

Similar to Option 3, this section of Mount Barker Road falls under the care and control of DIT. By realigning the centreline, adequate lane widths and parking bay space could be provided, allowing the bus to prop against the existing kerbline and continue to allow passing traffic without restriction.

There is currently no footpath provided along the northern side of this road section, however a connection could be provided by constructing a new 2.5m wide footpath alongside the new parking bay with kerb ramps allowing passengers to cross Mount Barker Road north-south linking to the existing footpath on the southern side of the road. Site observations identified that there is illegal parking occurring at this location over the existing painted island (ARR197 1A).

A concept sketch of Option 4 is shown in Figure 12.

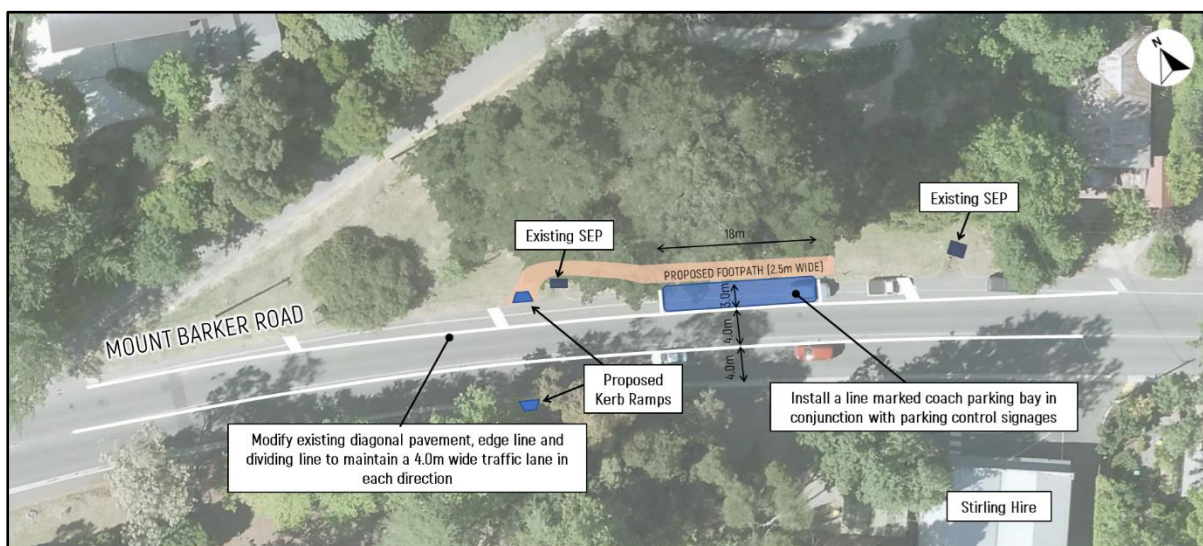


Figure 12: A concept sketch of Option 4

Compared to Option 3, Option 4 is located on the northern side of Mount Barker Road aligning with the general traffic accessing the Stirling Village via South Eastern Freeway and turning off at the Stirling exit. The Coach buses can then return to the South Eastern Freeway via Mount Barker Road through Aldgate and Bridgewater. A turn path check at the Mount Barker Road and Kingsland Road, Strathalbyn Road should be undertaken to confirm the route.

This option aligns with the DIT master specification Part RD-PT-D1 Bus Operational Guidelines section 3.55 maintaining a minimum lane width of 3.5m along Mount Barker Road allowing other traffic to safely pass a stationary Coach bus. This would also be compliant with Australian Standards 2890.5 for On-street parking. This option locates the stopping location outside of the general Stirling Village area approximately 550m to the centre of the Village (Figure 13).



Figure 13: Position of Bay compared with Stirling Village

ADVANTAGES:

- Expected lower construction capital cost compared with options 2 and 3 assuming the existing road pavement is suitable.
- Makes use of existing approved bus routes to and from the South Eastern Freeway.
- Maintains traffic flow along Mount Barker Road without restriction when parked.
- No impact to the visual amenity of Main Street.
- Aligns with DIT Master Specification for Bus Operational Guidelines Part RD-PT-D1.
- Can be linked with existing footpath on the southern side of Mount Barker Road.
- Could be made compliant with Australian Standards 2890.5 for On-street parking.

DISADVANTAGES:

- Subject to design and construction, costs including line marking, footpath construction connection and kerb ramps.
- Design, construction and maintenance will require consultation and approval from DIT.
- Longer walking distance to the centre of the Village compared to other options which is less accessible to elderly and disabled people.
- Requires pedestrians to cross Mount Barker Road each time for all pick up and drop off activities, exposing them to traffic movements.
- The space would be accessible to all drivers and cannot be regulatorily restricted to Coach Buses only. Non regulatory suggestive parking restriction signs could be used.
- Detailed design may reveal the need for retaining walls to manage the adjacent ground surface levels, underground services may also be impacted, adding further cost to the scheme.
- More visible and audible (if sitting idle waiting for passenger pickup) to nearby residents.
- Needs confirmation of existing pavement design and depth. Pavement may not be of suitable depth and strength to support the bus parking for the longer term and pavement reconstruction could be required.



DIT preliminary comment was sought on this option. They provided in principle support on the 14/02/2023 based on the following being achieved through a more formal design process,

1. Acceptable sight distance being achieved,
2. Location of bus stops should also consider requirements in Master specification part RD-PT-D1 Bus Operational Guidelines.

3.5. OPTION 5 – EXISTING INDENTED PARKING BAY ON AVENUE ROAD

This option aims to utilise the existing indented parking bay located on the southern side of Avenue Road just off the Mount Barker Road roundabout, as shown in the figure below.



Figure 14: Proposed location of Option 5

The proposed parking bay is located within proximity to the centre of the Village, and existing footpath is provided along the southern side of the road through the park. Avenue Road currently forms part of the public bus route 865 which has a formal marked bus stop opposite the proposed site (stop 36A). Coaches could access the proposed parking bay by turning right at the roundabout from Mount Barker Road. In order to get back onto South Eastern Freeway, local council roads could be used including Milan Terrace, Druid Avenue and then onto Mount Barker Road to head north back onto the Freeway. Preliminary turn path assessments identify that these movements are feasible, however remedial work will be required to facilitate them formally including approval from DIT. These have been included in the Appendix for information. A right turn at the roundabout will likely require physical changes to the roundabout. The Druid Avenue intersection would also require alterations to facilitate the left turn movement back on Mount Barker Road.

Instead of turning right at the roundabout, the coach could turn left down Pomona Road and right out from Merrion Terrace the same as the metro bus and make a left turn at the roundabout. Turnpaths identify it would likely need to straddle lanes or the roundabout splitter island / Avenue Road approach would need modifications.

The existing indented parking bay is approximately 2.1 m wide and 28 m long, accommodating up to four parked vehicles. Existing parking control signs allow 1-hour parking between 9am – 6pm Monday – Friday and between 9am – 12pm on Saturday. Unrestricted parking is permitted at all other times.

The existing lane width from kerb to centreline at the parking bay is 6.1m allowing parked vehicles, cars or a coach bus to park with a minimum lane width remaining to allow traffic to pass. This would also be compliant with Australian Standards 2890.5 for On-street parking. The parking bay is bounded by trees with an established tree canopy that may need trimming and management should taller and wider coach buses park. Keeping spaces free for coach buses to park would be subject to availability unless non regulatory signage was applied to try to manage space utilisation.



ADVANTAGES:

- A pedestrian path is nearby linking passengers within walking distance to the centre of the Village.
- This location makes use of an existing bus route to and from the South Eastern Freeway.
- Maintains traffic flow along Avenue Road without restriction when parked allowing for at least a 3m lane to be maintained.
- No impact to the visual amenity of Main Street.
- Could be made compliant with Australian Standards 2890.5 for On-street parking.
- No sight distance issues.

DISADVANTAGES:

- Additional bus traffic would be generated via Council residential roads in order to get back to the South Eastern Freeway.
- Trees may need maintenance and management for overhead clearance.
- Needs confirmation of existing pavement design and depth. Pavement may not be of suitable depth and strength to support the bus parking for the longer term and pavement reconstruction could be required.
- More visible and audible (if sitting idle waiting for passenger pickup) to nearby residents.

- Route back to the Freeway requirements modification at intersections to facilitate a Coach bus and therefore DIT approval.
- The space would be accessible to all drivers and cannot be regulatorily restricted to Coach Buses only. Non regulatory suggestive parking restriction signs could be used.

3.6. OPTION 6 – ROAD SHOULDER END OF THE FREEWAY

This option aims to utilise the existing sealed shoulder area located on the eastern side of the Freeway off ramp just north of the Mt Barker Road roundabout, as shown in the figure below.



Figure 15: Proposed Location of Option 6

This road space was previously used as the approach lane to the roundabout as the freeway offramp lane was continuous to the roundabout (later upgraded to a high entry left turn lane intersection offset from roundabout). The space is currently excess pavement, 4.5m wide with line marking to restrict parking.

This parking space is technically within a 100km/h speed zone as the offramp is signed with a 40km/h ahead sign for drivers leaving the Freeway and the 40km/h signs are positioned and visible just south of the space. The 85th percentile speeds are likely to be 50km/h or less at the proposed parking space given the proximity of the speed signs and the roundabout, both contributing to reducing drivers' speeds.

There is an END Freeway sign in the median part way along and parallel to the space which legally restricts parking up until the position of the sign (ARR 177). The sign is located approximately 17m from the southern kerb taper and some adjustment of the bus parking position and signage positions may be required and will need DIT approval.

Following pick up and drop off, buses that use this space would need to travel through Stirling south to Mount Barker Road to Carey Gully Road onto the Freeway from Bridgewater following the existing bus route. A concept sketch has been developed to show initial impacts – refer figure below.



Figure 16 - Looking south at the proposed space

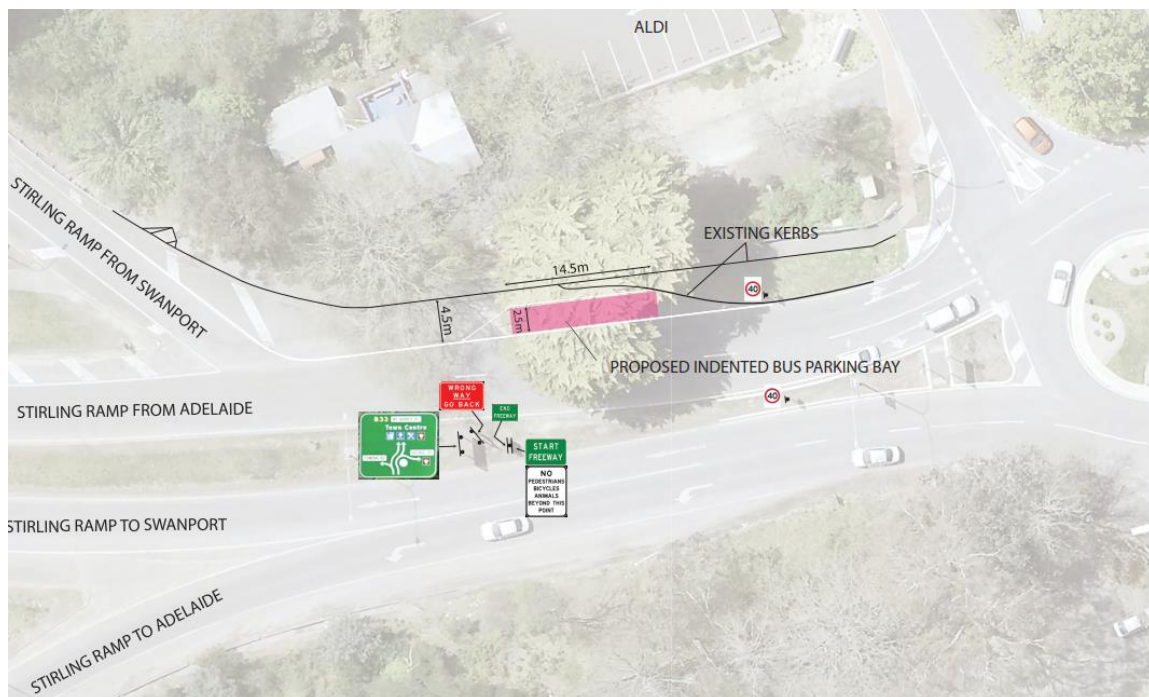


Figure 17 - Extract of a Concept sketch showing the bus parking location

ADVANTAGES:

- A pedestrian path is located adjacent to the proposed coach parking area, linking passengers within walking distance to the centre of the Village across Pomona Road at the roundabout.
- This option makes use of existing approved bus routes to and from the South Eastern Freeway.
- Maintains traffic flow without restriction when parked.
- No impact to the visual amenity of Main Street.
- Potential lower construction capital cost compared with options 2 and 3 assuming the existing road pavement is suitable.
- No forward sight distance (Criteria 2) issues for the parking space or roundabout itself.
- Sightlines at the roundabout (for the Pomona Road approach for example) are maintained as existing (refer below figure). At the corner of the roundabout there is property fencing and vegetation limiting sightlines through the corner.

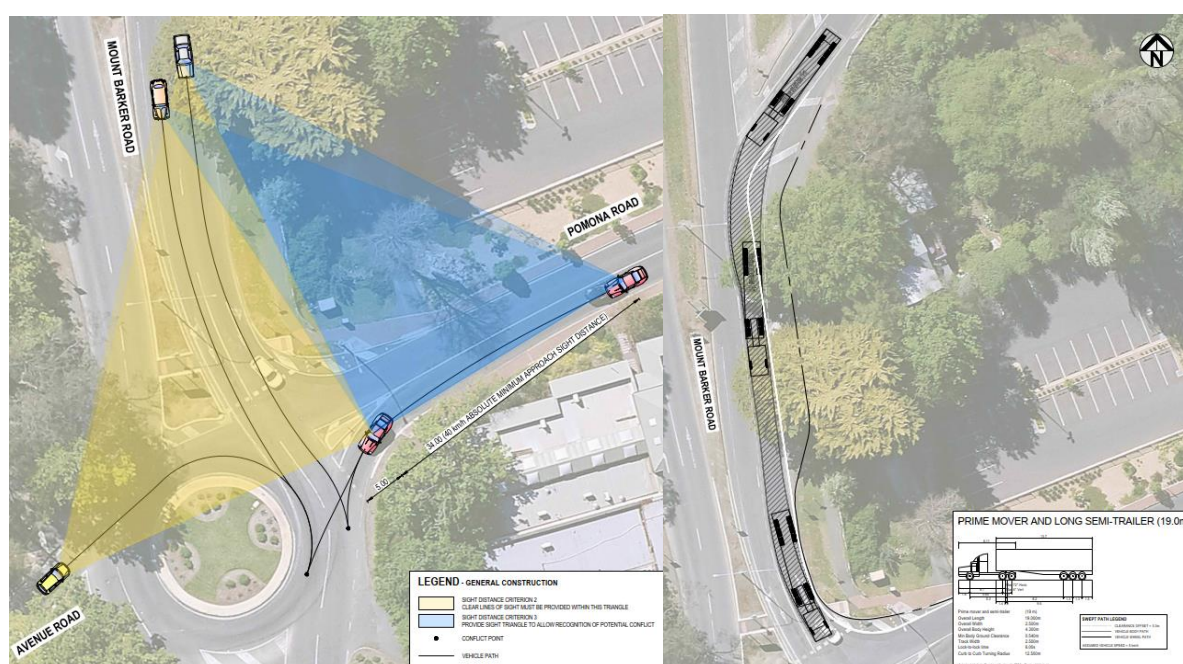


Figure 18 - Sight distance assessment and a typical turnpath of a long vehicle turning left from the off ramp

DISADVANTAGES:

- Design, construction and maintenance will require consultation and approval from DIT.
- Would not be fully compliant with the DIT Master Specification – Bus Operations Part RD-PT-D1 3.46 and therefore require DIT approval.
- Trees and overhead clearances may require maintenance and management.
- Needs confirmation of existing pavement design and depth. Pavement may not be of suitable depth and strength to support the bus parking for the longer term and pavement reconstruction could be required.
- The pedestrian link for passengers across the Pomona Road leg of the roundabout has no refuge and requires pedestrians to cross both lanes at a time to access the centre of the Village.
- More visible and audible (if sitting idle waiting for passenger pickup) to nearby residents (directly adjacent a residential property).

- The space is used as a temporary Adelaide metro bus stop if the regular stop 36 needs closing which can happen from time to time.
- The space would be accessible to all drivers and cannot be regulatorily restricted to Coach Buses only. Non regulatory suggestive parking restriction signs could be used to discourage normal vehicle parking.
- The parking space location does not impact the turning path of long vehicles turning left from the off ramp to approach the roundabout if the bus parking position is as far south as possible, however kerb adjustments are expected to be required to facilitate this positioning.

A concept design and cost opinion has been prepared for this Option to further identify potential impacts and these have been included in the Appendix. DIT have been engaged to review the concept design and provide feedback. While DIT NMS have no fundamental objections to the proposal, they have identified design elements and refinements that need consideration as part of a more detailed design process requiring a broader engagement with the DIT asset owners. As such potential costs have been identified within an updated Cost Opinion to give a guide including design process costs. Scope of design and construction is subject to change based on further DIT engagement and the cost opinion provides a guide only and is based on assumptions that may or may not be later acceptable during a detail design process. It has also been assumed that design and extent of scope excludes improvements to the roundabout.



4. SUMMARY AND RECOMMENDATION

Be Engineering Solutions was engaged by Adelaide Hills Council (Council) to undertake a traffic and parking assessment within the Stirling Village area to identify potential locations for coach bus parking. Based on the assessment undertaken, four potential locations have been identified and recommended for Council review and consideration. A summary table of the advantages and disadvantages for each option has been summarised below.

OPTION	ADVANTAGES	DISADVANTAGES
1 – Loading Bay in ALDI Carpark	<ul style="list-style-type: none"> • Within 300m walking distance to centre of Stirling • Low cost option with no civil construction work required • Potential additional business for ALDI, pick up and drop off occurs on private property • No approval from DIT or Council needed • No additional traffic on the Main Street and Maintains traffic flow along Pomona Road • No direct impact to residential properties 	<ul style="list-style-type: none"> • Negotiations between the two private parties required • Walking on Pomona Road from the ALDI car park to Mount Barker Road is less accessible • Coordination and scheduling would be required between ALDI and coach operators • Perception from the Stirling community • Development Application potentially required
2 – New indented parking bay on Pomona Road	<ul style="list-style-type: none"> • Within 300m walking distance to centre of Stirling Village, existing footpath connectivity • Uses existing approved bus routes • Maintains traffic flow along Pomona Road • No approval from DIT needed 	<ul style="list-style-type: none"> • Civil construction costs of a new parking bay, footpath connection, potential retaining walls • Site constraints including existing mature tree, potential underground services impacts • Land purchase required from ALDI • Walking on Pomona Road is less accessible • Potential sight line limitations • Additional bus traffic via local Council residential roads, more visible and audible • Not a dedicated space, designed as on-street parking for all users (non regulatory signage could be used to discourage non coach parking)
3 – New indented parking bay on Mount Barker Road (south side) – Stirling Oval	<ul style="list-style-type: none"> • Within 300m walking distance to centre of Stirling Village, existing footpath connectivity • Uses existing approved bus routes • Maintains traffic flow along Mount Barker Road • Maintains footpath plaque feature positions. • No impact to the visual amenity of Main Street 	<ul style="list-style-type: none"> • Civil construction costs of a new parking bay, footpath connection etc • Design and construction of the new coach parking bay will require consultation and approval from DIT • Potential sight line limitations to/from nearby private access to Mount Barker Road • Additional bus traffic via local Council residential roads in order to access the correct side of Mount Barker Road • Not a dedicated space, designed as on-street parking for all users (non regulatory signage could be used to discourage non coach parking)
4 – New indented parking on Mount Barker Road (north side)	<ul style="list-style-type: none"> • Medium construction capital cost assuming the existing road pavement is suitable • Uses existing approved bus routes and links with existing footpath • Maintains traffic flow along Mount Barker Road • No impact to the visual amenity of Main Street • Aligns with DIT Master Specification for Bus Operational Guidelines Part RD-PT-D1 	<ul style="list-style-type: none"> • Civil construction costs including linemarking, footpath connection, potential retaining walls • Needs confirmation of existing pavement design and depth to ensure suitability • Design, construction and maintenance of the bay will require consultation and approval from DIT • Longer walking distance to the centre of the Village (approx. 550m) • Requires pedestrians to cross Mount Barker Road each time for all pick up and drop off activities • More visible and audible (if sitting idle waiting for passenger pickup) to nearby residents • Changes general traffic position on Mount Barker Road in eastbound lane closer to centreline • Not a dedicated space, designed as on-street parking for all users (non regulatory signage could be used to discourage non coach parking)



5 – Existing indented parking bay on Avenue Road	<ul style="list-style-type: none">• Within 300m walking distance to centre of Stirling• Maintains traffic flow along Avenue Road• No impact to the visual amenity of Main Street• Compliant with Australian Standards 2890.5 for On-street parking• No sight distance issues	<ul style="list-style-type: none">• Additional bus traffic via local Council residential roads• Trees may require maintenance and management• Needs confirmation of existing pavement design and depth to ensure suitability• More visible and audible (if sitting idle waiting for passenger pickup) to nearby residents• Modification at intersections to facilitate a Coach bus and therefore DIT approval.• Not a dedicated space, designed as on-street parking for all users (non regulatory signage could be used to discourage non coach parking)
6 – Road shoulder at end of the Freeway	<ul style="list-style-type: none">• Within 300m walking distance to centre of Stirling• Maintains traffic flow• No impact to the visual amenity of Main Street• No sight distance issues	<ul style="list-style-type: none">• Design and construction of the new coach parking bay will require consultation and approval from DIT• Not a dedicated space, (non regulatory signage could discourage non coach parking)• Trees may require maintenance and management• Needs confirmation of existing pavement design and depth to ensure suitability• More visible and audible (if sitting idle waiting for passenger pickup) to nearby residents• Not a dedicated space, designed as on-street parking for all users (non regulatory signage could be used to discourage non coach parking)• The space is used as a temporary Adelaide metro bus stop if the regular stop 36 needs closing which can happen from time to time.• The parking space location does not impact the turning path of long vehicles turning left from the off ramp to approach the roundabout if the bus parking position is as far south as possible, however kerb adjustments are expected to be required to facilitate this positioning.• The pedestrian link for passengers across the Pomona Road leg of the roundabout has no refuge and requires pedestrians to cross both lanes at a time to access the centre of the Village.

During the investigation and review period for coach parking locations, the Stirling Village Mall Fire occurred in November 2023 which has resulted in a parallel investigation and broader review (by Be Engineering Solutions) of pedestrian access and parking in Stirling. The coach parking options have been explored separately based on available existing pedestrian accessibility however in the context of improvements for pedestrians more broadly in Stirling these are related. Potential improvements identified in the draft Stirling Main Street Pedestrian Access and Main Street Parking Review will compliment the Coach parking options and the reports should be considered in conjunction with each other.

As coach buses are privately operated there is no regulatory option for dedicating road space or restricting the space from other road users. Long vehicle or coach buses can park in defined areas and share the space with the general public in accordance with the road rules and any marked localised parking controls. The spaces would be subject to availability. Non enforceable signage could be explored to assist with informally allocating the space and attempting to manage utilisation.

Coach Parking Option 1 provides an off-street outcome, while all other options make use of new or existing on-street areas (with possible modifications). Option 1 provides a lower cost option requiring an agreement between ALDI and the Coach Bus operators and potentially a development application and approval process with Council. Option 1 provides the most practical outcome, potentially allowing the ability to make use of an unloading and loading area that would otherwise be underutilised.

Options 2 and 3 require complete construction of an indented parking space and supporting footpath connections. Options 4, 5 and 6 propose using existing road space and either sharing or reallocating the space to enable parking. Depending on the road authority for each of these option locations, existing pavement areas would need to be confirmed suitable. Option 1 and 2 don't require DIT review or endorsement while the remaining Options 3-6 will need DIT support and endorsement.

Concept sketches for Options 3 and 6 have been prioritised to further explore potential impacts and costs with cost opinions developed and attached in the Appendix. Preliminary consultation and support from DIT has been obtained for Options 3 and 6 subject to further design.

Of those options needing DIT endorsement and considering the primary objectives of upfront cost, ease of pedestrian accessibility to the precinct, minimising noise to residents and minimising construction or remedial work to existing infrastructure, Option 6 (subject to detailed design) is considered the most aligned with the primary objectives to formalise a parking bay area within the existing road shoulder. In terms of option ranking Option 3 and Option 5 are suggested as the next best overall options in alignment with the objectives.

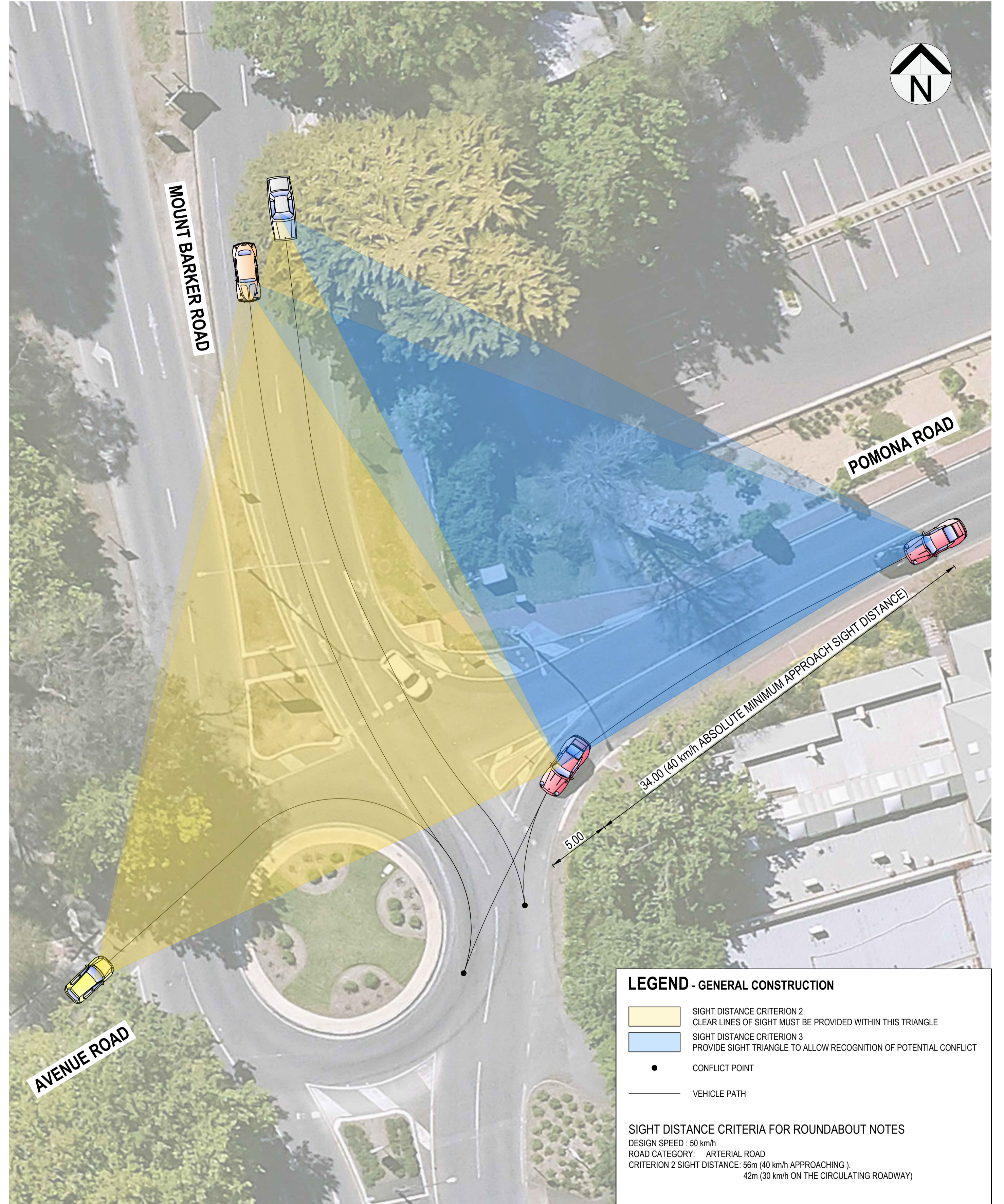
Yours Sincerely,

Martin Elsworthy

Senior Traffic Engineer

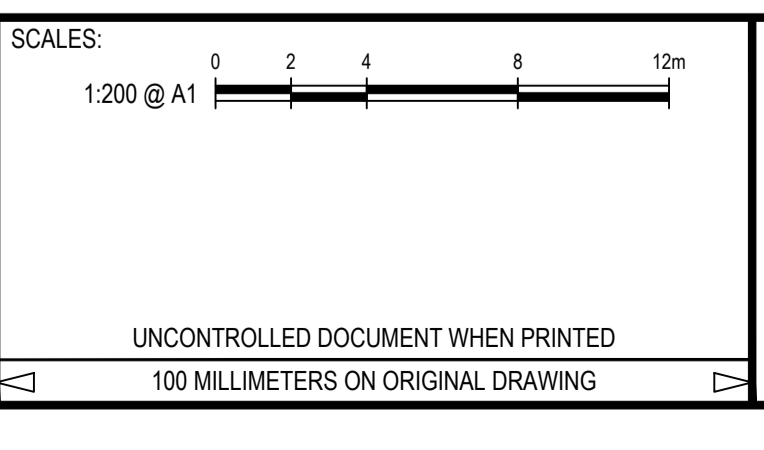


5. APPENDIX – TURN PATH DIAGRAMS



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REV	DESCRIPTION	DRAWN	CHECK
UNCONTROLLED DOCUMENT WHEN PRINTED		APP'D	DATE
100 MILLIMETERS ON ORIGINAL DRAWING			



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 19 Young Street, Adelaide, SA 5000
 info@be-engineersolutions.com.au
 ABN 90 631 262 756

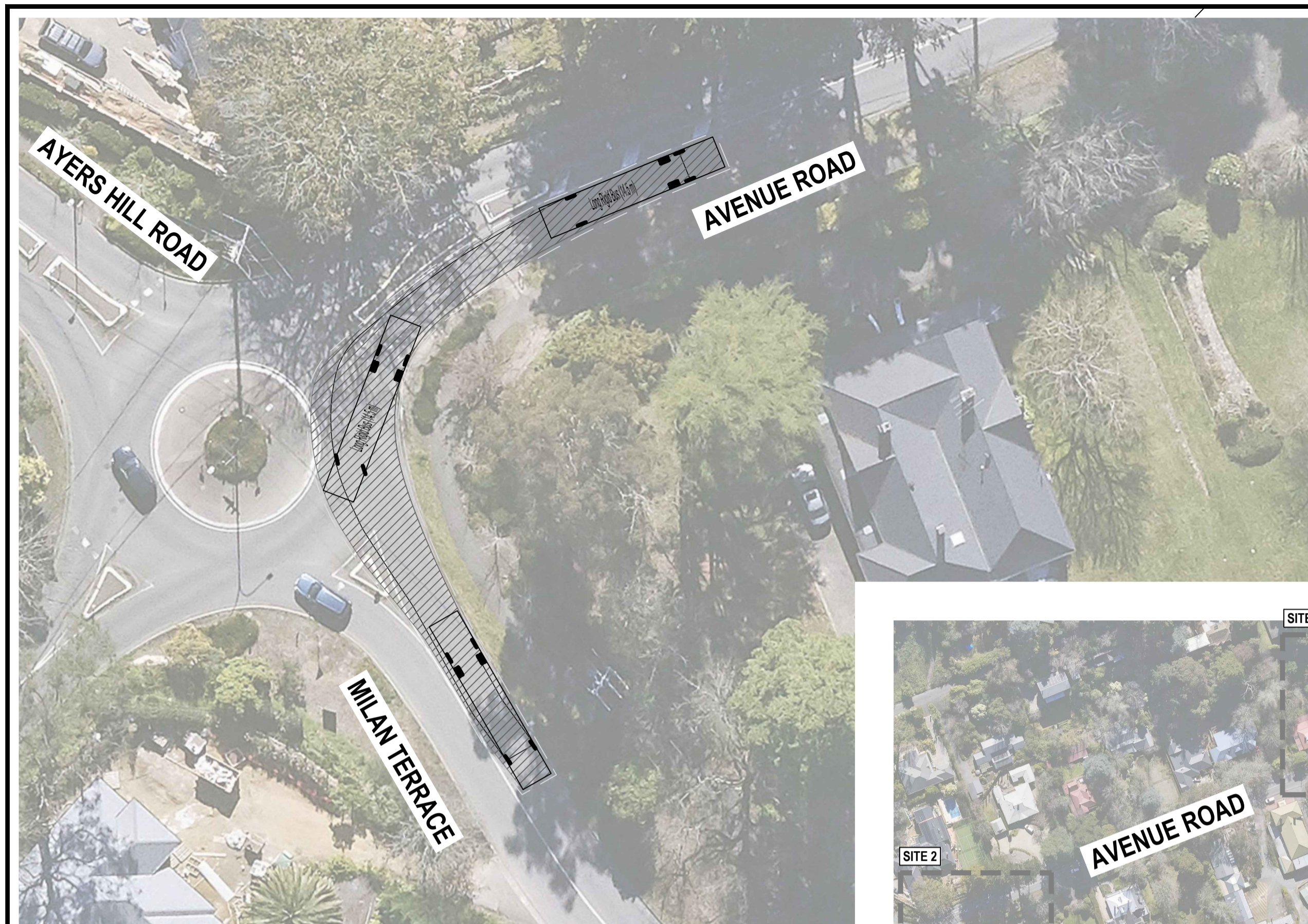
CLIENT:

Adelaide Hills COUNCIL

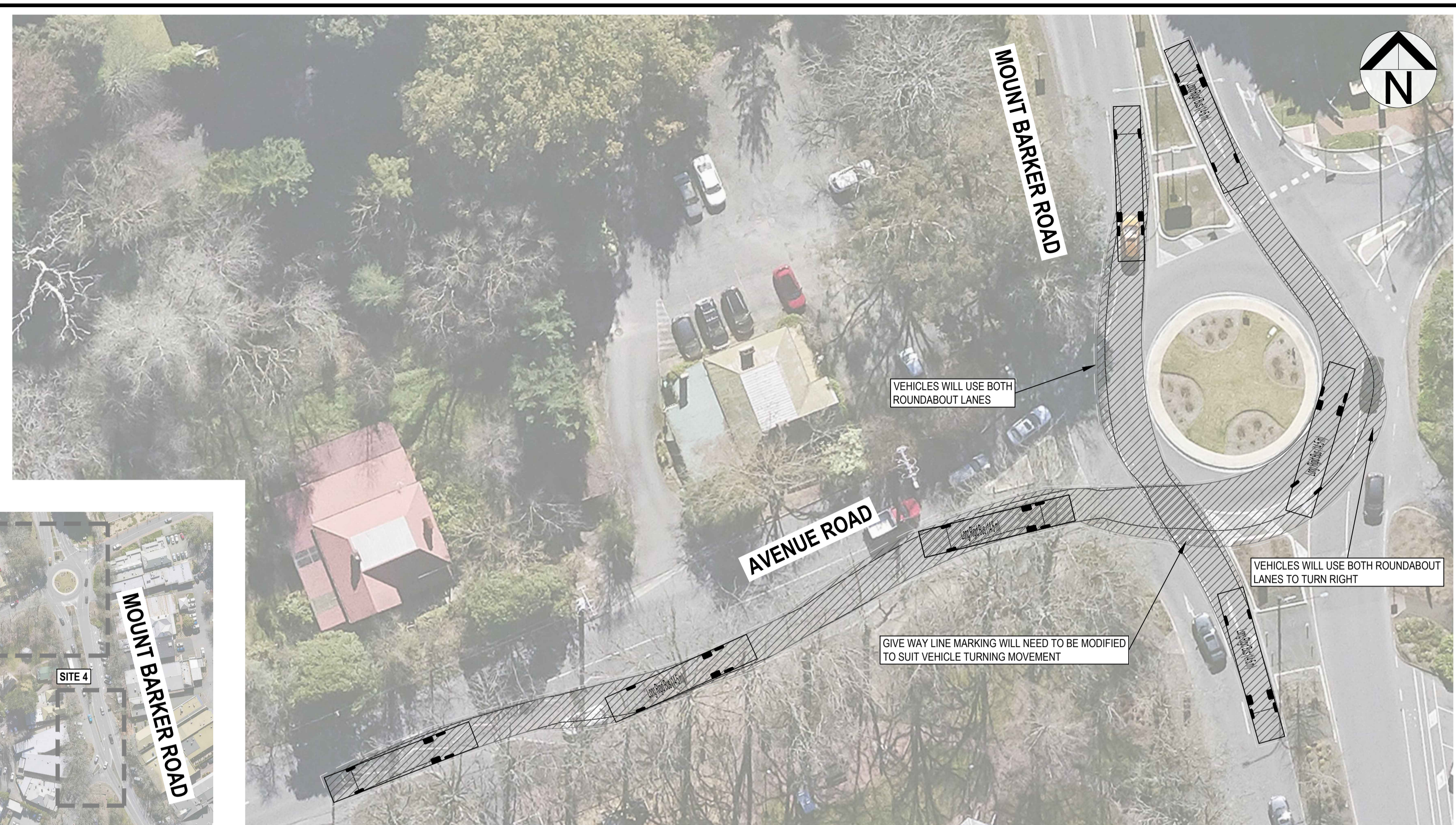
MOUNT BARKER ROAD
 STIRLING
 ADELAIDE HILLS COUNCIL
 COACH PARKING DESIGN
 TURN PATH & SIGHT DISTANCE ASSESSMENT

INFORMATION

DESIGN BY: V.WANG	DRAWN BY: V.WANG	PROJECT # BE22-098	SHEET SIZE: A1
DRAWING #		SHEET #	REV #
BE22-098_03 SK13			



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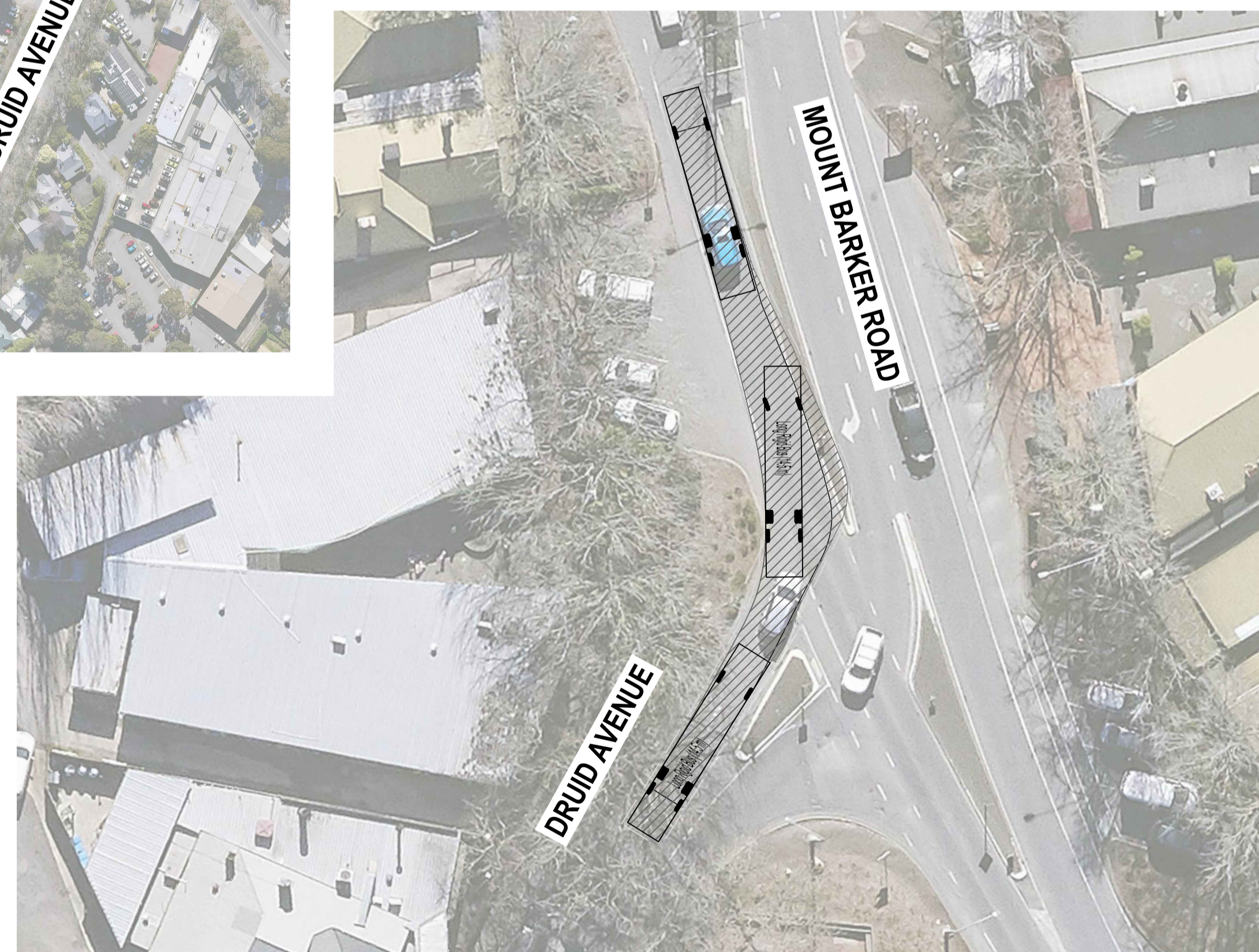
SITE 1
SCALE 1:300



SCALE 1:2000



SITE 3
SCALE 1:300



SITE 4
SCALE 1:300

LONG RIGID BUS (14.5m)

Long Rigid Bus	(14.5 m)
Overall Length	14.500m
Overall Width	2.500m
Overall Body Height	3.102m
Min Body Ground Clearance	0.337m
Track Width	2.500m
Lock-to-lock time	6.00s
Curb to Curb Turning Radius	15.000m

Autodesk Vehicle Tracking (Austrroads 2013 - Design Vehicles)

SWEPT PATH LEGEND

- CLEARANCE OFFSET = 0.3m
- VEHICLE BODY PATH
- VEHICLE WHEEL PATH

ASSUMED VEHICLE SPEED = 5 km/h

A	INFORMATION	VW	10.10.2023
REV	DESCRIPTION	DRAWN	CHECK
FILE REFERENCE: BE22-098-03 Coach Parking.dwg		APP'D	DATE

SCALES:

1:300 @ A1

1:2000 @ A1

UNCONTROLLED DOCUMENT WHEN PRINTED

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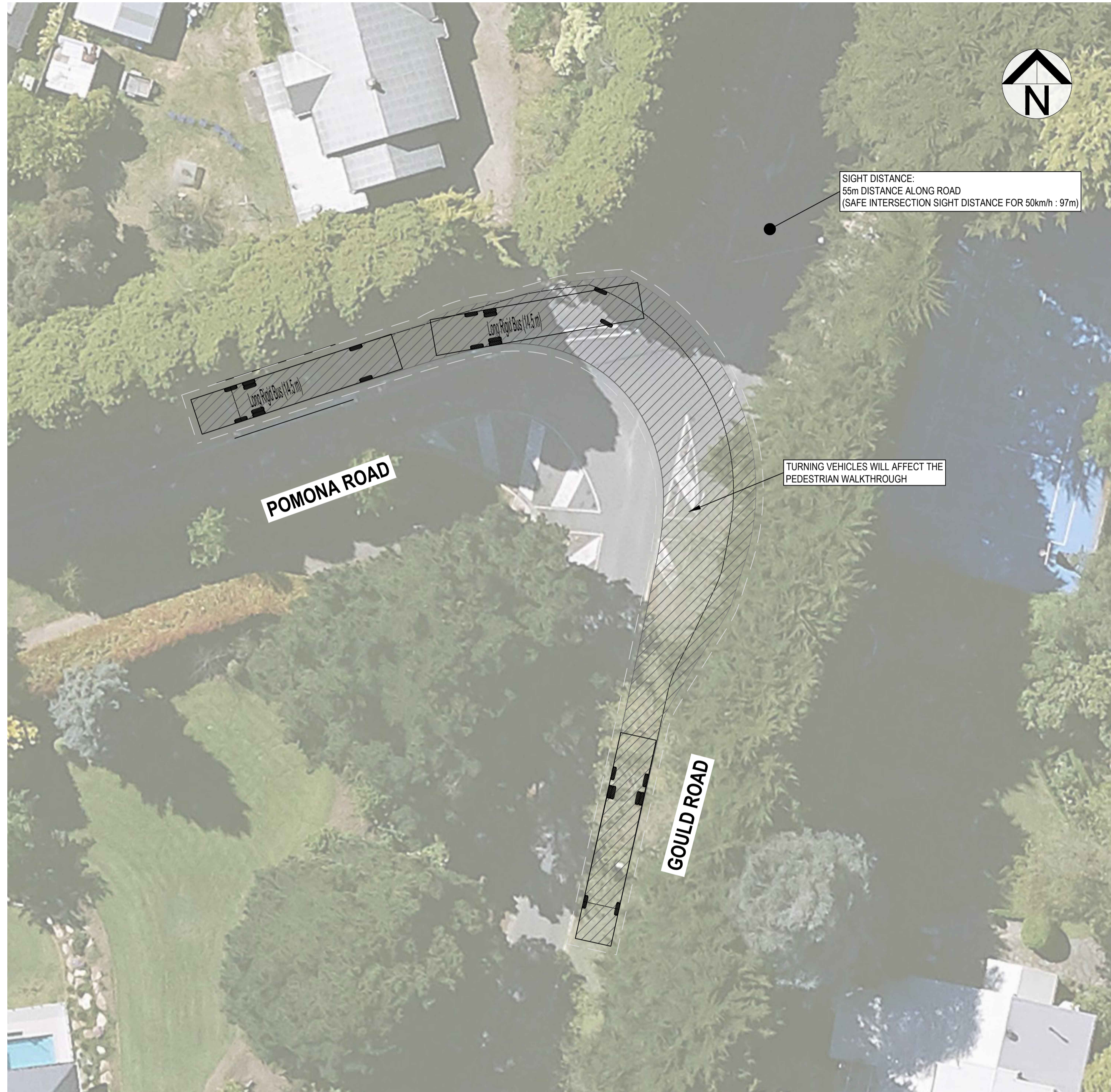
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Adelaide Hills COUNCIL

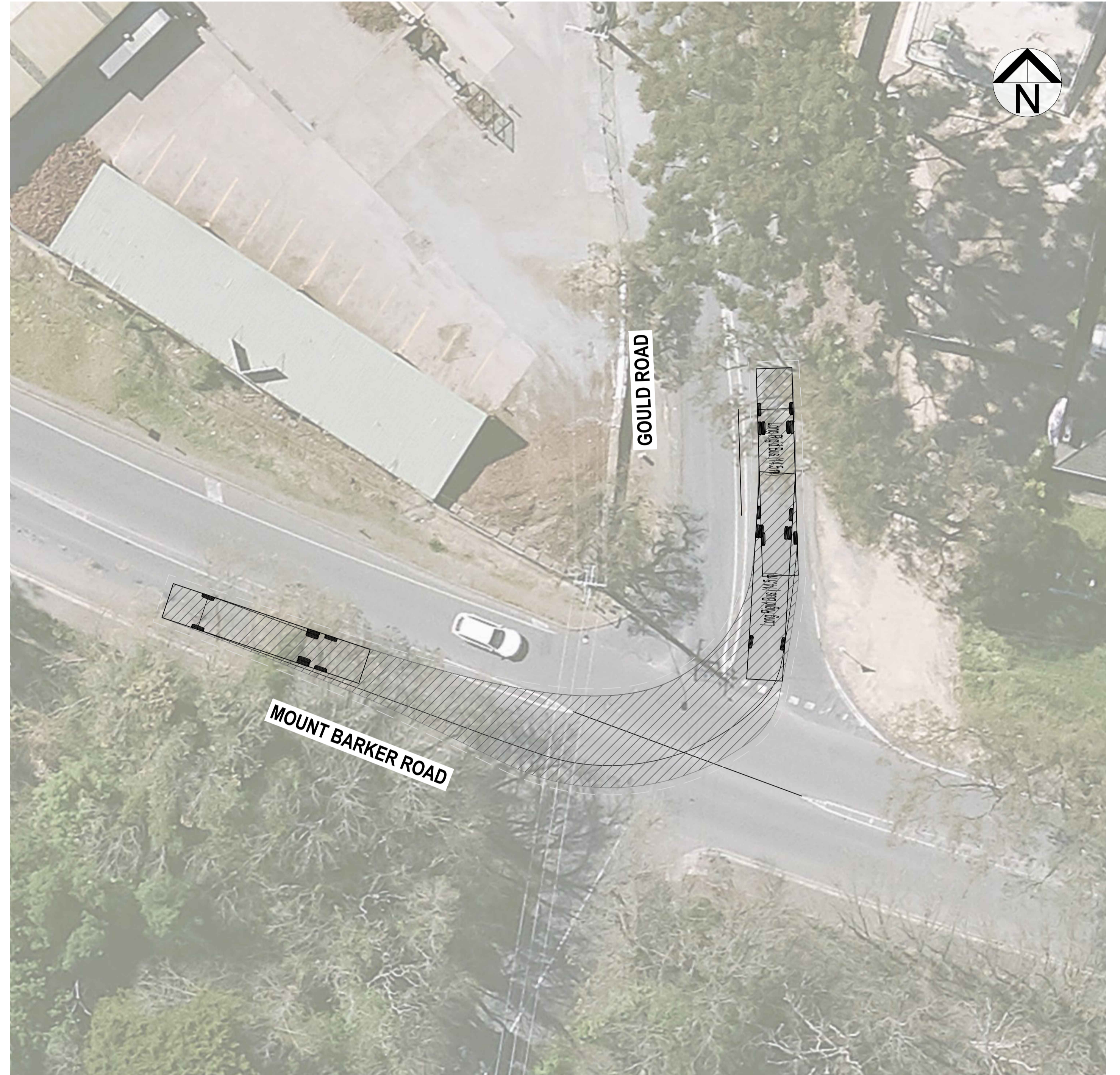
AVENUE ROAD
STIRLING
ADELAIDE HILLS COUNCIL
COACH PARKING DESIGN
TURN PATH ASSESSMENT

INFORMATION

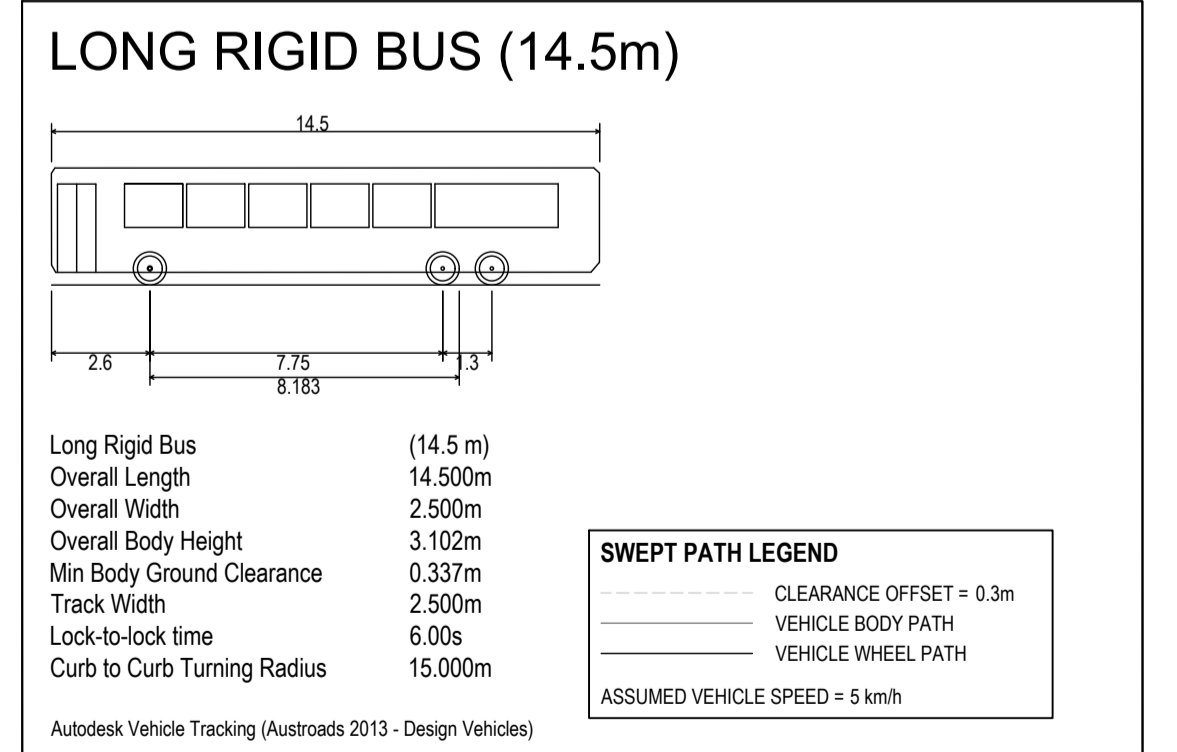
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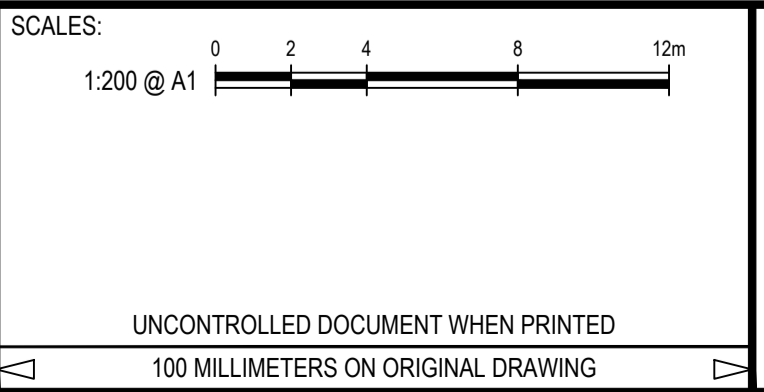
SITE 5
SCALE 1:200



SITE 6
SCALE 1:200



A INFORMATION		VW	18.10.2023
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		APPD	DATE



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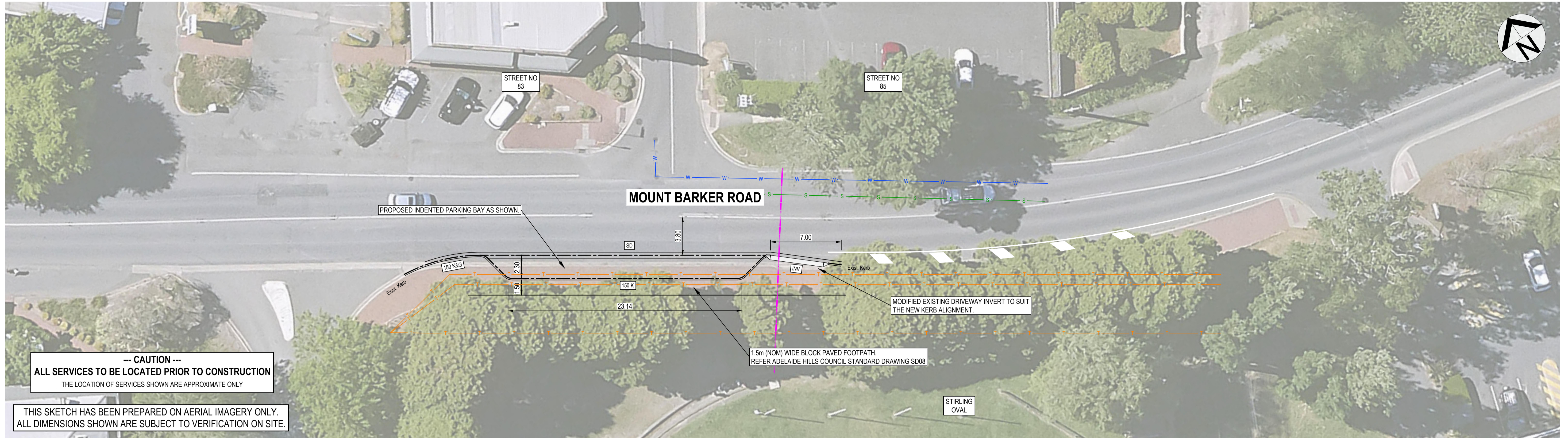
MOUNT BARKER ROAD
STIRLING
ADELAIDE HILLS COUNCIL
COACH PARKING DESIGN
TURN PATH ASSESSMENT

INFORMATION

DESIGN BY: V.WANG	DRAWN BY: V.WANG	PROJECT # BE22-098	SHEET SIZE: A1
DRAWING #		SHEET #	REV #
BE23-098_03 SK11			A

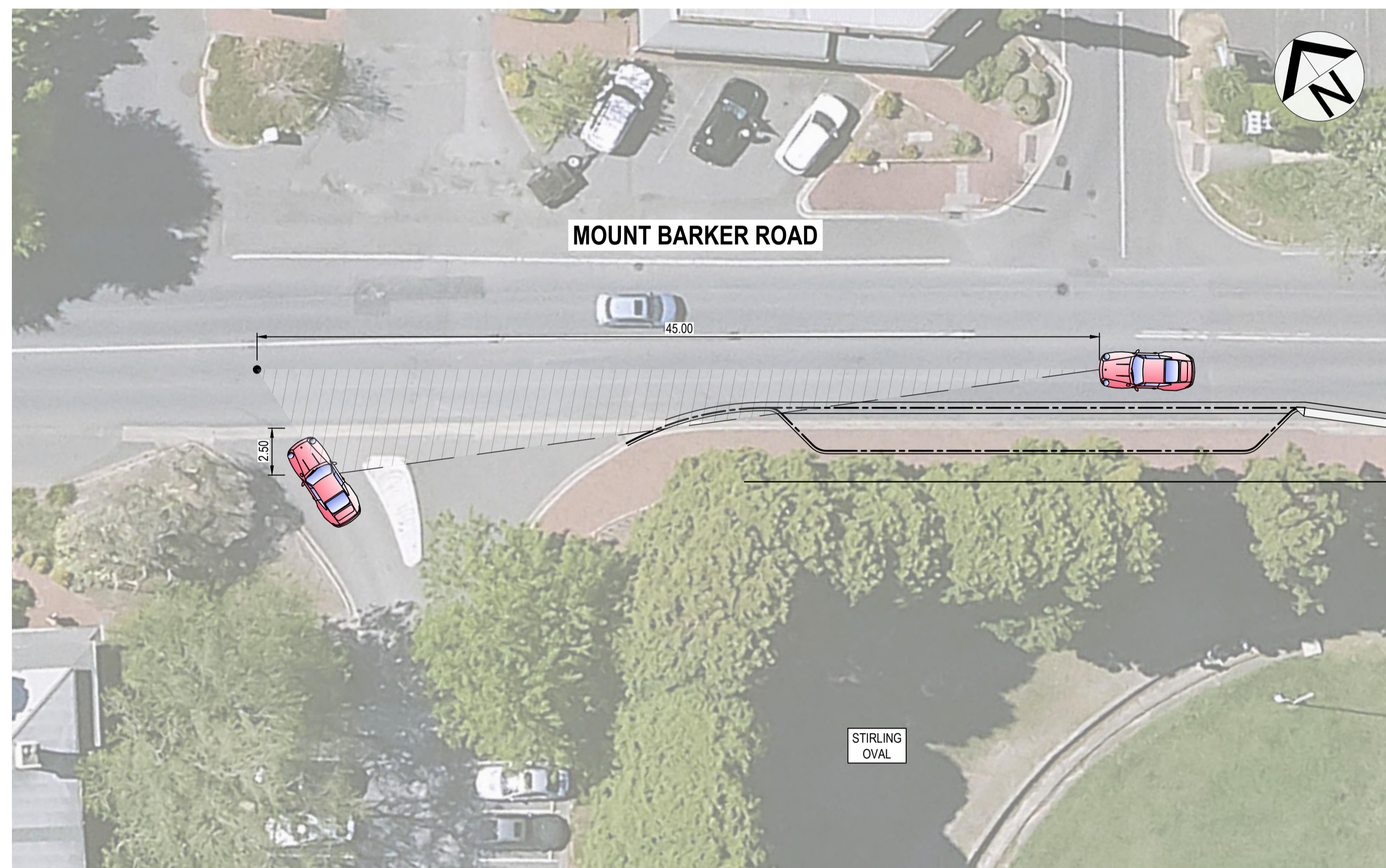


6. APPENDIX – CONCEPT SKETCHES FOR OPTIONS 3 AND 6

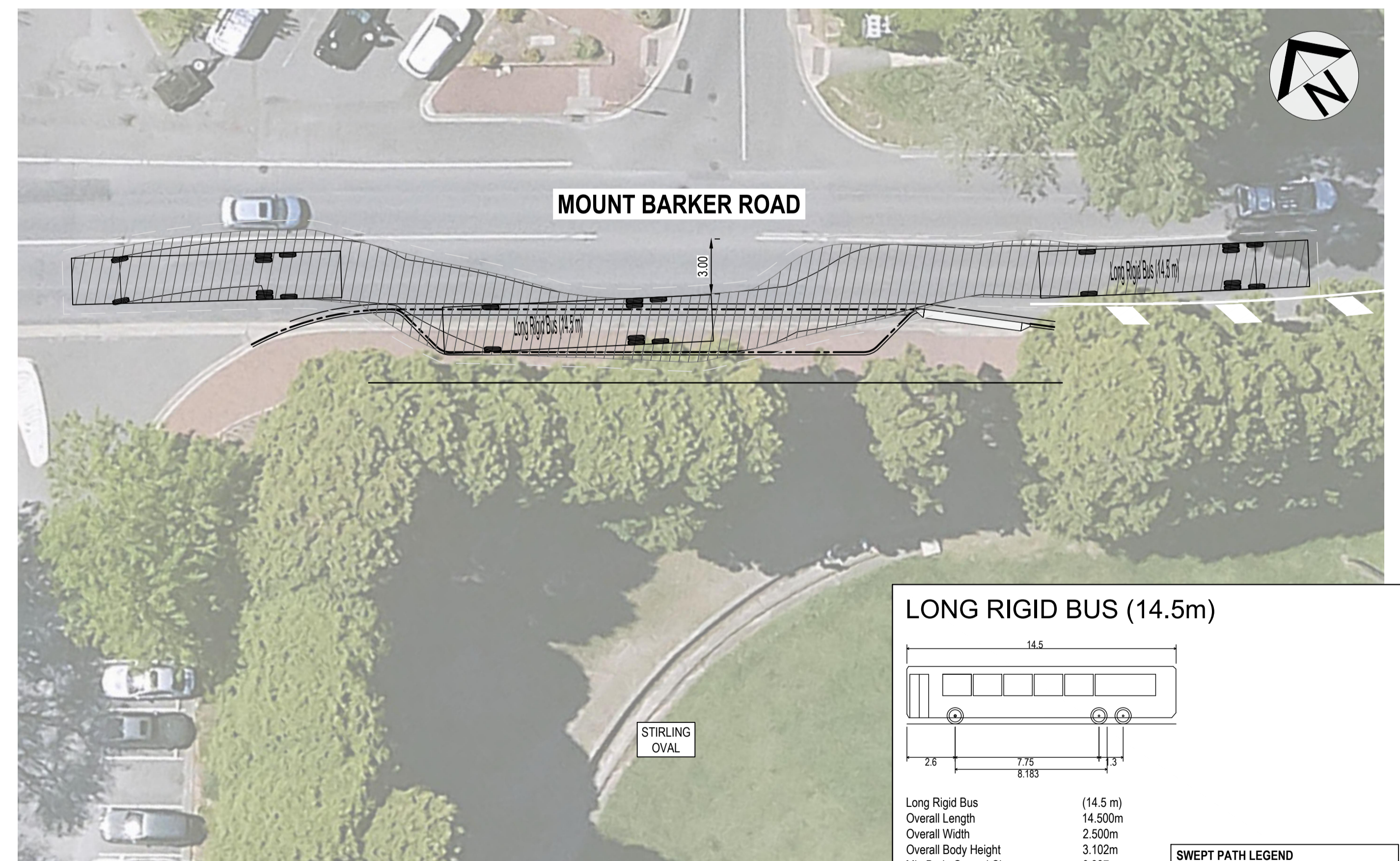


--- CAUTION ---
ALL SERVICES TO BE LOCATED PRIOR TO CONSTRUCTION
 THE LOCATION OF SERVICES SHOWN ARE APPROXIMATE ONLY

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SIGHT DISTANCE AT ACCESS DRIVEWAY EXIT
 45m MINIMUM SSD AT 50km/h POSTED SPEED
 SCALE 1:200



TURN PATH
 14.5m LONG RIGID BUS (5km/h)
 SCALE 1:200

LONG RIGID BUS (14.5m)

Long Rigid Bus	(14.5 m)
Overall Length	14.500m
Overall Width	2.500m
Overall Body Height	3.102m
Min Body Ground Clearance	0.337m
Track Width	2.500m
Lock-to-lock time	6.00s
Curb to Curb Turning Radius	15.000m

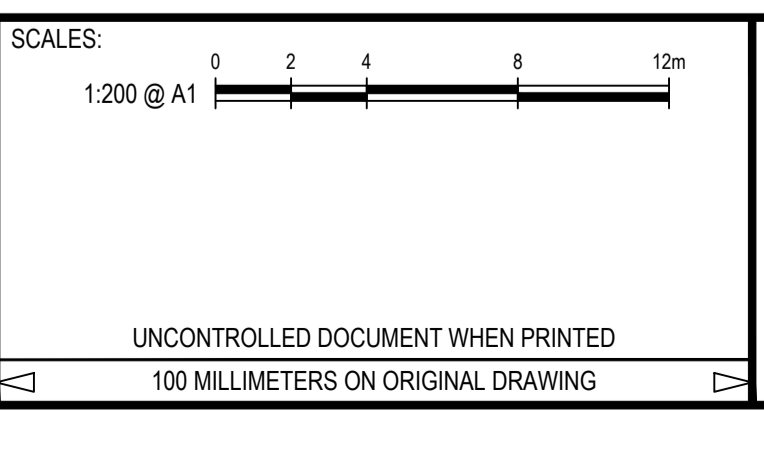
Autodesk Vehicle Tracking (Austrroads 2013 - Design Vehicles)

SWEPT PATH LEGEND

- CLEARANCE OFFSET = 0.3m
- VEHICLE BODY PATH
- VEHICLE WHEEL PATH

ASSUMED VEHICLE SPEED = 5 km/h

A INFORMATION		VW	ME	ME	20.11.2023
REV	DESCRIPTION	DRAWN	CHECK	APP'D	DATE



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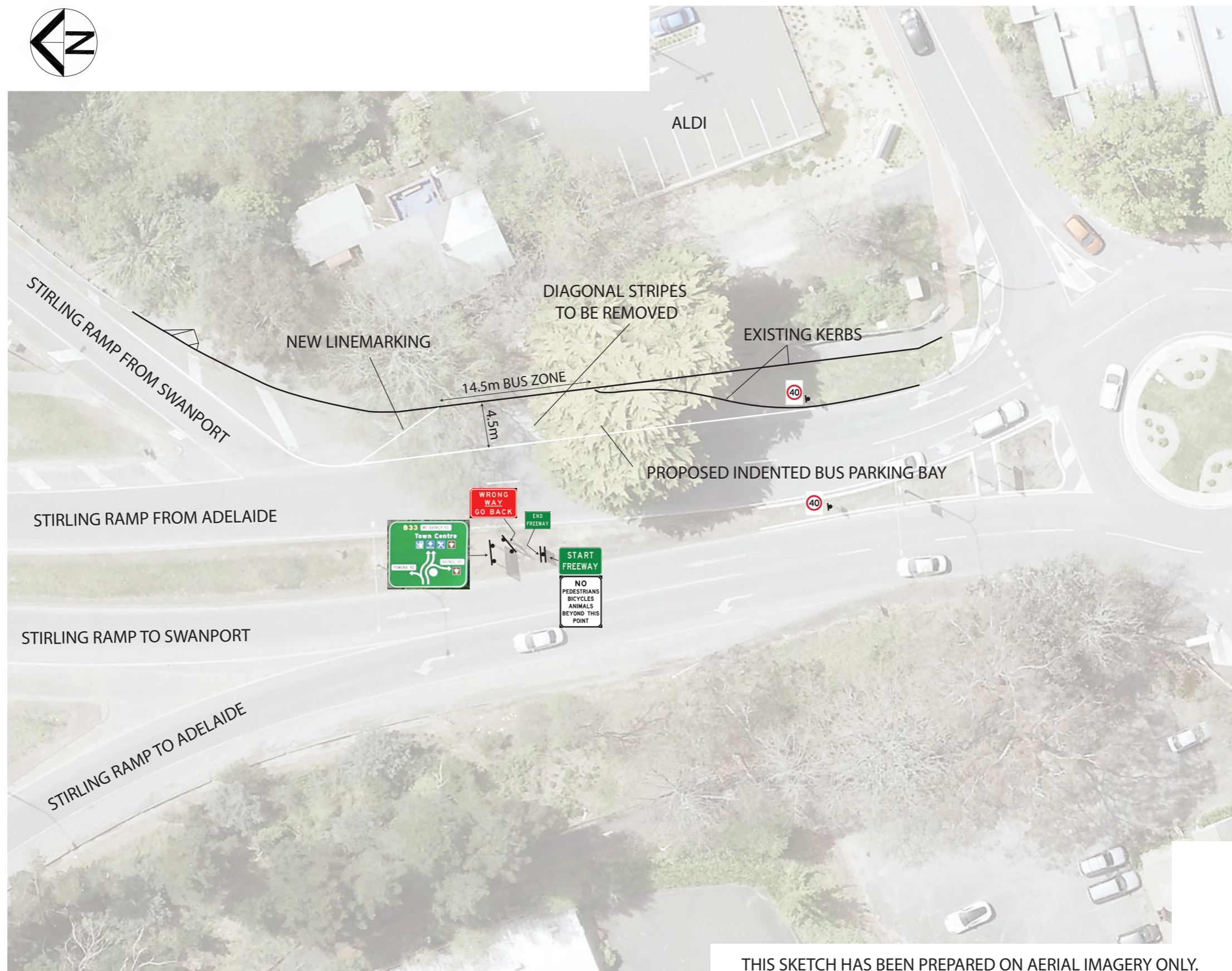
CLIENT:

Adelaide Hills COUNCIL

MOUNT BARKER ROAD
 STIRLING
 ADELAIDE HILLS COUNCIL
COACH PARKING DESIGN
 GENERAL ARRANGEMENT

INFORMATION

DESIGN BY: V.WANG	DRAWN BY: V.WANG	PROJECT # BE22-098	SHEET SIZE: A1
DRAWING #		SHEET #	REV #
BE22-098_03 SK12			A



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7. APPENDIX – COST OPINIONS FOR OPTIONS 3 AND 6

CONCEPT PROJECT COST OPINION



Project:	Mount Barker Road, Stirling - Coach Parking Design Option 3 Stirling Oval
Client:	Adelaide Hills Council
Prepared by:	
Reviewed by:	Martin Elsworth, Senior Traffic Engineer
Drawing Ref#:	BE22-098_03 SK12 Rev A
Date:	22-Apr-24
Revision:	B - Added Design Process Costs

Be Engineering Solutions Pty Ltd
 ABN 90 631 262 756
 19 Young Street, ADELAIDE, SA 5000

No.	Items	QTY	Rate per Unit	Unit	Cost
1	CONTRACTORS PRELIMINARIES				\$ 10,000.00
2	CONSTRUCTION ENVIRONMENTAL WORKS				\$ 1,000.00
3	TRAFFIC MANAGEMENT				\$ 8,000.00
4	DEMOLITION WORKS				\$ 4,262.00
6	EARTHWORKS				\$ 1,250.00
6	CIVIL CONSTRUCTION				\$ 6,449.00
7	PAVEMENT				\$ 3,000.00
8	BITUMINOUS SURFACING/ASPHALT				\$ 1,800.00
9	PAVEMENT MARKING				\$ 1,500.00
10	TRAFFIC SIGNAGE, SIGNALS AND CONTROLS				\$ 1,000.00
11	SERVICES				\$ 6,750.00
12	DESIGN COSTS				\$ 30,000.00
	Subtotal				\$ 74,011.00
	GST				\$ 7,401.10
	TOTAL				\$ 81,412.10

No.	Items	QTY	Rate per Unit	Unit	Cost
1	CONTRACTORS PRELIMINARIES				\$ 10,000.00
	Contract administration, CITB levy, Insurance and Construction Overheads (Onsite and Offsite)	20%	1	Item	\$ 6,500.00
	Construction Contingency	10%	1	Item	\$ 3,500.00
2	CONSTRUCTION ENVIRONMENTAL WORKS				\$ 1,000.00
	Sediment Management and Erosion Control (Allowance)	1	1000	Item	\$ 1,000.00
3	TRAFFIC MANAGEMENT				\$ 8,000.00
	Preparation of Traffic Management Plans, Mobilisation and Demobilisation of traffic management devices, VMS and Signage (Allowance), DIT Permit	1	1000	item	\$ 1,000.00
	Allowance for Workzone Traffic Management	7	1000	days	\$ 7,000.00
4	DEMOLITION WORKS				\$ 4,262.00
	Demolition and disposal of existing kerb	29	30	lin.m	\$ 870.00
	Demolition and disposal of existing footpath	52	26	sq.m	\$ 1,352.00
	Demolition and disposal of existing pavement wearing course	51	10	sq.m	\$ 510.00
	Demolition and disposal of existing base and subbase course	51	30	sq.m	\$ 1,530.00
6	EARTHWORKS				\$ 1,250.00
	Earthworks to cut, trim, shape and grade existing material to accommodate new kerb	60	7	lin.m	\$ 420.00
	Saw cut existing pavement, footpath and kerb	83	10	lin.m	\$ 830.00
6	CIVIL CONSTRUCTION				\$ 6,449.00
	Construct new 150mm upright kerb K&G	44	58	lin.m	\$ 2,552.00
	Construct new spoon drain 600mm wide	27	86	lin.m	\$ 2,322.00
	Construct new driveway crossover	7	85	lin.m	\$ 595.00
	Supply and Install block paving 60mm Footpath (match existing)	10	98	sq.m	\$ 980.00
7	PAVEMENT				\$ 3,000.00
	Trim and grade existing subgrade material	60	10	sq.m	\$ 600.00
	Supply, place, compact, trim and proof roll subbase material PM2/20 (150mm)	60	20	sq.m	\$ 1,200.00
	Supply, place, compact, trim and proof roll base course material PM1/20 (150mm)	60	20	sq.m	\$ 1,200.00
8	BITUMINOUS SURFACING/ASPHALT				\$ 1,800.00
	Supply and place 40mm thick AC10 (C320) Wearing Course incl Prime Coat	60	30	sq.m	\$ 1,800.00
9	PAVEMENT MARKING				\$ 1,500.00
	Mobilisation and Demobilisation	1	1000	item	\$ 1,000.00
	Allowance for Line Marking	1	500	Item	\$ 500.00
10	TRAFFIC SIGNAGE, SIGNALS AND CONTROLS				\$ 1,000.00
	Supply and install road signage (allowance for two new signs)	2	500	each	\$ 1,000.00
11	SERVICES				\$ 6,750.00
	Service impact/modification allowance only	1	5000	Item	\$ 5,000.00
	Service Deepthing	1	750	Item	\$ 750.00
12	DESIGN COSTS				\$ 30,000.00
	Detailed design process to DIT Master specification	1	35000	Item	\$ 30,000.00

Disclaimer: BE Engineering Solutions Pty Ltd has prepared the preliminary project cost opinion in accordance with the design plans and information supplied to the client. The rates and the products contained in the cost opinion are based on civil works projects previously completed in the Adelaide metropolitan region. The rates and the products may be changed subject to the availability of products specified, prevailing market conditions and rates, economic climate at the time of the tender and procurement, price escalation, construction methodology, qualification and exclusions made in the preparation of this cost opinion.

Design value is excluded from contractor preliminaries.

CONCEPT PROJECT COST OPINION



Project:	Mount Barker Road, Stirling - Coach Parking Design Option 6 Freeway
Client:	Adelaide Hills Council
Prepared by:	
Reviewed by:	Martin Elsworthy, Senior Traffic Engineer
Drawing Ref#:	Concept Plan
Date:	22-Apr-24
Revision:	B - Added Design Process Costs

Be Engineering Solutions Pty Ltd
 ABN 90 631 262 756
 19 Young Street, ADELAIDE SA 5000

No.	Items	QTY	Rate per Unit	Unit	Cost
1	CONTRACTORS PRELIMINARIES				\$ 7,000.00
2	TRAFFIC MANAGEMENT				\$ 4,000.00
3	DEMOLITION WORKS				\$ 1,970.00
4	CIVIL CONSTRUCTION				\$ 581.00
5	MISCELLANEOUS				\$ 1,500.00
6	PAVEMENT MARKING				\$ 1,500.00
7	TRAFFIC SIGNAGE, SIGNALS AND CONTROLS				\$ 500.00
8	DESIGN COSTS				\$ 30,000.00
	Subtotal				\$ 47,051.00
	GST				\$ 4,705.10
	TOTAL				\$ 51,756.10

No.	Items	QTY	Rate per Unit	Unit	Cost
1	CONTRACTORS PRELIMINARIES				\$ 7,000.00
	Contract administration, CITB Levy, Insurance and Construction Overheads (Onsite and Offsite)	20%	1	Item	\$ 4,000.00
	Construction Contingency	10%	1	Item	\$ 3,000.00
2	TRAFFIC MANAGEMENT				\$ 4,000.00
	Preparation of Traffic Management Plans, Mobilisation and Demobilisation of traffic management devices, VMS and Signage (Allowance)	1	1000	item	\$ 1,000.00
	Allowance for Workzone Traffic Management	3	1000	days	\$ 3,000.00
3	DEMOLITION WORKS				\$ 1,970.00
	Demolition and disposal of existing kerb	10	15	lin.m	\$ 150.00
	Hydroblasting existing line markings (including Traffic Management)	1	1200	Item	\$ 1,200.00
	Demolition and disposal of existing kerb island and soil	6	20	sq.m	\$ 120.00
	Clean out soil from site	1	500	Item	\$ 500.00
4	CIVIL CONSTRUCTION				\$ 581.00
	Construct new 150mm upright kerb K&G	7	58	lin.m	\$ 406.00
	Backfilling kerb to match existing material	5	35	sq.m	\$ 175.00
5	MISCELLANEOUS				\$ 1,500.00
	Allowance for tree trimming (including traffic Management)	1	1500	Item	\$ 1,500.00
6	PAVEMENT MARKING				\$ 1,500.00
	Mobilisation and Demobilisation	1	1000	Item	\$ 1,000.00
	Allowance for Line Marking	1	500	Item	\$ 500.00
7	TRAFFIC SIGNAGE, SIGNALS AND CONTROLS				\$ 500.00
	Supply and install road signage (allowance for two new signs)	2	250	each	\$ 500.00
8	DESIGN COSTS				\$ 30,000.00
	Detailed design process to DIT Master specification	1	35000	Item	\$ 30,000.00

Disclaimer: BE Engineering Solutions Pty Ltd has prepared the preliminary project cost opinion in accordance with the design plans and information supplied to the client. The rates and the products contained in the cost opinion are based on civil works projects previously completed in the Adelaide metropolitan region. The rates and the products may be changed subject to the availability of products specified, prevailing market conditions and rates, economic climate at the time of the tender and procurement, price escalation, construction methodology, qualification and exclusions made in the preparation of this cost opinion.

Have assumed no pavement resurfacing is required and existing kerb sections to be removed are not keyed into pavement surface.
 Contractor preliminaries exclude Design value

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item: 12.8

Responsible Officer: John McArthur
Manager Sustainability, Waste and Emergency Management
Environment and Infrastructure

Subject: Food Organic Garden Organic Kerbside Bin Service

For: Decision

SUMMARY

In February 2024, following consideration of a Motion on Notice from Cr Melanie Selwood, Council resolved to explore a Food Organic Garden Organic (FOGO) kerbside bin service to Paracombe and other similar locations within the council area. An investigation has been undertaken and the results are provided in this report for Council consideration.

RECOMMENDATION

Council resolves:

- 1. That the report on Food Organic Garden Organic Kerbside Bin Service be received and noted.**
 - 2. That the Food Organic Garden Organic kerbside bin service be expanded to include the clusters of properties identified in Appendix 1 of this report at Paracombe and Ironbank.**
 - 3. That these changes to the kerbside bin service be communicated to the effected communities and implemented as soon as possible.**
-

1. BACKGROUND

At the 27 February 2024 Ordinary Council meeting, Council considered a Motion on Notice from Cr Melanie Selwood seeking a report on the potential provision of FOGO kerbside bin services to Paracombe and other comparable clusters of smaller properties in the district. Two residents from Paracombe also spoke to the Chamber on the matter. Following consideration of the matter, the Council resolved as follows:

That:

1. Council notes that there is a trial of options regarding FOGO kerbside collection currently in progress;
2. The CEO prepare a report to Council exploring the provision of fortnightly FOGO kerbside collection to Paracombe and other comparable clusters of smaller residential properties outside the current service areas, before the trial is completed;
3. The report include:
 - a. Financial implications;
 - b. Boundary of most populated areas within which FOGO kerbside collection could be achievable;
 - c. Recommendations to Council regarding the implementation of FOGO bins in Paracombe; and other comparable clusters of smaller residential properties outside the current service areas
 - d. Any other relevant matters;
4. The report be returned no later than 30 May 2024.

2. ANALYSIS

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

Strategic Plan 2020-24 – A brighter future

Goal 4	A valued Natural Environment
Objective N4	Reduce the impact of waste to landfill by maintaining a robust waste and resource management framework
Priority N4.4	Implement new or improved waste service opportunities whilst continuing to provide ongoing resource recovery and waste service to our community.
Objective N5	Assist our community to reduce the impact of waste to landfill on the environment.
Priority N5.2	Support and assist the community to prevent valuable resources going to landfill and reduce contamination in the kerbside recycling bins.

The Council provides waste and recycling services to the community. These services aim to reduce the volume of material consigned to landfill by maximising recycling and reuse. The Waste and Resource Recovery Services Policy and the Resource Recovery and Recycling Strategy align with the Strategic Plan and the intent of this report.

➤ **Legal Implications**

Section 7 of the *Local Government Act 1999* describes the functions of a council. In relation to this report, the following functions of a council are relevant:

- 7(b) to provide services and facilities that benefit its area, its ratepayers and residents, and visitors to its area
- 7(d) to take measures to protect its area from natural and other hazards and to mitigate the effects of such hazards

- 7(e) to manage, develop, protect, restore, enhance and conserve the environment in an ecologically sustainable manner, and to improve amenity

Notwithstanding the above, there is no legal obligation on Council to provide FOGO kerbside bin services to any properties in the district.

➤ **Risk Management Implications**

Considering the provision of a FOGO service to the properties as proposed by this report will assist in mitigating the risk of:

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

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

➤ **Financial and Resource Implications**

Based on information provided by East Waste and waste collection data in relation to collection costs, estimated weight of FOGO material collected and processing costs it is estimated providing FOGO bins as proposed in this report to select clustered properties in Paracombe and Ironbank (refer **Appendix 1**) is \$8,000 per annum.

If Council resolve to provide a FOGO bin service to the aforementioned clustered properties the smaller non clustered properties along the travel route may apply for, and potentially be provided, a FOGO service. This approach is consistent with current practice undertaken in regard to the council wide FOGO collection service. As a guide, there are approximately fifteen smaller properties (in total) that may be eligible for a FOGO service that are located on the travel routes which would lead to additional costs of approximately \$4,000 per annum if all these properties applied for and were granted a FOGO service.

Currently, properties not provided with a kerbside FOGO service are entitled to two free green organic disposal vouchers for use at the Heathfield Resource Recovery Centre to an approximate value of \$110 per annum per property. If Council resolve to provide FOGO bins as recommended by this report these properties will no longer be entitled to free green waste disposal vouchers which would offset the additional costs by approximately \$1,000.

In considering the recommendations of this report, Council Members need to contemplate the overall financial position of Council and the accumulative impact year on year additional FOGO collection expenses will have on the financial position of Council.

If Council resolves to provide FOGO bins as recommended by this report the additional costs would be included in the 2024-25 budget setting process. Given the relatively small cost for this service, this can be accommodated in the 2024/2025 budget.

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

Data collected from Council’s Customer Request Management system for FOGO services indicates that the provision of a FOGO service to the properties recommended by this report

will be well received. To provide a FOGO service to the properties identified in this report at Paracombe and Ironbank would provide equity of service to these properties which have the same characteristics of properties already receiving a FOGO service in townships.

➤ **Sustainability Implications**

The inclusion of additional areas for the FOGO service will result in improved environmental benefit by assisting to reduce the adverse impacts of landfills such as the production of methane and leachate. Providing a FOGO bin to those properties recommended by this report will also promote and encourage improved recycling practices by the recipients of the new service. However, Council needs to consider emissions will be produced by the collection vehicle travelling the short distance to the proposed clustered areas that will, to some degree, offset the positive environmental outcomes obtained.

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

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not Applicable
<i>Council Workshops:</i>	Not Applicable
<i>Advisory Groups:</i>	Not Applicable
<i>External Agencies:</i>	East Waste
<i>Community:</i>	Not Applicable

➤ **Additional Analysis**

It is proposed that twelve clustered properties on Paracombe Road near the intersection with Torrens Hill Road be provided with a FOGO bin service (refer **Appendix 1**). To service these bins the collection vehicle would travel along Paracombe Road from North East Road, service the twelve clustered properties, and then travel back along Paracombe Road to North East Road. There are approximately twelve smaller non clustered properties on this travel route that are similar in size to those properties in the cluster of twelve and therefore would potentially be entitled to a FOGO bin, should the resident apply.

In line with the resolution of Council an analysis was undertaken on whether there are other clusters of similar sized properties to the cluster located in Paracombe. The average size of the twelve properties located within the Paracombe cluster is 1,200m². Using this as the basis, Council's Geographical Information System was used to identify all properties of a size similar to 1,200m² within the council area that are not currently entitled to a FOGO service.

In regard to defining 'clusters' of these properties there are an infinite number of options that could be applied to determine a cluster. For example, a cluster could be five properties within a 500m² area, five properties within a 1,000m² area or ten properties within a 1,000m² area etc. Another possible definition of a cluster is the circumstances at Paracombe where a number of small properties continuously adjoin each other in a strip fashion.

Given the subjectivity of defining a cluster the Administration elected to manually review all properties of approximately 1,200m² to identify any groupings of properties that existed which were similar in nature to the Paracombe cluster. Using this approach a cluster was identified in Ironbank (refer **Appendix 1**) that is very similar in nature to the Paracombe cluster. This Ironbank cluster includes nine properties of less than 1,500m² comprised as follows:

- One less than 1,000m².
- Four between 1,000m² and 1200m².
- Four between 1,200m² and 1500m².

In addition to these nine properties there are two properties between 2,000m² and 4,000m² bringing the total number of properties in this cluster to eleven, similar to the Paracombe cluster of twelve. To service these bins the collection vehicle would travel along Ironbank Road from Whitewood Drive (the nearest existing serviced area), service the eleven clustered properties, and then travel back along Ironbank Road to Whitewood Drive. As is the case with Paracombe, there are a number of smaller properties along this travel route, approximately three, that may apply for and be provided a FOGO collection service.

To determine if any other clusters existed for slightly bigger properties the methodology outlined above was also applied to properties between 1,500m² and 2,000m² in size. This additional analysis did not identify any other clusters with a continuous connectedness similar to the Paracombe and Ironbank clusters. The analysis undertaken included the broader Paracombe area beyond the cluster of twelve properties which resulted in no further Paracombe properties being identified to receive a FOGO service.

As part of preparation of this report engagement occurred with East Waste to identify any relevant matters that need to be considered. Provision of additional kerbside collection services can be problematic for East Waste as it results in the addition of time and resources to well established collection routes that have been developed to provide the most cost-effective service to Council. As a result, in some circumstances additional collections cannot be undertaken in the most operationally efficient and effective manner. In addition, East Waste must ensure additional collections do not lead to noncompliance with obligations regarding heavy vehicle operation, driver fatigue and chain of responsibility.

Notwithstanding the above, East Waste have advised they can undertake the collections as recommended by this report within operational and regulatory parameters and can commence the collection of the additional FOGO bins within a four-week period.

The provision of FOGO bins to the cluster of properties within Paracombe and Ironbank as proposed by this report will likely result in further requests for expansion of the FOGO collection area to other localities. In light of the FOGO trial currently underway it is not recommended to provide a FOGO service to any other properties other than those recommended in this report.

The FOGO trial is exploring the provision or otherwise of a FOGO service to all properties within the council area along with changes to the kerbside bin collection frequency. Accordingly, those properties not receiving a FOGO service currently, nor proposed to do so by this report, will be considered as part of Council's broader consideration of the FOGO trial which is anticipated to be brought to Council for consideration in late 2024.

If a FOGO service as proposed by this report is introduced to the properties in Paracombe and Ironbank ahead of any changes resulting from the FOGO trial and then changed at a later date in light of the outcomes of the trial the properties concerned would be exposed to a

‘double change’. Given the relatively small number of properties involved, this is not considered to be a significant issue.

3. OPTIONS

Council has the following options:

- I. To provide a FOGO service to the properties identified in this report at Paracombe and Ironbank as identified in **Appendix 1**. This option is recommended as it provides equity of service to these properties which have the same characteristics of properties already receiving a FOGO service in townships. (Recommended)
- II. To not provide a FOGO service to the properties identified in this report at Paracombe and Ironbank as identified in **Appendix 1**. This option is not recommended as it will not provide equity of service to these properties. (Not Recommended)
- III. To provide a FOGO service to other properties not identified nor recommended in this report. This option is not recommended as it may lead to a significant expansion of the FOGO service and costs to provide the service in a void of information to justify this approach.

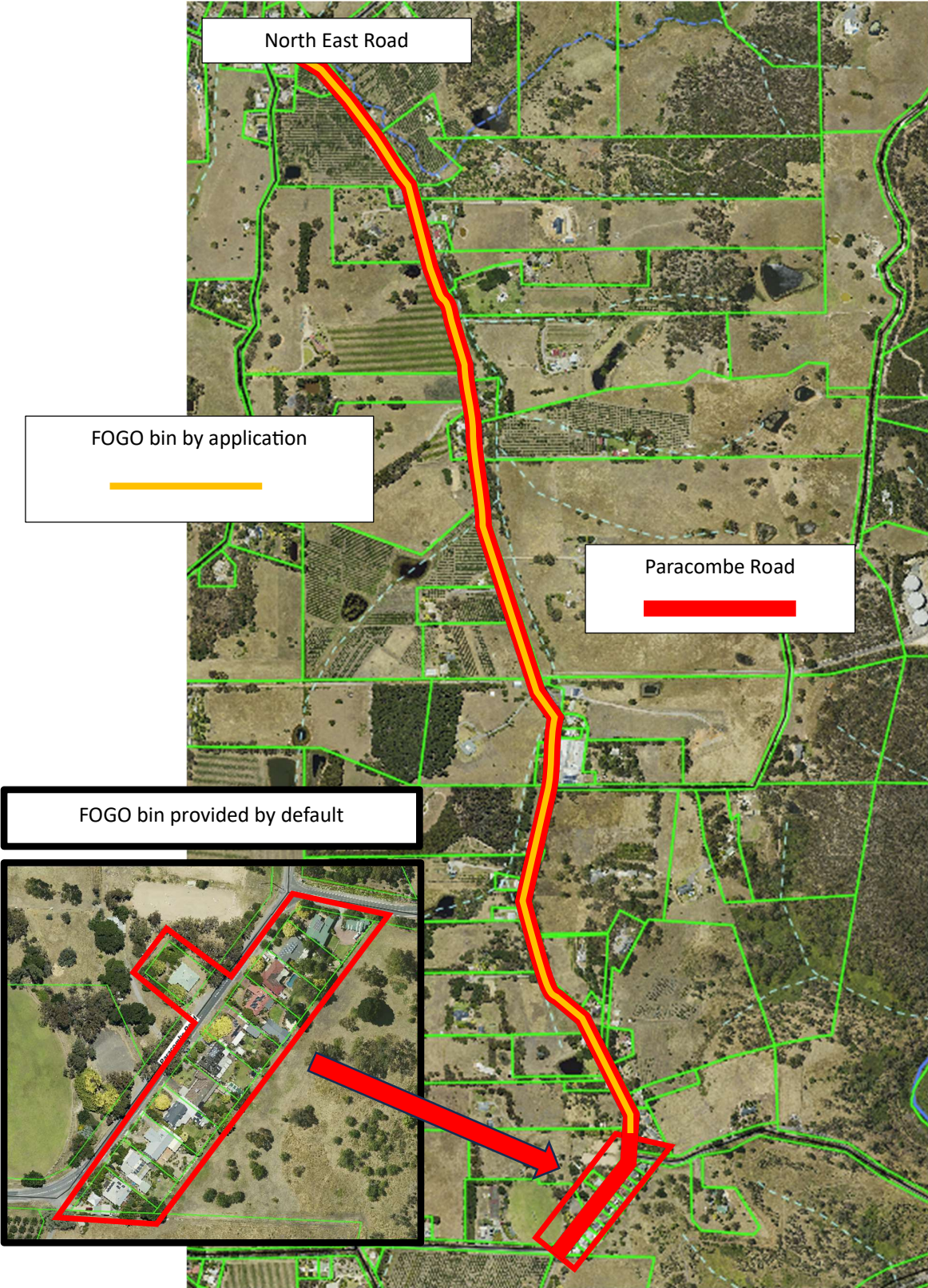
4. APPENDICES

- (1) Proposed FOGO Service - Paracombe and Ironbank

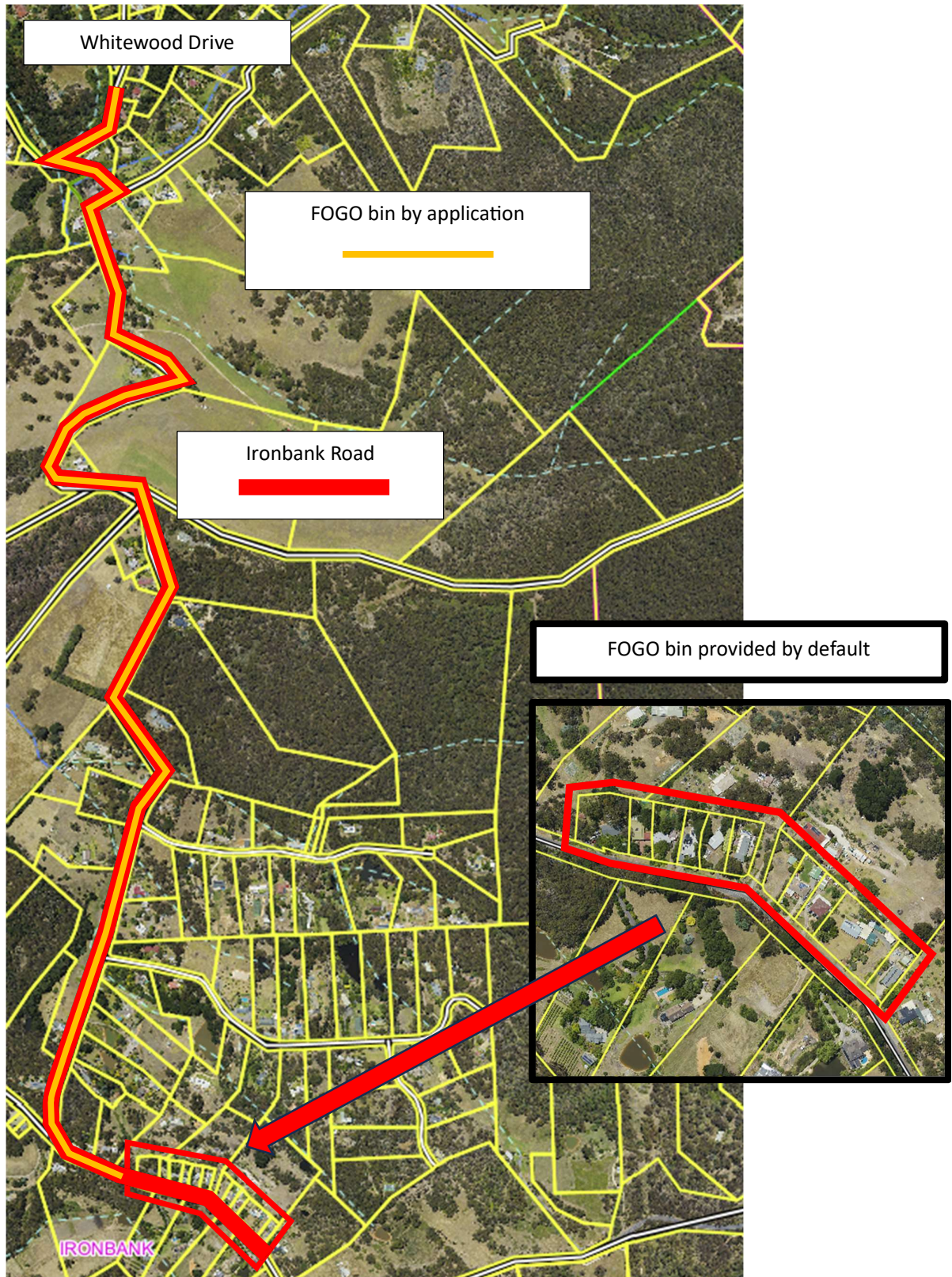
Appendix 1

Proposed FOGO Service - Paracombe and Ironbank

Paracombe - Proposed FOGO Bin Roll Out



Ironbank - Proposed FOGO Bin Roll Out



**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item: 12.9

Responsible Officer: John McArthur
Manager Sustainability, Waste and Emergency Management
Environment and Infrastructure

Subject: Which Bin stickers

For: Decision

SUMMARY

In March 2024, following consideration of a Motion on Notice from Cr Kirsty Parkin, Council resolved to explore the placement of Which Bin stickers on all green and yellow bins with the intent of assisting the community to make the correct bin choice as they dispose of items into their kerbside bins. An investigation has been undertaken and the results are provided in this report for Council consideration.

RECOMMENDATION

Council resolves:

1. That the report be received and noted.
 2. That, effective from 1 July 2024, Which Bin stickers be applied to new and replacement food organic garden organic (green) and recycling (yellow) bin lids as part of existing programs for new and replacement bins and lids.
-

1. BACKGROUND

At the 12 March 2024 Ordinary Council meeting, Council considered a Motion on Notice from Cr Kirsty Parkin seeking to investigate the placement of stickers on all recycling and food organic garden organic (FOGO) kerbside bins. The intent of the Motion on Notice was to assist residents to make the correct bin choice as they dispose of items into their bins. Which Bin stickers are part of the State Government's Which Bin program that aims to provide simple, concise and consistent waste and recycling messaging across South Australia.

Following consideration of the matter, the Council resolved as follows:

12.5 Which bin stickers on all green and yellow bins

Moved Cr Kirsty Parkin
S/- Cr Lucy Huxter

67/24

That

1. Adelaide Hills Council works with Green Industries SA to undertake an investigation into the printing of stickers for every yellow and green bin lid in the Adelaide Hills Council, and then with Australia Post (or other distribution network) to send them to every bin user in the district to place on their bins.
2. A report detailing the outcome of the investigation be provided to Council for consideration by no later than 31 May 2024.

Carried

2. ANALYSIS

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

Placement of bin stickers on kerbside bins aligns with strategies within Council's Resource Recovery and Recycling Strategy.

➤ Legal Implications

Not applicable.

➤ Risk Management Implications

Considering the placement of Which Bin stickers on FOGO and recycling bins will assist in mitigating the risk of:

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

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

➤ Financial and Resource Implications

Green Industries SA (GISA) was contacted regarding what support they could provide to Council in providing bin stickers to the community. GISA can assist with graphic design and customisation of Which Bin stickers that is specific to Adelaide Hills Council. GISA however

cannot provide financial support or contribute to actual printing and supply of the stickers. Council, through East Waste, already has access to Adelaide Hills Council specific Which Bin stickers.

Council has approximately 17,500 recycling bins and 10,000 FOGO bins at premises across the district. Costs to provide 27,500 Which Bin stickers can be broadly categorised into supply costs and delivery costs.

Supply Costs

A quote to supply the required 27,500 bin stickers was obtained. The quoted price to provide the stickers was \$31,000.

Delivery Costs

Australia Post was contacted to determine postage costs to deliver 27,500 stickers. The price for postage to deliver the stickers was \$47,000 to 17,500 properties within the Council area. In addition to postage costs, envelopes would need to be purchased at \$4,000 for recycled envelopes (\$2,000 non-recycled).

Australia Post is considered the only realistic delivery option to cover the entire district as a significant part of the community relies on post office boxes for mail and, in any case, the more rural parts of the district are not typically serviced by organisations which do letter box drop distribution. It is also worth noting that Council only has ratepayer postal addresses, meaning there would be some level of reliance on landlords passing on stickers to properties which are tenanted.

Costs to print a covering letter to include with the mail out of the stickers is \$4,000. To place the stickers and the covering letters into the envelopes has been quoted at \$2,000.

In total, to provide the Which Bin stickers as outlined in the March 2024 Council resolution will cost approximately \$88,000 (excluding GST). This cost has not been included in the draft 2024-25 Annual Business Plan.

Alternative option costs

During investigations into the use of Which Bin stickers an alternative option was identified to affix Which Bin stickers to bins and lids as they are replaced rather than undertaking a bulk community wide roll out to all bins. This approach would significantly reduce costs. The sticker would be applied by East Waste staff rather than the resident, guaranteeing they are affixed to bins in a consistent manner.

Annually, approximately 1,000 bins and/or lids are replaced or provided new (combined FOGO and recycling) and therefore this approach would result in a financial outlay for the stickers of approximately \$1,100 annually. The marginal amount of time applying the sticker would be covered by existing budgets for new and replacement bins.

In considering the recommendations of this report, Council Members need to contemplate the overall financial position of Council. Council's draft 2024-25 budget does not account for the supply of Which Bin stickers. If Council resolve to provide Which Bin stickers the additional costs would need to be included in the 2024-25 budget finalisation process.

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

Achieving the desired outcome of the March 2024 resolution is dependent upon residents placing the stickers on their bins and complying with the advice thereon. Anecdotal evidence obtained from the mailing out of FOGO trial welcome packs to participants, which included Which Bin stickers, suggest many residents won't place the sticker on the bin. If this outcome were to eventuate, the Which Bin stickers provided by Council may ultimately be disposed of to landfill.

➤ **Sustainability Implications**

The placement of bin stickers on FOGO and recycling bins may lead to community behaviour change which would result in improved sustainability outcomes. If, however, large numbers of bin stickers are not placed on bins as intended, detrimental sustainability outcomes could arise through many stickers being disposed of in the waste bin.

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

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not Applicable
<i>Council Workshops:</i>	Not Applicable
<i>Advisory Groups:</i>	Not Applicable
<i>External Agencies:</i>	East Waste and Green Industries SA
<i>Community:</i>	Not Applicable

➤ **Additional Analysis**

Apart from the financial implications outlined previously there are other matters that need to be considered regarding the provision of Which Bin stickers to the community.

For those residents who desire them, Which Bin stickers are already available from Council and East Waste. In this circumstance, residents are requesting the stickers and therefore there is a high amount of certainty the stickers will be placed on the bins for their intended use. In contrast, if Council mail Which Bin stickers to residents in an unsolicited manner there is uncertainty on the number of residents that would apply the stickers to the bins.

Council also needs to consider the longevity of Which Bin stickers. Given the harsh environment kerbside bins are exposed to, the longevity of the stickers can be limited. In this case, the quote obtained allowed for stickers with a lifespan of 2–3 years. Accordingly, the merits of committing to significant financial expenditure for a relatively short return on investment needs to be considered in this circumstance.

Also worthy of consideration is the fact that from time to time the material allowed into the recycling and FOGO bins can change and therefore the information provided on the Which Bin sticker has a limited lifespan. This happens infrequently and more likely to occur when a major change in processing occurs such as a change of processing contractors. It is for this reason bins are no longer permanently hot stamped with the contents that can go into each of the bins.

Residents are encouraged to source Which Bin information from live and up to date sources such as the My Local Services app and other regularly updated online sources. The My Local

Services app is an effective cost-free option that provides residents with bin reminders delivered with tips reminding people what goes (or doesn't go) in each bin. The use of the My Local Services app is encouraged through education and awareness programs provided by East Waste and Council.

The proposal for stickers to be provided as and when bins (or their lids) are replaced, means people receiving the stickers are getting the most recently available information at the time, which is most likely to be current for the 2-3 year lifespan of the sticker.

3. OPTIONS

- I. To provide Which Bin stickers when new or replacement FOGO and Recycling bins or lids are provided to residents. This option is recommended as it results in an uplift in community education and does not require a bulk mail out to all residents and thus significantly minimises cost. Stickers also remain available for people who want them at any time via Council offices. (Recommended)
- II. To not proactively provide Which Bin stickers for placement on FOGO and Recycling bins by residents or East Waste. This option is an alternative recommended option as it does not result in any financial expenditure however it does forgo the uplift in community education. Stickers would remain available for people who want them at any time via Council offices. (Alternative Recommended Option).
- III. To provide Which Bin stickers via a bulk mailout to all residents to affix to their FOGO and Recycling bins. This option is not recommended as it requires a significant financial investment. (Not Recommended).

4. APPENDICES

Nil.

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item: 12.10

Responsible Officer: Gary Lewis
Manager Financial Services
Corporate Services

Subject: 2023-24 Budget Review 3

For: Decision

SUMMARY

The *Local Government (Financial Management) Regulations 2011* (the Regulations) requires Council to formally consider its budget three times per year. This statutory requirement recognises the likelihood that events will occur that require or offer opportunities for changes to the budget during the year.

This report presents the third formal Budget Review (BR3) of the 2023-24 financial year to Council.

The proposed operating budget changes largely balance out with only a small decrease in the projected surplus of \$12k. This will leave Council with an Operating Surplus of \$558k, an operating surplus of 1%.

While this is at the bottom of the target ratio range, it should be considered in light of the material costs that have impacted the 2023/24 finances over the year. These have included the carry forward of \$434k in grant funded expenses where the grant income remained in 2022/23 in accordance with accounting rules (BR1), an additional \$246k in critical arboreal works (BR2) and in the report there is an additional \$515k in depreciation being recognised. The Administration is committed to achieving this ratio as recommended by the Audit Committee, however there are decreasing opportunities to reduce expenditure as the end of the year approaches.

The completion of the third review of capital Strategic Initiatives has identified a \$3m reduction that includes the removal of eighteen projects, reduces/improves the Asset Renewal Ratio materially, bringing it down to 111%. The Net Financial Liabilities Ratio remains comfortably within the target range.

RECOMMENDATION

Council resolves:

1. That the report be received and noted.
2. To adopt the proposed budget adjustments presented in Budget Review 3 for the 2023-24 financial year which result in:
 - a. A decrease in the Operating Surplus from \$572k to \$558k for the 2023-24 financial year.
 - b. A reduction to the capital expenditure budget for 2023-24 of \$3.05m bringing the total budget to \$21.9m
 - c. Proposed financial sustainability indicators as follows:

i. Operating Surplus Ratio	1%	(Target 1% to 5%)
ii. Net Financial Liabilities Ratio	50%	(Target 25% to 75%)
iii. Asset Renewal Funding Ratio	111%	(Target 95% to 105%)

1. BACKGROUND

The Regulations require Council to formally consider its budget three times per year. This statutory requirement recognises the likelihood that events will occur that require, or offer opportunities for, changes to the budget during the year. This report presents the third Budget Review (BR3) of the 2023-24 financial year.

The latest adoption of Council's revised Budget occurred at the Council meeting held on the 27 February 2024, where Council adopted the 2023-24 Budget Review 2 with a Budgeted Operating Surplus of \$572k which was within the target range for this ratio.

Council's customary practice is to include Budget Reviews as an agenda item at Audit Committee meetings prior to consideration of Council. The Audit Committee considered BR3 at its meeting on 20 May 2024, and resolved as follows:

7.1. Budget Review 3

Moved Cr Malcolm Herrmann
S/- Pamela Lee

AC21/24

1. That the report be received and noted.
2. To recommend to Council the proposed budget adjustments presented in Budget Review 3 which result in:
 - a. A decrease in the Operating Surplus from \$571k to \$473k for the 2023-24 financial year.
 - b. A reduction to the capital expenditure budget for 2023-24 of \$3.05m bringing the total budget to \$21.9m.
 - c. Proposed financial sustainability indicators:
 - i. Operating Surplus Ratio 0.8% (Target 1% to 5%)
 - ii. Net Financial Liabilities Ratio 50% (Target 25% to 75%)
 - iii. Asset Renewal Funding Ratio 111% (Target 95% to 105%)
3. To recommend to Council that the CEO continues to investigate means of returning the 2023/24 budget Operating Surplus to the approved range of 1% to 5%.
4. To recommend to Council that, in view of the work in progress write offs of \$632k over the past three (3) financial years, the CEO undertakes a review of the controls and processes for accounting for works in progress.

Carried Unanimously

Budget Review Presentation

As a result of changes to the Regulations, the Budget Review information has been simplified for the First and Third Budget Review for the year whereby it is now required to produce under Section 9(1)(a):

“a report showing a revised forecast of its operating and capital investment activities for the relevant financial year compared with the estimates for those activities set out in the budget presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances”

In accordance with the Regulations the Uniform Presentation of Finances showing the movements in the current and proposed budgets is provided as **Appendix 1** to this report.

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal 5 A Progressive Organisation

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

Priority 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

- Objective O5 We are accountable, informed, and make decisions in the best interests of the whole community
- Priority O5.1 Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations
- Priority O5.3 Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community

A key aspect of Council’s formal budget reviews is to review and monitor Council’s Annual Budget with reference to its overall financial position and its Long Term Financial Plan (LTFP) to ensure Council continues to be financially sustainable.

➤ **Legal Implications**

The undertaking of formal budget reviews is a requirement of the *Local Government Act 1999*, and the *Local Government (Financial Management) Regulations 2011*.

➤ **Risk Management Implications**

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

Failure to conduct the budget review process as required by Regulations results in inaccurate budgets and unforecasted deficits leading to inadequate resourcing for current and future activities.

Inherent Risk	Residual Risk	Target Risk
Medium (4D)	Low (2E)	Low (2E)

It ensures that financial resources are deployed in areas that align with Council’s Strategic Management Plans, are affordable and support Council’s Long Term Financial Plan.

➤ **Financial and Resource Implications**

On the back of the brought forwards adjustment at the start of the year which The mid-year budget review (BR2) identified significant additional works and costs that were critical in nature (arboreal works). To offset the impact on Councils financial position a commitment was taken to find an additional \$289k in savings which would keep Councils operating result ratio within its target range of 1% to 5%. This has been achieved within this budget review.

After the mid-year review it was identified that the budgeted depreciation expense was too low and that the correction of this will increase in the operating costs in 2023/24 of \$516k. In consideration of the importance placed on keeping within the target ratio a further cost cutting initiative was undertaken in conjunction with a comprehensive review of operating budgets across the organisation. This initially has resulted in a budget surplus just below the target range however following the recommendation of the Audit Committee the CEO has committed to endeavour to keep to within the ratio range. This has resulted in the budgeted operating surplus for BR3 being within the target range at 1%.

However, it is important to note the practical ability of the Administration to deliver material savings in the closing weeks of the year is limited. Especially with these cuts following the previous cuts earlier in the year.

The information gained from the budget review exercise was utilised in the preparation of the 2024/25 budgets.

Concurrently, the Capital Works program has been subject to a further detailed review to identify projects that can be removed from the current plan. This is the third review conducted this year, with this process in total reducing the first revised budget (BR0) of \$28.5m to the proposed budget of \$21.9m. These savings are primarily driven by assessing the practical ability to deliver projects, with several projects being deferred.

Where capital projects have been deferred, they will be brought back to Council for review and prioritisation, from which a revised delivery plan can be developed.

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

There is a high expectation that Council has appropriate financial governance processes in place including the review of the budget periodically.

➤ **Sustainability Implications**

Not applicable.

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

Council Committees: BR3 was considered by the Audit Committee at its meeting on 20 May 2024

Council Workshops: Not Applicable

Advisory Groups: Not Applicable

External Agencies: Not Applicable

Community: Not Applicable

➤ **Additional Analysis**

BR3 has been prepared in consultation with Directors and Managers who have provided information for each budget area.

Budget Review 3 Proposed Adjustments

\$000s	Current Budget (BR2)	Proposed BR3 Adjustments	Revised Budget after BR3
Operating Income	57,106	(85)	57,021
Operating Expenditure	(56,535)	73	56,462
Operating Surplus	572	(12)	558
Depreciation	(11,004)	(516)	11,519
Capital income	4,844	(93)	4,751
Capital Expenditure	(24,911)	(3,047)	21,684

Proposed Budget Adjustments

Operating:

Due to the complexity of the detailed review of budgets that have been carried out a summary is presented in Appendix 2 and the major items are discussed below.

Budget Management

Following a detailed analysis of budgets an additional cut of \$605k has been made across the organisation. These are specific and achievable adjustments.

Building Depreciation

The increase in depreciation costs of \$516k follow on from the revaluation of Building and Property assets that was conducted in 2022/23. This higher-than-expected increase is likely due to the longer than optimal time between the revaluation and condition assessments and indexing the cost at an insufficient rate between the revaluations. A macro level review of Councils overall depreciation cost compared to other Councils indicates that it may remain too low, and a review of the current indexation process is warranted.

Vacancy Management

Significant savings have been made in payroll costs over the year. In part these have offset increased costs elsewhere in the business that have had to be incurred to maintain service delivery. Total savings recorded in payroll costs in budget review 3 are \$600k. Some of these savings are ongoing while many are not, having occurred due to unplanned vacancies which have been driven by a tight employment market.

Other cost increases

Vehicle Maintenance

The costs for vehicle maintenance were not budgeted correctly, an increase of \$220k is required to bring this in line with the expenditure for the year. The full year expense is not expected to be materially different to prior years.

Legal Fees

These costs have continued to be above budgeted levels which has required a further adjustment to the budget of \$128k. These costs relate to unexpected events requiring legal advice or risk mitigation. In general, legal fees are incurred reactively following events that occur through the year and can be difficult to predict. Budgeting is based on long term averages informed by management assessment.

Legal budget can cover general legal advice, litigation costs and debt recovery work and also needs to consider that costs from the latter two categories may be recovered at a later date.

As indicated above, some of these costs will be offset by savings in vacancy management.

Capital Expenditure

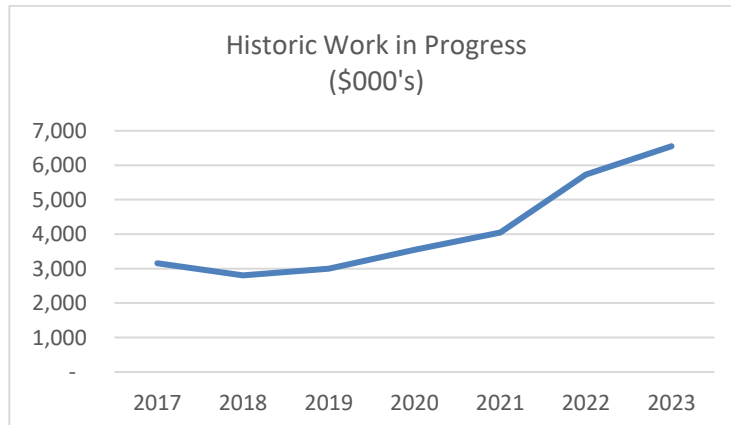
\$000s	2022-23 Current Budget	Total BR3 Adjustments	Proposed BR3 Budget
Total Capital Income	4,844	(93)	4,751
Capital - Renewal Expenditure	(14,006)	2,597	(11,409)
Capital - New Capital Expenditure	(10,905)	451	(10,455)
Total Capital Expenditure	(24,911)	3,047	(21,864)

Potential year end adjustments:

Works in Progress review

Where capital projects are unfinished at the end of the financial year, the total historic expenditure on them is classified as 'Work in Progress' (WiP). Typically, such projects are completed in the following year and the expenditure on them is transferred to represent the value of the asset. Work in Progress is recorded in the balance sheet as a part of the 'Infrastructure, Plant and Equipment' value.

The balance of Works in Progress has increased significantly in recent years.



It appears that the treatment of WiP has not been treated in line with typical accounting approaches. During the preparation of the 2022/23 financial statements there was a review of the Work in Progress balance which led to a \$960k write off and the restatement of the prior years' accounts.

Administration is continuing to investigate the historic WiP balance further. The expenditure under review relates to 2022/23 and prior years. However, the review is not yet complete and further work will be required. Until the work is complete it is unclear what adjustment will be required. While this relates to historical activities it may affect the 2023/24 result.

Financial Assistance Grant - timing

The timing of the receipt of Financial Assistance Grants has the capacity to change the operating surplus. In recent years this grant has been paid in advance with Councils receiving funds in the preceding June. Any change in this process may impact Councils financial results.

Landfill Remediation and Post Closure Provision

Council has set aside a provision for landfill remediation and post closure costs relating to closed landfills within the Council area. This provision will be revalued in the current financial year and any change to the valuation will be recorded in the financial statements.

3. OPTIONS

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

- I. It can adopt the budget review as prepared without making any further amendment to the adopted budget (Recommended).
- II. It can determine required changes to the review and adopt a revised Budget Review 3, recognising the likely impact upon future Budget Reviews and Council's LTFP.
- III. It can refuse to adopt the review, in which case it will risk breaching the requirements of the Local Government Financial Management Regulations (2011) unless an alternative review is adopted.

The recommended option will ensure Council meets the requirements of Section 7 and 9 of the *Local Government (Financial Management) Regulations 2011*.

4. APPENDICES

- (1) 2023-24 Budgeted Uniform Presentation of Finances
- (2) 2023-24 Proposed Budgeted Financial Indicators
- (3) 2023-24 Operating Budget Review 3 Proposed Changes
- (4) 2023-24 Capital Budget Review 3 Proposed Changes

Appendix 1

2023-24 Budgeted Uniform Presentation of Finances

Adelaide Hills Council
BUDGETED UNIFORM PRESENTATION OF FINANCES
2023-24 Revised Annual Budget

2022-23 Actuals		2023-24 Annual Business Plan	2023-24 BR2 Budget	BR3 Changes	2023-24 BR3 Revised Budget
\$'000		\$'000	\$'000	\$'000	\$'000
	INCOME				
44,401	Rates	48,357	48,407	15	48,422
1,428	Statutory charges	1,544	1,490	36	1,526
901	User charges	968	1,005	-	1,005
292	Grants, subsidies and contributions - Capital	788	788	-	788
6,090	Grants, subsidies and contributions -Operating	4,299	4,493	(156)	4,336
37	Investment income	25	25	-	25
306	Reimbursements	196	281	-	281
821	Other income	367	518	20	538
169	Net gain - equity accounted Council businesses	100	100	-	100
54,445	Total Income	56,644	57,106	(85)	57,021
	EXPENSES				
20,693	Employee Costs	23,172	22,868	(600)	22,268
21,273	Materials, contracts & other expenses	20,556	22,081	11	22,092
10,479	Depreciation, amortisation & impairment	11,106	11,004	516	11,520
551	Finance costs	582	582	-	582
19	Net loss - equity accounted Council businesses	-	-	-	-
53,015	Total Expenses	55,416	56,535	(73)	56,462
1,430	NET BUDGETED SURPLUS / (DEFICIT) BEFORE CAPITAL AMOUNTS	1,228	572	(12)	558
	Net Outlays on Existing Assets				
(10,070)	Capital Expenditure on Renewal and Replacement of Existing Assets	(10,424)	(14,006)	2,597	(11,409)
427	Proceeds from Sale of Replaced Assets	899	899	-	899
10,479	Depreciation	11,106	11,004	516	11,520
836	NET OUTLAYS ON EXISTING ASSETS	1,581	(2,103)	3,113	1,010
	Net Outlays on New and Upgraded Assets				
(5,200)	Capital Expenditure on New and Upgraded Assets & Remediation costs	(7,485)	(10,905)	451	(10,455)
538	Capital Grants & Monetary Contributions - New & Upgraded Assets	2,150	3,821	(93)	3,728
778	Proceeds from Sale of Surplus Assets	124	124	-	124
(3,884)	NET OUTLAYS ON NEW AND UPGRADED ASSETS	(5,211)	(6,960)	357	(6,603)
(1,618)	NET LENDING/ (BORROWING) RESULT	(2,402)	(8,491)	3,458	(5,035)
(24,015)	Net Financial Liabilities at Beginning of Year	(24,746)	(22,836)	-	(22,836)
3,012	Decrease / (increase) in Other	(3,440)	(440)	-	(440)
(215)	Non Cash Equity Movement	(100)	(100)	-	(100)
(22,836)	Net Financial Liabilities at End of Year	(30,688)	(31,867)	3,458	(28,411)

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

Financing Transactions					
(1,618)	NET LENDING/ (BORROWING) RESULT	(2,402)	(8,491)	3,458	(5,035)
-	New Community Loans	-	-	-	0
-	Community Loans repaid to us	-	-	-	0
716	Proceeds from Bonds & Aged Care Facilities deposits	-	-	-	0
(2,181)	Increase/(Decrease) in Short Term Draw Down	(70)	(81)	30	(51)
2,726	(Increase)/Decrease in Cash & Investments	-	-	-	0
	Estimate of Capital Carry Forward to be transferred to next Year	(3,000)	-	-	0
142	(Increase)/Decrease in Other Working Capital	-	-	-	0
(2,003)	Increase/(Decrease) in Grants Received in Advance	-	-	-	0
(271)	Principal Repayments on Borrowings	(561)	(561)	-	(561)
(374)	Repayment of Lease Liabilities	(440)	(440)	-	(440)
78	Reinstatement/Restoration Provision Payment	(427)	(427)	-	(427)
	Debenture Payment	-	-	-	0
(215)	Non Cash Equity Movement	(100)	(100)	-	(100)
(3,000)	REDUCED BORROWINGS/(NEW BORROWINGS)	(7,000)	(10,100)	3,488	(6,614)

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

2023-24 Proposed Budgeted Financial Indicators

Adelaide Hills Council

FINANCIAL INDICATORS

	Council Adopted Target	2023-24 Proposed Budget
Operating Surplus Ratio		
<u>Operating Surplus</u>	1% to 5%	1%
Total Operating Revenue		
Net Financial Liabilities Ratio		
<u>Net Financial Liabilities</u>	25% to 75%	50%
Total Operating Revenue		
Asset Renewal Funding Ratio		
<u>Asset Renewals</u>	95% to 105%	111%
Infrastructure & Asset Management Plan required expenditure		

Appendix 3

2023-24 Operating Budget Review 3 Proposed Changes

Department /Program	Change: FAV / (UNFAV)	Comments
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CORPORATE OVERLAY

Vacancy Management	600,000	Estimated full year savings
Budget Management	605,000	Comprehensive review of budget lines
Total	1,205,000	

MAJOR CHANGES

Building Depreciation Expense	-516,000	Uplift in building valuations resulting in increased depreciation
Amy Gillett Project	100,000	Savings this financial year
Total	-416,000	

COMMUNITY & DEVELOPMENT

Customer Experience	25,000	Savings delivering the CRM project
Development Assessment & Compliance	70,000	Development Services Fees and recovered legal fees
Environmental Services/Environmental Health	9,000	Increase revenue for non compliance of AWTS maintenance
Fire Prevention	-80,000	Lower than expected expiation fees and cost recovery
Development Assessment & Compliance	47,100	General increase in revenue across planning, building and compliance fees
Regulatory Services	-20,500	Increase in Dog and Cat legal fees
Total	50,600	

CORPORATE SERVICES

Rates Income	15,000	Higher than budgeted fines and interest income
Governance	-118,000	Increased requirement in legal fees
Elected Member costs	-44,000	Higher than budgeted Elected Member allowances, meals and travel
People and Culture & WHS	-16,500	Additional costs arising from external (WHS consultant) support during period of significant vacancies in the P&C team
Total	-163,500	

ENVIRONMENT & INFRASTRUCTURE

CWMS Revenue	37,600	Increase full year revenue in line with YTD revenue
LRCIP Revenue	-156,280	Project milestones not reached, income is uncertain
Civil Services - Maintenance	-15,000	\$60k in extra funds required due to extensive road patching done to ensure TDU route was fit for purpose, off-set by several other minor variations
Civil Services - Maintenance	-25,000	Increased requests for additional traffic control signs
Open Space - Management	-96,000	\$59k less than anticipated Grant Income in Protecting Our Communities plus an increase in Open Space Training
Open Space - Vehicle Maintenance	-210,000	Heavy vehicle maintenance to match actual and anticipated spend to end of year
Open Space - Stores	10,000	Moved to partially off-set traffic control signs
Property Management	-233,800	\$145k unbudgeted Maylor Court storm damage, \$60k increase reactive building maintenance, \$24k remediation of Stirling school pool
Total	-688,480	

GRAND TOTAL **-12,380**

Appendix 4

2023-24 Capital Budget Review 3 Proposed Changes

2023-24 CAPITAL BUDGET REVIEW 3

Proj #	Project Name	Type	Current Budget	Change FAV / (UNFAV)	Revised Budget	Comment
CAPITAL EXPENDITURE						
BRIDGES						
4096	Montacute Road Bridge Renewal	Renewal	\$790,000	620,000	\$170,000	Design works complete and minor site preparation works to be completed in 23/24 - funding currently proposed in 24/25 renewal program for Bridges.
		Total	\$790,000	\$620,000	\$170,000	
BUILDINGS						
3742	AHBTC-Capital Divestment	Renewal	\$1,630,000	1,620,000	\$10,000	Cap Ex 3742 was identified for renewal of infrastructure to support the divestment of AHBTC, primarily renewal of the culvert that runs underneath the buildings leased to Udder Delights. This project is now with the Civil Works Department and I understand will be progressed next FY.
3903	Stirling Rotunda Replacement	Renewal	\$40,000	10,000	\$30,000	Sufficient budget remaining is sufficient complete masterplan works
4079	Lobethal Centennial Hall	Renewal	\$49,500	(14,980)	\$64,480	Extra exp offset by income (contribution from Lobethal Hall)
4089	New Dog and Cat Facility	New	\$70,000	(15,000)	\$85,000	To reflect actuals
		Total	\$2,041,500	\$1,600,020	\$441,480	
CWMS						
4002	CWMS Pump Renewals	Renewal	\$90,000	50,000	\$40,000	Review of pump age and performance has resulted in extended time for some interventions,
4003	Birdwood Treatment Plant	Renewal	\$13,700	13,700	\$0	CWMS Technical Officer position vacant and unable to resource progress
4004	Woodlot Management - Renewal	Renewal	\$10,000	10,000	\$0	CWMS Technical Officer position vacant and unable to resource progress
4056	Birdwood Gravity Main & Fencing	Renewal	\$46,000	46,000	\$0	CWMS Technical Officer position vacant and unable to resource progress
4090	Control Cabinet Birdwood(SCADA)	Renewal	\$35,000	35,000	\$0	The project has involved to include the pump station upgrades to be linked with the Birdwood SCADA (total costs will be \$ 75,000)
4091	Birdwood Treatment Plant - Power Backup	New	\$30,000	30,000	\$0	Delayed to consider broader grant funding for solar/ battery options
		Total	\$224,700	\$184,700	\$40,000	
LOCAL ROADS & COMMUNITY INFRASTRUCTURE PROGRAM						
4075	Stormwater upgrade Onkaparinga Rd	New	\$148,810	25,000	\$123,810	Project completed under budget
4099	Fox Creek Rd Pavement LRCIP	Renewal	\$200,000	200,000	\$0	2024-2025
4119	Knotts Hill Rd Slip LRCIP	New	\$87,000	87,000	\$0	2024-2025
4123	Marble Hill Slip LRCIP	New	\$150,000	150,000	\$0	2024-2025
4064	LRCIP-AH War Memorial Swimming Pool-Splash Park Co	New	\$195,800	195,800	\$0	Construction budget in 24/25
4074	LRCIP Junction Road Stormwater Kurla to Railway	New	\$200,000	200,000	\$0	withdrawn from Phase 3 but will be resubmitted as part of Phase 4 LRCIP as the project is still live but cannot be delivered by 30 June
4127	LRCIP3 Fidlers Hill Rd Apron Sealing	New	\$0	(75,000)	\$75,000	Alternate Project approved Phase 3 LRCIP
4128	LRCIP3 Accelerated Street Furniture Renewal	Renewal	\$0	(75,000)	\$75,000	Alternate Project approved Phase 3 LRCIP
		Total	\$981,610	\$707,800	\$273,810	
FOOTPATHS						
3826	New / Upgraded Footpaths	New	\$424,000	(100,000)	\$524,000	see comms, 150k needed for 3 footpaths
3921	Footpath Renewal	Renewal	\$421,000	45,000	\$376,000	Renewal program delivery savings
		Total	\$845,000	(55,000)	\$900,000	
KERBING						
4109	Wandilla Drive Kerbing	Renewal	\$67,000	27,000	\$40,000	Project completed under budget
		Total	\$67,000	\$27,000	\$40,000	

2023-24 CAPITAL BUDGET REVIEW 3

Proj #	Project Name	Type	Current Budget	Change FAV / (UNFAV)	Revised Budget	Comment
OTHER						
3835	Bus Shelters - Renewals	Renewal	\$10,000	(37,000)	\$47,000	complete Stirling Steamroller Park renewal.
4010	Resilient community facilities	New	\$0	(30,000)	\$30,000	shelters at Sherry Park Mylor and Protea Park Piccadilly was originally \$65,800
4063	Feasibility Studies	New	\$35,800	35,800	\$0	Budget not required
3176	Cemeteries upgrades total	New	\$14,110	1,925	\$12,185	Saving on implementation
		Total	\$127,690	(29,275)	\$77,000	
ROADS						
4069	Tiers Road - Baldocks to Woodforde	Renewal	\$850,000	(70,000)	\$920,000	To match Council contribution as 50%of the funding of 1,100,00 however final seal (180,000) proposed in 24/25 due to cold weather conditions
4101	Croft Road upgrade and sealing	New	\$1,200,000	(150,000)	\$1,050,000	Works underway but final seal (150,000) proposed in 24/25 due to cold weather conditions.
		Total	\$2,050,000	(220,000)	\$1,970,000	
SPORT & RECREATION						
3510.07	HeathfieldOvalClubroom DrainageUpgrade	New	\$25,000	25,000	\$0	This was delivered as part of the minor Stormwater Program, no additional budget required.
4021.01	Balhannah Court Resurfacing	Renewal	\$32,000	32,000	\$0	Council is partnering with the club to deliver these works. The club have only just received a grant funding contribution towards the works, delaying project delivery. The club have recently engaged a contractor who can begin works and are subsequently requesting that funds be carried forward / be made available in 24/25 instead.
4021.02	Crafers Court Resurfacing	Renewal	\$26,000	15,930	\$10,070	Council is partnering with the club to deliver these works. The club have only just received a grant funding contribution towards the works, delaying project delivery. The club have recently engaged a contractor who can begin works and are subsequently requesting that funds be carried forward / be made available in 24/25 instead.
4021.04	Piccadilly Court Resurfacing	Renewal	\$32,000	32,000	\$0	Council is partnering with the club to deliver these works. The club have only just received a grant funding contribution towards the works, delaying project delivery. The club have recently engaged a contractor who can begin works and are subsequently requesting that funds be carried forward / be made available in 24/25 instead.
4051	Community & Recreation Facilities Framework Implementation	New	\$70,000	70,000	\$0	This was intended to be operational funding, not capital so is therefore not required.
4018	Bridgewater Oval Drainage	Renewal	\$20,000	20,000	\$0	Council is partnering with the club to deliver these works. The club have just received a grant funding contribution towards the works. Club have requested that the works be delivered in Spring 2024 to ensure best outcome. Staff are requesting that the funds be carried forward / be made available in 24/25 instead.
		Total	\$205,000	\$194,930	\$10,070	
STORMWATER						
4107	Heathfield Oval/ Hender Rd Stormwater	Renewal	\$45,000	17,000	\$28,000	project delivered under budget, full scope.
		Total	\$45,000	\$17,000	\$28,000	

Total Expenditure Change	3,047,175
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Capital Expenditure Changes

Split as follows:

Renewal-	2,596,650
New/Upgrade -	450,525

2023-24 CAPITAL BUDGET REVIEW 3

Proj #	Project Name	Type	Current Budget	Change FAV / (UNFAV)	Revised Budget	Comment
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3,047,175

CAPITAL INCOME						
149182164	FINANCIAL MANGT: Capital: Grant - Capital		-\$1,182,457	(250,000)	-\$932,457	LRCIP Phase3 - 2 capital projects worth \$200k were withdrawn from the program and 3 new projects were included in the funding (2 capital worth \$150k and an operating one of \$250k)
149182164	FINANCIAL MANGT: Capital: Grant - Capital		-\$1,182,457	(20,000)	-\$1,162,457	Refund unspent funding from SLRP 2022/23
120286164	FABRIK: Activation of Arts & Heritage Hub: Grant - Capital		-\$955,262	159,657	-\$1,114,919	Changes Places grant
149182074	FINANCIAL MANGT: Capital: Contributions		\$0	17,223	-\$17,223	\$14,980 for proj#4079 from Lobethal Centennial Hall and \$2,243 from DIT for Way toGo Funding School Zone proj#
Total Income Change			(3,320,176)	(93,120)	(3,227,056)	

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item:	12.11
Responsible Officer:	Zoë Gill Governance & Risk Coordinator Office of the CEO
Subject:	Gawler River Floodplain Management Authority – Appointment of Deputy Board Member
For:	Decision

SUMMARY

Council is a constituent council to the regional subsidiary, Gawler River Floodplain Management Authority (GRFMA)

Council has board membership rights to the GRFMA in accordance with the GRFMA Charter (the Charter). The current Adelaide Hills Board members are:

- Councillor Malcolm Herrmann
- Ashley Curtis, Acting Director Corporate Services

Adelaide Hills Council had one Deputy Board Member:

- Natalie Armstrong, Previous Director, Community and Development, until her resignation on 12 April 2024

Following the resignation of Ms Armstrong, the Chief Executive Officer has nominated David Collins to the role of Deputy Board Member for the remainder of Ms Armstrong's term.

Upon further review of Clause 4.3 of the Charter both board members are required to have a Deputy Board Member.

The purpose of this report is to seek Council's:

- noting that the Chief Executive Officer has nominated David Collins as Deputy Board Member, and
- appointment of an elected member as a Deputy Board Member.

RECOMMENDATION

Decision 1

Council resolves:

1. That the report on Gawler River Floodplain Management Authority – Appointment of Deputy Board Member be received and noted.
2. To note that the Chief Executive Officer's has nominated David Collins, Manager Strategic Assets, to the role of Deputy Board Member (Chief Executive Officer) commencing from 28 May 2024 and concluding on 29 November 2024 (inclusive).
3. To determine that the method of selecting the Gawler River Floodplain Management Deputy Board Member (elected member) to be by an indicative vote to determine the preferred person for the position utilising the process set out in this Agenda report.
4. To adjourn the Council meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote to determine the preferred persons for the Gawler River Floodplain Management Authority Deputy Board Member (elected member) role and for the meeting to resume once the results of the indicative voting for the Deputy Board Member role has been declared.

Decision 2

1. That in relation to the Gawler River Floodplain Management Authority Board to appoint _____ to the Deputy Board Member (elected member) position for the remainder of the term commencing from 28 May 2024 and concluding on 29 November 2024 (inclusive).
2. To authorise the Chief Executive Officer to lodge all required documentation to give effect to Council's resolutions regarding Gawler River Floodplain Management Authority Board Membership.

1. BACKGROUND

GRFMA Charter and Board

GRFMA is a regional subsidiary with the following constituent councils: Adelaide Hills Council, Adelaide Plains Council, The Barossa Council, Town of Gawler, the Light Regional Council and the City of Playford.

The purpose of GRFMA (see Charter at **Appendix 1**) is of coordinating the planning, construction, operation and maintenance of flood mitigation infrastructure for the Gawler River, and for the following functions:

- to raise finance for the purpose of developing, managing and operating and maintaining works approved by the Board;
- to provide a forum for the discussion and consideration of topics relating to the Constituent Council's obligations and responsibilities in relation to management of flooding of the Gawler River;

- to advocate on behalf of the Constituent Councils and their communities where required to State and Federal Governments for legislative policy changes on matters related to flood mitigation and management and associated land use planning with Gawler River flood mitigation;
- to facilitate sustainable outcomes to ensure a proper balance between economic, social, environmental and cultural consideration; and
- to provide advice as appropriate to the Constituent Councils in relation to development applications relevant to the Authority's roles and functions.

Clause 4.2 of the Charter provides that the Board will consist of 13 Board Members comprising:

- the Chief Executive Officers of each of the Constituent Councils (including any persons acting in those offices from time to time) or his or her nominee who shall be an employee of the same Constituent Council as the Chief Executive Officer nominating the employee; and
- one member of each Constituent Council appointed by each Constituent Council;
- an Independent Chairperson

Under Clause 4.3 of the Charter, each Constituent Council must also appoint a Deputy Board Member for each of the Council Board Member positions. The Charter is open to interpretation as to whether the Deputy Board Member (Chief Executive Officer) can be solely nominated by the Chief Executive Officer or appointed by the Council. As a matter of caution Administration is seeking endorsement of the Chief Executive Officer's nominee.

The term of office for the Board Member and Deputy Board Member will be as determined by the Constituent Council.

Previous Board Membership

At its 29 November 2022 Ordinary Council meeting, in relation to the GRFMA Board Member and Deputy Board Member positions, Council resolved as follows:

12.10 §43 Subsidiary Membership – Gawler River Floodplain Management Authority Method of Voting

Moved Cr Leith Mudge
S/- Cr Chris Grant

310/22

Council resolves:

1. That the report be received and noted.
2. To note that the Chief Executive Officer has nominated Ashley Curtis, Manager Civil Services, to the Board Member (Chief Executive Officer) position.
3. To determine that the method of selecting the Gawler River Floodplain Management Authority Board Member and Deputy Board Members to be by an indicative vote to determine the preferred persons for the relevant positions utilising the process set out in this Agenda report.
4. To adjourn the Council meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote to determine the preferred persons for the Gawler River Floodplain Management Authority Board Member roles and for the meeting to resume once the results of the indicative voting for the Board Member roles have been declared.

Carried Unanimously

12.10.1 S43 Subsidiary Membership – Gawler River Floodplain Management Authority

Moved Cr Mark Osterstock
S/- Cr Lucy Huxter

311/22

1. That in relation to the Gawler River Floodplain Management Authority Board:
 - a. To appoint Cr Malcolm Herrmann to the Board Member position for a term to commence from 30 November 2022 and conclude on 29 November 2024 (inclusive)
 - b. To appoint Natalie Armstrong to the Deputy Board Member position for a term to commence from 30 November 2022 and conclude on 29 November 2024 (inclusive)
2. To authorise the Chief Executive Officer to lodge all required documentation to give effect to Council's resolutions regarding Gawler River Floodplain Management Authority Board Membership.

Carried Unanimously

The GRFMA Board meets the 2nd Thursday every 2 months, 9.45am at each constituent council in rotation. The meetings are of approximately two hours duration.

There are no sitting fees payable for Board Members or Deputy Board Members, except the Independent Chairperson.

2. ANALYSIS

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

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
Objective O5	We are accountable, informed, and make decisions in the best interests of the whole community
Priority O5.1	Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations

The appointment of members to the GRFMA Board is an important element of Council's commitment to open and transparent decision making which facilitates public accountability.

➤ **Legal Implications**

Clause 4.2.1 of the GRFMA Charter provides:

- 4.2.1 The Board will consist of 13 Board Members comprising:
 - 4.2.1.1 the Chief Executive Officers of each of the Constituent Councils (including any persons acting in those offices from time to time) or his or her nominee who shall be an employee of the same Constituent Council as the Chief Executive Officer nominating the employee; and
 - 4.2.1.2 one member of each Constituent Council appointed by each Constituent Council;
 - 4.2.1.3 a Chairperson appointed pursuant to Clause 4.4.

Clause 4.3 of the GRFMA Charter states as below:

4.3 Deputy Board Member

- 4.3.1 Each Constituent Council must appoint:
 - 4.3.1.1 an employee of that Constituent Council as a deputy Board Member who may act in the place of the Board Member being the Chief Executive Officer (or his or her nominee) of that Constituent Council as provided for in Clause 4.2.1.1 if that Board Member is unable for whatever reason to attend a meeting of the Board or otherwise able to act as a Board Member whilst the Board Member is unable to attend a meeting of the Board or to act as a Board Member; and
 - 4.3.1.2 a member of that Constituent Council as a deputy Board Member who may act in the place of the Board Member appointed by that Constituent Council pursuant to Clause 4.2.1.2 if that Board Member is unable for whatever reason to attend a meeting of the Board or otherwise unable to act as a Board Member whilst the Board Member is unable to attend a meeting of the Board or act as a Board Member.
- 4.3.2 A deputy Board Member in attendance at a meeting of the Board may speak but is only entitled to vote on a matter to be decided by the Board if acting and in attendance at the meeting in accordance with Clauses 4.3.1.

The Executive Officer of the GRFMA, David Hitchcock, has advised that, read together, these clauses mean that:

- The Chief Executive Officer can, as an administrative task, nominate employees to the role of Board Member and Deputy Board Member (Chief Executive Officer)
- Council must, by resolution, appoint a Board Member and Deputy Board Member (Elected Member)

It is necessary that Adelaide Hills Council appoints a new Deputy Board Member (elected member) to comply with clause 4.3.1.2.

Section 43 of the *Local Government Act 1999* (the 'Act') sets out the processes for the establishment of regional subsidiaries. Regional subsidiaries can be established to provide a specific service or services to carry out a specified activity or to perform a function of the councils. To establish a s43 regional subsidiary a resolution from each constituent council is required, a charter and other mandated arrangements agreed, and Ministerial approval granted.

Section 74 – General conflicts of interest of the Act set out the provisions regarding General Conflicts of Interest. 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. For this matter, Council Members seeking to be appointed to the GRFMA Board may have a General COI and should consider declaring the interest and acting in accordance with *s75B – Dealing with general conflicts of interest*.

Section 75 – Material conflicts of interest of the Act set out the provisions regarding Material Conflicts of Interest. 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. For this matter, Council Members seeking to be appointed to the GRFMA Board may have a Material COI and should consider declaring the interest and acting in accordance with *s75C – Dealing with material conflicts of interest*.

Council's *Information or Briefing Sessions Policy* created under s90A(1) sets out the provisions for the conduct of an Information or Briefing Session such as the session recommended for the purposes of indicative voting. The above COI provisions do not apply to an Information Session, if it occurs.

➤ **Risk Management Implications**

The establishment of appropriately and effectively constituted regional subsidiaries will assist in mitigating the risk of:

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

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	Low (1D)	Low (1D)

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

➤ **Financial and Resource Implications**

There are a number of financial implications in relation to GRFMA; however this report concerns the appointment of a Council representative to the GRFMA Board, rather than the operations of the Subsidiary.

Neither Council nor GRFMA pay allowances for attendance at meetings.

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

There are no direct end-user customer service implications regarding the appointment of Council representatives to the GRFMA Board

➤ **Sustainability Implications**

Not directly 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: Nil

Community: Not Applicable

➤ **Additional Analysis**

Legal Obligations of Board Members

A Board Member of a Regional Subsidiary has different fiduciary responsibilities to that of a Council Member or a Council Officer. In simple terms, the Board Member's duty is to act in the best interests of the Subsidiary (which might not necessarily be in the best interest of the Council). There are also more complex provisions relating to conflict of interest management.

It is important that aspiring and newly-appointed Board Members have a sound understanding of these matters. Training should be provided by the Subsidiary and can be assisted by Council's Governance & Risk Team.

Council Officers on Regional Subsidiaries

The Chief Executive Officer has sought the Executive Leadership Team's advice for the appointment of a Deputy Board Member for GRFMA. The Chief Executive Officer has nominated David Collins to this role.

Indicative Voting Process for Determining Council Appointed Positions

Due to the implications of the General and Material Conflict of Interest provisions (see Legal Implications above), it is proposed that the Council adjourn the meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote (Indicative Voting Process) to determine the preferred person for the GRFMA Deputy Board Member position.

As the Indicative Voting Process involves discussion of a matter that is, or is intended to be, part of the agenda for a formal meeting of the Council or Council Committee, it is an Information or Briefing Session for the purposes of s90A and the *Information or Briefing Sessions Policy* (the Policy). As an Information or Briefing Session, the Chief Executive will conduct the meeting in accordance with the Policy.

The proposed Indicative Vote Process below is based on the Appointments to Positions Process contained in Clause 4.7 Council's *Code of Practice for Council Meeting Procedures* with modifications to suit the legislative requirements of the conflict of interest and informal gatherings provisions.

The proposed Indicative Voting Process is:

- a) Chief Executive Officer calls for self-nominations for the position of Deputy Board Member position.
- b) If the number of nominees is equal to or less than the number of positions, no election will be required. If the number of nominees is greater, an election will be necessary.
- c) The CEO (or another Council staff member) will be appointed as the Returning Officer and may enlist other Council staff to assist with the conduct of the vote and the count.
- d) The method of voting will be by secret ballot utilising the preferential counting system
- e) Each Council Member (including the Mayor) shall have one vote.
- f) Ballot papers will be provided to each Member.
- g) The nominees' names will be drawn to determine the order on the ballot paper.
- h) Each Member will write the nominee's names on the ballot paper in the order they are drawn.
- i) Each nominee will have two (2) minutes to speak in the Briefing Session in support of their candidacy. The speaking order will be as listed on the ballot paper.
- j) Members will cast their votes and the completed ballot papers will be collected by the Returning Officer and the count will be undertaken in a separate room with an observer [another Council Member (not being a nominee for the position being determined) or an Officer] present.
- k) In the event of a tie, the result will be decided by the Returning Officer drawing lots, the candidate first drawn being the candidate excluded.
- l) After all votes have been counted, the Returning Officer shall return to the Briefing Session and publicly declare the result of the election (i.e. the preferred person).
- m) The ballot papers will be shredded.

Proposed Chronology of Events

The mechanics are relatively complicated due to the legislative provisions regarding conflict of interest and information sessions, as such the following chronology is suggested:

- I. Council will determine to receive the report and to note the CEO’s nominee. Council would give effect to these by dealing with Recommendations 1 and 2 (or variants) at this time.
- II. Council will then consider the process that it will use to choose the preferred persons for the GRFMA Deputy Board Member positions. Council would give effect to this by dealing with Recommendation 3 (or a variant) at this time.
- III. Having decided the method, Council will then have to adjourn the meeting to enable the process to be undertaken. Council would give effect to this by dealing with Recommendation 4 (or a variant) at this time.
- IV. Steps I. to III. are all grouped as Decision 1 in the recommendation section.
- V. Once the Indicative Voting Process has been completed the Council meeting will resume in accordance with the previous resolution.

Upon resumption, the Council Members who nominated for the Board Member roles would be advised to consider their obligations to declare a General or Material, COI, as appropriate.

- VI. Council can then resolve for the preferred person to be appointed to the Deputy Board Member position. Council would give effect to this by dealing with Decision 2 - Recommendation 1 (or a variant) at this time.
- VII. The final recommendation Decision 2 – Recommendation 2 is for the CEO to communicate the Council’s resolutions to GRFMA.

3. OPTIONS

Council has the following options:

- I. To resolve to make the appointment of _____ to the GRFMA Deputy Board Member position (**Recommended**) or
- II. To decide not to make the appointments the GRFMA Deputy Board Member positions at this time. (**Not Recommended**). Doing so would mean that the GRFMA Board would not have a full complement of members which could affect their functioning. It would also mean that Adelaide Hills Council was in breach of the Charter.

4. APPENDICES

- (1) GRFMA Charter

Appendix 1

GRFMA Charter

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY

CHARTER

28/1/2020

1. INTRODUCTION

1.1 Name

The name of the subsidiary is the Gawler River Floodplain Management Authority (referred to as 'the Authority' in this Charter).

1.2 Definitions

'**AASB124**' means Australian Accounting Standards Board's Accounting Standard AASB124 Related Party Disclosure;

'**Act**' means the Local Government Act 1999 and includes all regulations made thereunder;

'**Annual Business Plan**' means the business plan adopted by the Authority pursuant to Clause 12.2;

'**Asset Management Plan**' means the asset management plan adopted by the Authority and approved by the Constituent Councils in accordance with Clause 13.3;

'**Board**' means the Board of the Authority set out at Clause 4;

'**Board Member**' means a member of the Board appointed pursuant to Clause 4.2;

'**Budget**' means the annual budget adopted by the Authority pursuant to Clause 12.1;

'**Chairperson**' means the member of the Board appointed pursuant to Clause 4.4;

'**Constituent Councils**' means those councils identified at Clause 2.2.

'**Council**' means a council constituted under the Act;

'**Council Member**' means a member of a Council;

'**Deputy Board Member**' means a deputy member of the Board appointed pursuant to Clause 4.3;

'Dispute' means a difference between one or more Constituent Councils and the Authority concerning the operations or affairs of the Authority and includes where a Constituent Council fails or refuses to approve the draft asset management plan, budget, long term financial plan, or charter amendment as advised by the Authority;

'Financial Statements' has the same meaning as in the Act;

'Financial Year' means 1 July each year to 30 June in the subsequent year;

'Long Term Financial Plan' means the long term financial plan adopted by the Authority and approved by the Constituent Councils pursuant to Clause 13.1;

'Executive Officer' means the person appointed pursuant to Clause 10.1 as the Executive Officer of the Authority;

'Region' means the collective geographical areas of the Constituent Councils;

'Strategic Plan' means the strategic plan adopted by the Authority pursuant to Clause 13.2.

1.2.1 In the calculation of 'days':

1.2.1.1 the day on which the notice, document, report, etc is given will not be taken into account; and

1.2.1.2 Saturdays, Sundays and public holidays will be taken into account.

1.3 Interpretation

In this Charter, unless the context otherwise requires:

1.3.1 the singular includes the plural and vice versa;

1.3.2 words importing a gender include other genders;

1.3.3 words importing natural persons include corporates;

1.3.4 reference to a section is to a section of the Act and includes any section that substantially replaces that section and deals with the same matter;

1.3.5 headings are for ease of reference only and do not affect the construction of this clause;

1.3.6 an unenforceable provision or part of a provision of this Charter may be severed and the remainder of this Charter continues in force, unless this would materially change the intended effect of this Charter.

1.4 **Local Government Act**

- 1.4.1 This Charter must be read in conjunction with Parts 2 and 3 of Schedule 2 to the Act.
- 1.4.2 The Authority shall conduct its affairs in accordance with and comply with Schedule 2 to the Act except as modified by this Charter in a manner permitted by Schedule 2.

2. **ESTABLISHMENT**

- 2.1 The Gawler River Floodplain Management Authority is established by the Constituent Councils as a regional subsidiary pursuant to Section 43 and Schedule 2 of the *Local Government Act 1999*.
- 2.2 The Authority is established by the Adelaide Hills Council, Adelaide Plains Council, The Barossa Council, Town of Gawler, the Light Regional Council and the City of Playford.
- 2.3 The Authority is subject to the joint direction of the Constituent Councils.

3. **PURPOSE AND FUNCTIONS**

- 3.1 The Authority has been established for the purpose of coordinating the planning, construction, operation and maintenance of flood mitigation infrastructure for the Gawler River, and for the following functions:
 - 3.1.1 to raise finance for the purpose of developing, managing and operating and maintaining works approved by the Board;
 - 3.1.2 to provide a forum for the discussion and consideration of topics relating to the Constituent Council's obligations and responsibilities in relation to management of flooding of the Gawler River;
 - 3.1.3 to advocate on behalf of the Constituent Councils and their communities where required to State and Federal Governments for legislative policy changes on matters related to flood mitigation and management and associated land use planning with Gawler River flood mitigation;
 - 3.1.4 to facilitate sustainable outcomes to ensure a proper balance between economic, social, environmental and cultural consideration;and
 - 3.1.5 to provide advice as appropriate to the Constituent Councils in relation to development applications relevant to the Authority's roles and functions.
- 3.2 One or more of the Constituent Councils may request the Authority to undertake a function set out in Clause 3.1 of this Charter for the Constituent Council(s), which function will be additional and separate to those undertaken by the Authority for all of the Constituent Councils.

- 3.3 Where one or more Constituent Councils makes a request provided for under Clause 3.2, the Constituent Council(s) and the Authority must enter into a written agreement which amongst other things provides for the Constituent Council(s) to pay to the Authority annual subscription amounts and/or equal percentages of classes of subscription to meet the costs of the Authority in undertaking the additional function(s) and which also provides, with the ownership and maintenance of any resultant infrastructure.
- 3.4 The Authority is not involved in a significant business activity as defined in the Clause 7 Statement prepared under the Competition Principles Agreement of the National Competition Policy.

4. THE BOARD OF MANAGEMENT

4.1 The Board

- 4.1.1 The Authority will be governed by a Board and all decisions of the Board constitute decisions of the Authority.
- 4.1.2 The Board is responsible for the administration of the affairs of the Authority. The Board must ensure insofar as it is practicable, that the Authority complies with all legislative obligations including this Charter, that information provided to the Constituent Councils is accurate and that the Constituent Councils are kept informed of the solvency of the Authority as well as any material developments which may affect the operating capacity and financial affairs of the Authority.

4.2 Board Members

- 4.2.1 The Board will consist of 13 Board Members comprising:
- 4.2.1.1 the Chief Executive Officers of each of the Constituent Councils (including any persons acting in those offices from time to time) or his or her nominee who shall be an employee of the same Constituent Council as the Chief Executive Officer nominating the employee; and
 - 4.2.1.2 one member of each Constituent Council appointed by each Constituent Council;
 - 4.2.1.3 a Chairperson appointed pursuant to Clause 4.4.
- 4.2.2 A Board Member is at the expiry of his or her term of office eligible for reappointment.
- 4.2.3 Board Members (with the exception of the Chairperson) shall not be entitled to receive a sitting fee or other fee or remuneration for undertaking their role as a Board Member.
- 4.2.4 Written confirmation from the Chief Executive Officer of a Constituent Council will be sufficient evidence of that Constituent Council's appointment or revocation of the appointment of a Board Member.

- 4.2.5 In the event the office of a Board Member becomes vacant, the Constituent Council who appointed that Board Member will appoint another elected member to fill that vacancy:
- 4.2.5.1 if the Board Member whose office has become vacant was an elected member of a Constituent Council;
- 4.2.5.2 if the Board Member whose office has become vacant was a person nominated by the Chief Executive Officer of a Constituent Council, the Chief Executive Officer of that Constituent Council will act as a Board Member or nominate a person to be a Board Member.
- 4.2.6 The Constituent Councils will endeavour as far as practicable to ensure the Board comprises a gender balance and Board Members with a range of expertise including:
- environmental management;
 - corporate financial management;
 - general management;
 - public sector governance;
 - public works engineering management.

4.3 **Deputy Board Member**

- 4.3.1 Each Constituent Council must appoint:
- 4.3.1.1 an employee of that Constituent Council as a deputy Board Member who may act in the place of the Board Member being the Chief Executive Officer (or his or her nominee) of that Constituent Council as provided for in Clause 4.2.1.1 if that Board Member is unable for whatever reason to attend a meeting of the Board or otherwise able to act as a Board Member whilst the Board Member is unable to attend a meeting of the Board or to act as a Board Member; and
- 4.3.1.2 a member of that Constituent Council as a deputy Board Member who may act in the place of the Board Member appointed by that Constituent Council pursuant to Clause 4.2.1.2 if that Board Member is unable for whatever reason to attend a meeting of the Board or otherwise unable to act as a Board Member whilst the Board Member is unable to attend a meeting of the Board or act as a Board Member.
- 4.3.2 A deputy Board Member in attendance at a meeting of the Board may speak but is only entitled to vote on a matter to be decided by the Board if acting and in attendance at the meeting in accordance with Clauses 4.3.1.

4.4 **Chairperson**

- 4.4.1 A person who is neither an officer, employee or member of a Constituent Council will be appointed by the Constituent Councils as a Board Member and the Chairperson for a term of up to three years and on such other terms and conditions as determined by the Constituent Councils and who the Constituent Councils consider has expertise in one or more of the following areas:
- (a) environmental management;
 - (b) corporate financial management;
 - (c) general management;
 - (d) public sector governance.
- 4.4.2 In the event the Chairperson is absent or unable for whatever reason to act as Chairperson, the Board will elect a Board Member as the Acting Chairperson for the period the Chairperson is absent or unable to act as Chairperson.
- 4.4.3 The Chairperson is, at the expiry of his or her term of office, eligible for reappointment.
- 4.4.4 The Authority may at the expiry of the Chairperson's term of office as Chairperson appoint the Chairperson for a further term of up to three years and otherwise on the same terms and conditions as the Chairperson's original appointment.
- 4.4.5 The Authority may pay a sitting fee to the Chairperson in such amount as determined by the Authority.
- 4.4.6 The Chairperson will preside at all meetings of the Board and in the event the Chairperson is absent from a meeting, the Board must select a Board Member present to preside at that meeting only.
- 4.4.7 In the event there is a vacancy in the office of Chairperson, the Board will elect a Board Member to act as Chairperson for the balance of the original term or the appointment of a Chairperson, whichever occurs first.

5. **TERM OF OFFICE**

- 5.1 Subject to Clause 5.2, the term and other conditions of office of a Board Member, will be as determined by the Constituent Council appointing that Board Member.
- 5.2 The Constituent Councils will as far as practicable appoint Board Members, other than those Board Members who are the Chief Executive Officers of the Constituent Councils, following each periodic election of the Constituent Council until the next periodic election of the Constituent Council.

- 5.3 The Board may by a two-thirds majority vote of the Board Members present (excluding the member subject to this clause) make a recommendation to the Constituent Council that appointed the relevant Board Member, that the Constituent Council terminate the appointment of that Board Member in the event of:
- 5.3.1 any behaviour of the Board Member which in the opinion of the Authority amounts to impropriety;
 - 5.3.2 serious neglect of duty in attending to the responsibilities of a Board Member and/or Chairperson of the Board;
 - 5.3.3 breach of fiduciary duty to the Authority;
 - 5.3.4 breach of the duty of confidentiality to the Authority or the Constituent Councils;
 - 5.3.5 breach of the conflict of interest requirements applying to the Board Member; or
 - 5.3.6 any other behaviour which may discredit the Authority or a Constituent Council.
- 5.4 The Authority may by a two-thirds majority vote of the Board Members present at a Board meeting (excluding the Chairperson) make a recommendation to the Constituent Councils that the appointment of the Chairperson be terminated in the event of:
- 5.4.1 any behaviour of the Chairperson which in the opinion of the Authority amounts to impropriety;
 - 5.4.2 serious neglect of duty in attending to the responsibilities of a Board Member and/or Chairperson of the Board;
 - 5.4.3 breach of fiduciary duty to the Authority;
 - 5.4.4 breach of the duty of confidentiality to the Authority or the Constituent Councils;
 - 5.4.5 breach of the conflict of interest requirements applying to a Board Member; or
 - 5.4.6 any other behaviour which may discredit the Authority or a Constituent Council.
- 5.5 The Constituent Council which appointed the member whose term of office has become vacant will be responsible to appoint a Board Member to fill the vacancy.
- 5.6 A Board Member will cease to hold office and his or her office will become vacant:

- 5.6.1 if any of the grounds or circumstances in the Act as to when a Board Member's office becomes vacant arises;
- 5.6.2 if he or she is convicted of an indictable offence punishable by imprisonment;
- 5.6.3 if the Constituent Council which appointed the Board Member ceases to be a Constituent Council;
- 5.6.4 in relation to a Board Member who is the Chief Executive Officer (or his or her nominee) of a Constituent Council, if the Board Member ceases to be an employee of the Constituent Council that he or she was an employee of at the time he or she was appointed or the Constituent Council by which the Chief Executive Officer or his or her nominee is employed ceases to be a Constituent Council;
- 5.6.5 upon the happening of any other event through which the Board Member would be ineligible to remain as a Board Member; or
- 5.6.6 if a Constituent Council revokes the appointment of a Board Member appointed by that Constituent Council.

6. ROLE, FUNCTIONS AND PROCEEDINGS OF THE BOARD

6.1 Role of the Board

The Board is the Authority's governing body and has the responsibility for the administration of the affairs of the Authority ensuring that the Authority acts in accordance with this Charter and all relevant legislation including the Act.

6.2 Functions of the Board

In addition to the functions of the Board set out in the Act, the functions of the Board include:

- 6.2.1 the formulation of Strategic and Business Plans in accordance with Clause 13;
- 6.2.2 providing professional input and policy direction to the Authority;
- 6.2.3 ensuring strong accountability and stewardship of the Authority;
- 6.2.4 monitoring, overseeing and measuring the performance of the Executive Officer of the Authority;
- 6.2.5 ensuring that ethical behaviour and integrity is established and maintained by the Authority, the Board and Board Members in all activities undertaken by the Authority;
- 6.2.6 developing and adopting such policies and procedures as give effect to good governance and administrative practices;

- 6.2.7 exercising the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons; and
- 6.2.8 avoiding investments that are speculative or hazardous by nature.

6.3 **Proceedings of the Board**

- 6.3.1 All meetings of the Authority shall be meetings of the Board.
- 6.3.2 Ordinary meetings of the Board will be held at such times and places as determined by the Board except that there must be at least one ordinary meeting of the Board every two months.
- 6.3.3 An ordinary meeting of the Board will constitute an ordinary meeting of the Authority. The Board shall administer the business of the Authority at the ordinary meeting.
- 6.3.4 For the purpose of this Clause 6.3, the contemporary linking together by telephone, audio-visual or other instantaneous means (telecommunications meeting) of the Board Members provided that at least a quorum is present, is deemed to constitute a meeting of the Board. Each of the Board Members taking part in the telecommunications meeting must at all times during the telecommunications meeting be able to hear and be heard by each of the other Board Members present. At the commencement of the meeting, each Board Member must announce his/her presence to all other Board Members taking part in the meeting. A Board Member must not leave a telecommunications meeting by disconnecting his/her telephone, audio-visual or other communication equipment, unless that Board Member has previously notified the Chairperson of the meeting.
- 6.3.5 A proposed resolution in writing and given to all Board Members in accordance with procedures determined by the Board will be a valid decision of the Board and will constitute a valid decision of the Authority where a majority of Board Members vote in favour of the resolution by signing and returning the resolution to the Executive Officer or otherwise giving written notice of their consent and setting out the terms of the resolution to the Executive Officer. The resolution will be deemed a resolution of the Board and will be as valid and effective as if it had been passed at a meeting of the Board duly convened and held.
- 6.3.6 Subject to Clause 6.3.7, meetings of the Board will be open to the public and Chapter 6 Part 3 extends to the Authority as if it were a Council and the Board Members were members of the Council.
- 6.3.7 Any Constituent Council, the Chairperson or three Board Members may by delivering a written request to the Executive Officer require a special meeting of the Board to be held and any such special meeting shall constitute a special meeting of the Authority. The written request must be accompanied by the agenda for the special meeting and if an agenda is not provided the request has no effect.

- 6.3.8 On receipt of a written request pursuant to Clause 6.3.7, the Executive Officer must give notice to all Board Members at least four hours prior to the commencement of the special meeting.
- 6.3.9 A meeting of the Board must not commence until a quorum of Board Members is present and a meeting must not continue if there is not a quorum of Board Members present. A quorum of Board Members will comprise one half of the Board Members in office, ignoring any fraction, plus one.
- 6.3.10 The Board must adopt a Code of Practice for Meeting Procedures to apply to the proceedings at and conduct of meetings of the Board. The Code of Practice for Meeting Procedures must not be inconsistent with the Act or this Charter.
- 6.3.11 The Code of Practice for Meeting Procedures may be reviewed by the Board at any time and must be reviewed at least once every three years.
- 6.3.12 In the event of any inconsistency between this Charter and the Code of Practice for Meeting Procedures, this Charter shall prevail.

7. PROPRIETY OF MEMBERS OF THE BOARD

- 7.1 Subject to Clauses 20(6) and 20(7) of Schedule 2 to the Act, the provisions regarding conflict of interest prescribed in the Act apply to all Board Members as if they were elected members of a Council and the Authority was a Council.
- 7.2 Board Members must comply with Division 2, Chapter 5 (Register of Interests) of the Act and to use all reasonable efforts to assist the Authority to comply with any obligations including regarding related party disclosures as set out in AASB124.
- 7.3 Board Members must act in accordance with their duties of confidence and other legal and fiduciary duties including honesty and the exercise of reasonable care and diligence to the Authority as required by Part 4, Division 1, Chapter 5 of the Act and Clause 23 of Schedule 2, Part 2 of the Act.
- 7.4 Subject to the express provisions of Schedule 2 to the Act and this Charter, all provisions governing the propriety and duties of members of a Council and public officers under the Act and other South Australian legislation apply to Board Members.

8. POWERS

- 8.1 The Authority is constituted as a body corporate under the Act and in all things acts through the Board.
- 8.2 The Authority has subject, where relevant to Clauses 8.3, 8.4 and 8.5:
 - 8.2.1 the power to acquire, deal with and dispose of real and personal property and rights in relation to real and personal property;

- 8.2.2 the power to compulsorily acquire land in accordance with the Land Acquisition Act 1969, provided that such acquisition is for the purposes of flood mitigation;
 - 8.2.3 the power to sue and be sued in its corporate name;
 - 8.2.4 the power to enter into any kind of contract or arrangement;
 - 8.2.5 the power to return surplus revenue to Constituent Councils in such proportions as the Board considers appropriate at the end of any financial year either by way of cash payment or reduction of annual contribution;
 - 8.2.6 the power to set aside surplus revenue for future capital expenditure;
 - 8.2.7 the power to invest funds and in doing so to take into account Part 4 of Chapter 9 of the Act;
 - 8.2.8 the power to establish committees, in accordance with Clause 9;
 - 8.2.9 the power to delegate any function or duty except for the power to compulsorily acquire land as set out in Clause 8.2.2 and any of the powers set out in section 44 of the Act, (where such powers are applicable to the Authority); and
 - 8.2.10 the power to do anything else necessary or convenient for, or incidental to, the exercise, performance or discharge of its powers, functions or duties.
- 8.3 The Authority has the power to incur expenditure as follows:
- 8.3.1 in accordance with a budget adopted by the Authority under Clause 12.1; or
 - 8.3.2 with the prior approval of the Constituent Councils; or
 - 8.3.3 in accordance with the Act, in respect of expenditure not contained in a budget adopted by the Authority for a purpose of genuine emergency or hardship.
- 8.4 Subject to Clause 8.5, the Authority has the power to borrow money as follows:
- 8.4.1 in accordance with a budget adopted by the Authority under Clause 12; or
 - 8.4.2 with the prior approval of the Constituent Councils.
- 8.5 Unless otherwise approved by the Constituent Councils, any and all borrowings (except overdraft facilities) taken out by the Authority:
- 8.5.1 must be from the Local Government Financial Authority or a registered bank or financial institution within Australia; and

- 8.5.2 the Authority shall not act outside of the areas of the Constituent Councils without their prior approval and that approval shall only be granted upon the basis that the Constituent Councils consider it necessary or expedient for the performance of their or the Authority's functions.
- 8.6 The Authority will have a common seal which may be affixed to documents requiring execution under common seal and must be witnessed by the Chairperson and one other Board Member.
- 8.7 The common seal must not be affixed to a document except to give effect to a resolution of the Board. The Executive Officer will maintain a register which records the resolutions of the Board giving authority to affix the common seal and details of the documents to which the common seal has been affixed with particulars of the persons who witnessed the fixing of the seal and the date.
- 8.8 The Board may by instrument under the seal authorise a person to execute documents on behalf of the Authority. The Executive Officer will maintain a register of such resolutions and details of any documents executed in this way, together with particulars of the person executing the document.

9. ESTABLISHMENT OF COMMITTEES

- 9.1 The Authority may establish committees.
- 9.2 A member of a committee holds office at the pleasure of the Board.
- 9.3 Without limiting the Board's power to establish additional committees, the following committee is established:
- 9.3.1 Audit Committee.
- 9.4 **Audit Committee**
- 9.4.1 The Audit Committee shall be composed of no more than three members of whom at least one shall be a person who is not a member of the Board ('Independent Member').
- 9.4.2 Members of the Audit Committee will be appointed by the Board biennially and at the expiry of a term of appointment are eligible for reappointment.
- 9.4.3 The Independent Member (or one of the Independent Members if there is more than one) shall be appointed by the Authority as the Chair of the Audit Committee. The Chair of the Audit Committee shall be paid such honorarium as the Authority determines.
- 9.4.4 Members of the Audit Committee must as far as practicable have recent and relevant financial, risk management or internal audit experience relevant to the functions of the Audit Committee as determined by the Authority.

- 9.4.5 The functions of the Audit Committee include:
- 9.4.5.1 reviewing annual Financial Statements of the Authority to ensure they provide a timely and fair view of the state of affairs of the Board; and
 - 9.4.5.2 liaising with the external auditors of the Authority; and
 - 9.4.5.3 reviewing the adequacy of the accounting, internal auditing, reporting, internal control and other financial management systems and practices of the Authority on a regular basis;
 - 9.4.5.4 Considering and advising the Authority on risk management.

10. ADMINISTRATIVE MATTERS

- 10.1 There will be an Executive Officer of the Authority appointed by the Authority on terms and conditions to be determined by the Authority.
- 10.2 The Executive Officer will be responsible to the Board:
- 10.2.1 to ensure that the policies and lawful decisions of the Authority are implemented in a timely manner;
 - 10.2.2 for the efficient and effective management of the operations and affairs of the Authority;
 - 10.2.3 to provide advice and reports to the Board on the exercise and performance of the Authority's powers and functions; and
 - 10.2.4 to give effect to the principles of human resource management generally applicable within the local government industry.
- 10.3 The Executive Officer has such powers, functions and duties prescribed by this clause and as determined necessary by the Authority from time to time to ensure the efficient and effective management of the operations and affairs of the Authority.
- 10.4 The Authority may employ other officers and it may authorise the Executive Officer to employ such other officers on its behalf as are required for the efficient and effective management of the operations and affairs of the Authority.
- 10.5 The Authority may engage professional consultants and it may authorise the Executive Officer to engage professional consultants to provide services to the Authority to ensure the proper execution of its decisions, the efficient and effective management of the operations and affairs of the Authority and for giving effect to the general management objectives and principles of personal management prescribed by this Charter.

11. FINANCIAL CONTRIBUTIONS TO THE AUTHORITY

- 11.1 The contributions of the Constituent Councils shall be based on the percentage shares for capital works, maintenance of assets of the Authority and operational costs of the Authority in accordance with Schedule 1.

Where the capital and/or maintenance cost exceeds \$1 Million in any given year, Clause 11.7 shall apply.

- 11.2 The Authority will be responsible to provide the Constituent Councils with sufficient information for each of them to ascertain the level of and understand the reasons behind the funding required each financial year. This will be achieved via the business plan and the annual budget.
- 11.3 The Authority will determine annually the funds required by the Authority to enable it to function. The Constituent Councils shall contribute the funds requested by the Authority, in the annual budget and approved by the Constituent Councils, and any additional funds that are required for the continuing function of the Authority and approved by the Constituent Council. The Authority must provide full details regarding the need for additional funds to the Constituent Councils.
- 11.4 The annual contribution will be paid by each Constituent Council in advance by six monthly instalments.
- 11.5 Additional contributions (of any) will be paid by each Constituent Council in the manner and at the time determined by the Authority.
- 11.6 The Authority is accountable to each Constituent Council to ensure that the Authority functions in accordance with its business plan and approved budgets.
- 11.7 The Authority may enter into separate funding arrangements with Constituent Councils and with any State or Federal Government or their agencies in respect of any project undertaken or to be undertaken by or on behalf of the Authority.
- 11.8 Where a Constituent Council or Constituent Councils enter into an agreement with the Authority under Clauses 3.2 and 3.3 of this Charter the subscriptions payable under that agreement shall be additional to the subscriptions payable under this Clause.

12. BUDGET AND ANNUAL BUSINESS PLAN

12.1 Budget

- 12.1.1 The Authority must prepare a budget for each financial year.

- 12.1.2 The Budget must:

- 12.1.2.1 deal with each principal activity of the Authority on a separate basis;

- 12.1.2.2 be consistent with and account for activities and circumstances referred to in the Authority's Annual Business Plan;
 - 12.1.2.3 be submitted in draft form to each Constituent Council before 31 March for approval;
 - 12.1.2.4 not be adopted by the Authority until after 31 May but before 30 September;
 - 12.1.2.5 identify the amount of and the reasons for the financial contributions to be made by each Constituent Council to the Authority.
- 12.1.3 The Budget may only be adopted where two thirds of the Board Members present vote in favour of the Budget.
 - 12.1.4 The Authority must provide a copy of the adopted Budget to each Constituent Council within five clear days after adoption.
 - 12.1.5 The Authority must reconsider its Budget in accordance with Regulation 9 of the Local Government (Financial Management) Regulations 2011.
 - 12.1.6 The Authority must submit to each Constituent Council for approval, any proposed amendment to the Budget.
 - 12.1.7 Where a Constituent Council has failed to approve a draft budget, or an amended budget, and has not served a notice on the Authority in accordance with Clause 21 within two months of the receipt of the draft budget, or amended budget by the Constituent Council, then the approval of the Constituent Council to the draft budget, or amended budget, will be deemed to have been given.

12.2 **Annual Business Plan**

- 12.2.1 The Authority shall have an Annual Business Plan in respect of the ensuing 12 months.
- 12.2.2 The Annual Business Plan must:
 - 12.2.2.1 state the services to be provided by the Authority;
 - 12.2.2.2 identify how the Authority intends to manage service delivery;
 - 12.2.2.3 identify the performance targets which the Authority is to pursue;
 - 12.2.2.4 provide a statement of financial and other resources and internal processes that will be required to achieve the performance targets and objectives of the Authority; and

- 12.2.2.5 specify the performance measures that are to be used to monitor and assess performance against targets.

13. **MANAGEMENT FRAMEWORK**

13.1 **Long Term Financial Plan**

- 13.1.1 The Authority must develop and adopt in consultation with the Constituent Councils a Long Term Financial Plan covering a period of at least ten (10) years in a form and including such matters which, as relevant, is consistent with Section 122 of the Act and the Local Government (Financial Management) Regulations 2011 as if the Authority were a council.
- 13.1.2 The Authority must review its Long Term Financial Plan in consultation with the Constituent Councils.
- 13.1.3 The Authority may at any time review the Long Term Financial Plan but must undertake a review of the Long Term Financial Plan as soon as practicable after the annual review of its Business Plan and concurrently with any review of its Strategic Plan.
- 13.1.4 In any event, the Authority must undertake a comprehensive review of its Long Term Financial Plan every four years.

13.2 **Strategic Plan**

- 13.2.1 The Authority must prepare and adopt in consultation with the Constituent Councils a Strategic Plan for the conduct of its business which will identify the Authority's objectives over the period of the Strategic Plan and the principal activities that the Authority intends to undertake to achieve its objectives.
- 13.2.2 The Authority must review its Strategic Plan in consultation with the Constituent Councils.
- 13.2.3 The Authority must undertake a comprehensive review of its Strategic Plan every four years.

13.3 **Asset Management Plan**

- 13.3.1 The Authority must prepare and adopt in consultation with the Constituent Councils an Asset Management Plan in a form and including such matters which, as relevant, is consistent with Section 122 of the Act as if the Authority were a council.
- 13.3.2 The Authority must review its Asset Management Plan in consultation with the Constituent Councils.
- 13.3.3 The Authority may at any time review its Asset Management Plan but must undertake a review of the Asset Management Plan as soon as

practicable after the annual review of its Business Plan and concurrently with any review of its Strategic Plan.

- 13.3.4 In any event, the Authority must undertake a comprehensive review of its Asset Management Plan every four years.

14. **ACCOUNTING**

- 14.1 The Authority must ensure that its accounting records, accounts and financial statements are prepared and maintained in accordance with all relevant Australian Accounting Standards and legislation including the Local Government (Financial Management) Regulations 2011.

15. **AUDIT**

- 15.1 The Authority must appoint an auditor.
- 15.2 The Audit Committee must approve the audit strategy submitted by the external auditor before submission to the Board.
- 15.3 The Authority must provide its audited financial statements to the Chief Executive Officer of each Constituent Council by 30 September.

16. **FINANCE**

- 16.1 The Authority may establish and maintain a bank account with such banking facilities and at a bank to be determined by the Authority.
- 16.2 All cheques to be authorised must be signed by two Board Members or one Board Member and the Executive Officer.
- 16.3 Any payments made by Electronic Funds Transfer must be made in accordance with procedures which have received the prior approval of the auditor and been adopted by the Authority.
- 16.4 The Executive Officer must act prudently in the handling of all financial transactions for the Authority and must provide quarterly financial and corporate reports to the Authority and if requested, the Constituent Councils.
- 16.5 The Authority will, at the end of each financial year prepare a schedule of assets and liabilities. In addition, the Authority must maintain a record to be known as the 'Schedule of Constituent Councils' Interests in Net Assets'.
- 16.6 The Schedule of Constituent Councils Interests in Net Assets will reflect the proportionate contribution each Constituent Council has made to capital, operations and maintenance costs incurred by the Authority having regard to the proportionate contribution by way of subscriptions for each function undertaken by the Authority. The Schedule when updated by the Authority at the end of each financial year will reflect the proportionate contribution of each Constituent Council since the establishment of the Authority and once accepted by each Constituent Council will be evidence of the agreed proportion of a Constituent Council's interests in the net assets as at 30 June in that year.

16.7 Where there is any dispute as to the Schedule, Clause 21 shall apply.

17. **REPORTS AND INFORMATION**

17.1 The Authority must submit an annual report on its work and operations including its audited financial statements, to each Constituent Council before 30 September.

17.2 The Authority shall report at any other time at the written request of a Constituent Council on matters being undertaken by the Authority. Any such report shall be provided to all Constituent Councils.

18. **ALTERATION TO THE CHARTER**

18.1 This charter may be amended by unanimous resolution of the Constituent Councils.

18.2 Before the Constituent Councils vote on a proposal to alter this Charter they must take into account any recommendations of the Authority.

19. **WITHDRAWAL OF A CONSTITUENT COUNCIL**

19.1 Subject to the approval of the Minister, a Constituent Council may withdraw from the Authority by giving not less than six months notice of its intention to do so to all other Constituent Councils and the Executive Officer.

19.2 In any event a withdrawal will not become effective until 30 June following the expiry of the six months notice as required by Clause 19.1 in the preceding sub-clause. Until a withdrawal becomes effective, the Constituent Council proposing withdrawal from the Authority will remain liable for all financial contributions whilst still a Constituent Council and will continue to be responsible for ensuring the proper conduct of the affairs of the Authority.

19.3 A withdrawing Constituent Council is not entitled to any refunds of any contributions made.

20. **ADDITION OF NEW MEMBER**

20.1 The Authority may consider the addition of a Council as a Constituent Council.

20.2 The Constituent Councils must resolve unanimously to approve the addition of a Council as a Constituent Council.

20.3 The Charter shall be amended in accordance with the provisions of this Charter to provide for a Council becoming a Constituent Council.

21. **DISPUTES**

21.1 In the event of any dispute or difference between the Constituent Councils or between one or more Constituent Councils and the Authority concerning this Charter or the Authority (**the Dispute**), a party may initiate the dispute process set out in this clause by serving a notice of dispute on all other Constituent

Councils with a contemporaneous copy being served on the Authority. The parties:

- 21.1.1 will attempt to settle the dispute or difference by negotiating in good faith;
- 21.1.2 if good faith negotiations do not settle the dispute within one month of the Dispute arising or such longer time as the parties to the Dispute may agree, then the Dispute shall be referred to an expert for determination. The expert shall be a person with the skills and expertise necessary to resolve the dispute and shall be nominated by the President of the Local Government Association of South Australia. The expert's determination shall be final and binding on the Constituent Councils. The costs of the expert will be apportioned and payable in accordance with the expert's determination;
- 21.1.3 if the Dispute is unable to be resolved by the expert within six months then any Constituent Council may request the Minister wind up the Authority; and
- 21.1.4 notwithstanding the existence of a Dispute, the Constituent Councils will continue to meet their obligations to the Authority.

22. LIMIT OF LIABILITY

- 22.1 Except insofar as Clause 3.2 applies the liability of a Constituent Council to the Authority is limited to those functions undertaken by the Authority and to which the Constituent Council has made a financial contribution. The liability of a Constituent Council is proportional to the interest of that Council in the net assets of the Authority as determined under Clause 16 of this Charter.
- 22.2 The liability of a Constituent Council to the Authority for any function undertaken by the Authority under Clause 3.2 is limited to the requesting Constituent Council or Constituent Councils and as reflected in the agreement entered into with the Authority for those purposes.

23. DISSOLUTION OF THE AUTHORITY

- 23.1 The Authority may be dissolved by the Minister in the circumstances envisaged by Clause 33, Part 2 of Schedule 2 of the Act.
- 23.2 In the event of there being net assets upon the dissolution and after realisation of all assets and meeting all liabilities, the net assets will be distributed to the then Constituent Councils on the basis of their current interest in the net assets of the Authority as determined by Clause 16.
- 23.3 In the event of there being an insolvency of the Authority at the time of dissolution, the then Constituent Councils will be responsible jointly and severally to pay the liabilities of the Authority and between themselves in the proportion of their interest in the net assets last determined under Clause 16.

24. NON-DEROGATION AND DIRECTION BY CONSTITUENT COUNCILS

- 24.1 The establishment of the Authority does not derogate from the power of any of the Constituent Councils to act independently in relation to a matter within the jurisdiction of the Authority.
- 24.2 Provided that the Constituent Councils have all first agreed as to the action to be taken, the Constituent Councils may jointly direct and control the Authority.
- 24.3 Where the Authority is required pursuant to the Act or this Charter to obtain the approval of one or more of the Constituent Councils, that approval must only be granted and must be evidenced by a resolution passed by either or each of the Constituent Councils granting such approval.
- 24.4 Unless otherwise stated in this Charter, where the Authority is required to obtain the consent or approval of the Constituent Councils this means the consent or approval of both the Constituent Councils expressed in the same or similar terms.
- 24.5 For the purpose of this Clause 24, any direction given by the Constituent Councils must be communicated by notice in writing provided to the Executive Officer of the Authority together with a copy of the relevant resolutions of the Constituent Councils.

SCHEDULE 1 – FINANCIAL CONTRIBUTIONS

Constituent Council	Capital Works Percentage Share %	Maintenance of Assets Percentage Share %	Operational Costs Percentage Share %
Adelaide Hills Council	1.73	1.73	16.66
Adelaide Plains Council	28.91	28.91	16.66
The Barossa Council	8.67	8.67	16.66
Town of Gawler	17.34	17.34	16.66
Light Regional Council	8.67	8.67	16.66
City of Playford	34.68	34.68	16.66
Total	100%	100%	100%

Capital Works are defined as building and engineering works that create an asset and the renewal of existing assets that has reached the end of its useful life.

Maintenance is defined as recurrent expenditure to ensure that existing assets function as designed and are kept in good condition.

Operational Costs are defined as recurrent expenditure incurred to ensure that the Authority can conduct day to day functions. Depreciation falls within the scope of the Authority's operational costs.

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item: 12.12

Responsible Officer: Zoë Gill
Governance and Risk Coordinator
Office of the Chief Executive

Subject: Deputy Mayor Appointment

For: Decision

SUMMARY

The *Local Government Act 1999* provides that a council may hold a position of Deputy Mayor.

The purpose of this report is to undertake the process for the re-election of the Deputy Mayor position for a specified term.

Following discussion at Council on 14 December 2023 around the voting process undertaken to appoint to positions, this report also seeks to amend the voting process to somewhat simplify the process and also provide a greater level of clarity.

RECOMMENDATION

Council resolves:

Decision 1 (required if one candidate indicates intention to nominate)

Council resolves:

1. That the report on the Deputy Mayor Appointment be received and noted.
2. To appoint Cr _____ to the position of Deputy Mayor for a _____ month/year term to commence 1 June 2024 and conclude on 31 May 20__ inclusive.

Decision 2 (required if more than one candidate indicates intention to nominate)

Council resolves:

1. That the report on the Deputy Mayor Appointment be received and noted.
2. To determine that the method of selecting the Deputy Mayor to be by an indicative vote to determine the preferred person utilising the process as set out within this report and in accordance with the advice contained within Appendix 1.

Formal Motion to Adjourn

On resumption of Meeting

1. To appoint Cr _____ to the position of Deputy Mayor for a _____ month/year term to commence 1 June 2024 and conclude on 31 May 20__ inclusive.
-

1. BACKGROUND

Council resolved to create the Deputy Mayor position and the method of selecting the Deputy Mayor on 22 November 2022.

Cr Nathan Daniell was appointed to the position of Deputy Mayor for a period of 12 months to commence on 30 November 2022 and conclude on 30 November 2023. At 28 November 2023 Council meeting it was resolved to re-appoint Cr Nathan Daniell for a further 6 months to 31 May 2024.

Moved Cr Melanie Selwood
S/- Cr Chris Grant

307/23

Council resolves:

1. That the report be received and noted.
2. To appoint a Deputy Mayor.
3. To appoint Cr Nathan Daniell to the position of Deputy Mayor for a 6 month term to commence 1 December 2023 and conclude on 31 May 2024 inclusive.

Carried Unanimously

Role of Deputy Mayor

During the 2018-2022 Council term, the Deputy Mayor deputised for the Mayor on several occasions and acted in the Office of the Mayor during periods of absence (i.e. illness and leave).

During the current 2022-2026 period, the Deputy Mayor has deputised for the Mayor on several occasions and acted in the Office of the Mayor during periods of absence (i.e. leave of absence).

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal 5 A Progressive Organisation

Objective O4 We actively represent our community

Priority O4.3 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

Objective O5	We are accountable, informed, and make decisions in the best interests of the whole community
Priority O5.1	Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations

➤ **Legal Implications**

Section 51(4) states that if there is to be a Deputy Mayor, he or she will be chosen by the members of the council from amongst their own number and will hold office for a term determined by the council. A term is not to exceed 4 years.

Section 51(5) states that on expiration of a term of office, the Deputy Mayor is eligible to be chosen for a further term.

Section 51(6) states that in the absence of the Mayor, a Deputy Mayor may act in the Office of the Mayor. In doing so, the Deputy Mayor assumes the key duties of presiding over Council meetings and being the principal spokesperson of the Council.

By default, the Deputy Mayor assumes the role of Acting Mayor when the Mayor is on a leave of absence.

Section 74 – General conflicts of interest of the Act set out the provisions regarding General Conflicts of Interest. 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. For this matter, Council Members seeking to be appointed may have a General COI and should consider declaring the interest and acting in accordance with *s75B – Dealing with general conflicts of interest*.

Section 75 – Material conflicts of interest of the Act set out the provisions regarding Material Conflicts of Interest. 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. For this matter, Council Members seeking to be appointed to the Deputy Mayor position may have a Material COI due to the additional allowance payable and should consider declaring the interest and acting in accordance with *s75C – Dealing with material conflicts of interest*.

Council's *Information or Briefing Sessions Policy* created under *s90A(1)* sets out the provisions for the conduct of an Information or Briefing Session such as the session recommended for the purposes of indicative voting. The above COI provisions do not apply to an Information or Briefing Session if it occurs.

➤ **Risk Management Implications**

The Council's consideration of the requirement for a Deputy Mayor will assist in mitigating the risk of:

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

Inherent Risk

Residual Risk

Target Risk

Extreme (5C)	Low (3E)	Low (3E)
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Note that there are many other controls that assist in mitigating this risk.

➤ **Financial and Resource Implications**

An Independent Remuneration Tribunal has jurisdiction under section 76 of the Act to determine the allowances payable to council members. The Tribunal determines the annual allowance for councillors, principal members, deputy mayor, prescribed and non-prescribed committee presiding members and travel time allowances with the applicable determination of this term of council being *Determination 2 of 2022 – Allowances for Members of Local Government Councils*.

The Determination sets the annual allowance for a councillor who is a deputy mayor at 1.25 times the annual councillor allowance.

As a Group 2 Council for the purposes of the Determination, the Deputy Mayor's allowance will be \$25,296.25pa (effective from 12 November 2023). The Determination further prescribes that the Deputy Mayor will receive the equivalent of the Mayoral allowance (4 times the annual councillor allowance) in circumstances where they are required to act in the office of the Mayor for a period exceeding one month.

Council's current budget has provision for the costs associated with the Deputy Mayor role.

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

A Deputy Mayor's role is to act in the Office of Mayor when the Mayor is absent or on leave, which allows a continuance of mayoral activities within the Council Chamber and the community. The Deputy Mayor may also represent the Mayor at community events when the Mayor is unable to attend.

➤ **Sustainability Implications**

Not applicable.

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

There is no requirement for community consultation in relation to the appointment of a Deputy Mayor as Section 51(4) of the Act is clear that the Deputy Mayor is chosen by resolution of the Council.

➤ **Additional Analysis**

The Deputy Mayor position provides certainty and clarity regarding arrangements when the Mayor is unavailable to undertake official duties. Further, Council Members who undertake the Deputy Mayor role gain and develop skills to fill the Presiding Member's role as required.

In considering the Deputy Mayor position, Council may wish to consider suitability factors including (but not limited to):

- understanding of, or the ability to acquire the same in, the role, function, and strategic intent of the Council;

- understanding of, or the ability to acquire the same in, meeting procedure generally and the meeting procedure set out in the *Local Government (Procedures at Meetings) Regulations 2013* and Council's *Code of Practice for Council Meeting Procedures* more specifically;
- expertise in chairing meetings of comparable boards/committees in other organisations, public and private;
- ability to preside efficiently, firmly, impartially, and fairly over Council meetings;
- ability to manage conflict and differing opinions;
- ability and availability to represent and have an affinity with the community as a whole;
- ability and availability to represent the Council in the presence of members of Parliament, dignitaries, and peers;
- ability and availability to act in the Office of the Mayor during periods of absence;
- ability to deal with matters delegated under Council Policies to the Deputy Mayor (i.e. training and development, Council Member conduct);
- leadership, social and communication skills;
- relationship with the CEO, directors/departmental managers, and staff of the Council;
- the opportunity to provide professional development in presiding member skills;
- the opportunity to consider diversity in the role;
- current and future time commitments (i.e. there are a number of Council Committees, Regional Subsidiaries and Advisory Groups that will also require Council Member representation).

Indicative Voting Process for Determining Council Appointed Positions

Due to the implications of the Material Conflict of Interest provisions under s75 (see Legal Implications above), it is proposed that the Council adjourn the meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote (Indicative Voting Process) to determine the preferred person for the position of Deputy Mayor.

As the Indicative Voting Process involves discussion of a matter that is, or is intended to be, part of the agenda for a formal meeting of the Council or Council Committee, it is an Information or Briefing Session for the purposes of s90A and the *Information or Briefing Sessions Policy* (the Policy). As an Information or Briefing Session, the Chief Executive will conduct the session in accordance with the Policy.

Following the meeting of Council on 14 December 2023 a review of the Appointments to Positions Process contained in Clause 4.7 Council's *Code of Practice for Code of Practice for Council Meeting Procedures* has been undertaken by Kelledy Jones Lawyers. This review followed questions being raised at the meeting on the process and a desire to provide a more simplified process and in turn a greater level of clarity.

The revised process proposed is outlined within **Appendix 1** and is recommended as follows:

1. On reaching the Agenda item, and prior to any motion being moved, the Mayor enquires as to how many members intend to nominate for the position of Deputy Mayor;

2. if only one (1) elected member indicates their candidacy, that member will declare a material conflict of interest and leave the meeting, whilst the Mayor invites a motion without notice to appoint that member to the position (Decision 1);
3. the meeting will then deal with the motion;
4. if there are two (2) or more candidates, the Mayor will call for a formal motion to adjourn the meeting, until the conclusion of an informal secret ballot process;
5. once the meeting is adjourned, the Mayor will ask for confirmation of the candidates;
6. each candidate will be invited to speak for up to two (2) minutes as to the merits of their candidacy (as is provided for under the current procedure);
7. the Governance and Risk Coordinator will be the returning officer for the secret ballot process;
8. elected members will cast their votes on a slip of paper for their preferred candidate;
9. if any candidate receives a majority the votes cast (that is, more than 50% of votes), that person will be considered to be the successful candidate;
10. if no candidate achieves a majority of votes, the candidate with the lowest number of votes will be excluded, and the secret ballot will be repeated until there are only two (2) candidates;
11. if at any point the votes for two (2) or more candidates are equal, lots will be drawn to determine which candidates(s) are to be excluded;
12. the result of the ballot will be confirmed by resolution in the resumed Council meeting;
13. at this point in time, the preferred candidate will exclude themselves from the meeting, on the basis of a material conflict of interest, and the remaining (unsuccessful) candidates will determine what action they may wish to take on the basis of the general conflict of interest provisions under the Act; and
14. the returning officer will oversee the shredding of the ballot papers.

3. OPTIONS

The Council has the following options:

- I. To resolve to continue the position of Deputy Mayor for a period and to undertake the processes as outlined in the report (**Recommended**).
- II. To determine not to continue with the position of Deputy Mayor until later in the Term (**Not Recommended**). Doing so would require a member chosen by the Council to act in the office of Mayor or Chairperson during periods of the Mayor's absence.

4. APPENDICES

1. Legal Advice – Kelledy Jones Lawyers

Appendix 1

Legal Advice - Kelledy Jones Lawyers

24 November 2023

Kelley Jones

Terry Crackett
Director Corporate Services
Adelaide Hills Council

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VIA EMAIL: tcrackett@ahc.sa.gov.au

Dear Terry

APPOINTMENT OF DEPUTY MAYOR

Following our discussions, and having reviewed the proposed draft report for the Agenda item for the appointment of the Deputy Mayor, it is both our legal and 'best practice' governance advice that the existing process set out under the *Code of Practice for Council Meeting Procedures* (the **Code**) is:

- too prescriptive;
- unnecessarily complex;
- inconsistent in its terms and with section 51 of the *Local Government Act 1999* (the **Act**); and
- contrary to our discussion with the Mayor and yourself at the last ordinary Council meeting when a more informal process was adopted for certain appointments, that was less complex, yet still filled the positions in accordance with the Council's obligations under the Act and Regulations.

For, at least, these reasons, we recommend the Council consider adopting an alternative, more simple but effective procedure, being one that is similar to that followed by many councils in South Australia and is consistent with section 51 of the Act.

In this respect, our recommendation for the purposes of appointing the Deputy Mayor is:

1. on reaching the Agenda item, prior to any motion being moved, the Mayor enquires as to how many members intend to nominate for the position of Deputy Mayor;
2. if only one (1) elected member indicates their candidacy, that member will declare a material conflict of interest and leave the meeting, whilst the Mayor invites a motion without notice to appoint that member to the position;
3. the meeting will then deal with the motion;
4. if there are two (2) or more candidates, the Mayor will call for a formal motion to adjourn the meeting, until the conclusion of an informal secret ballot process;
5. once the meeting is adjourned, the Mayor will ask for confirmation of the candidates;

6. each candidate will be invited to speak for up to two (2) minutes as to the merits of their candidacy (as is provided for under the current procedure);
7. the Director of Corporate Services will be the returning officer for the secret ballot process;
8. elected members will cast their votes on a slip of paper for their preferred candidate;
9. if any candidate receives a majority the votes cast (that is, more than 50% of votes), that person will be considered to be the successful candidate;
10. if no candidate achieves a majority of votes, the candidate with the lowest number of votes will be excluded, and the secret ballot will be repeated until there are only two (2) candidates;
11. if at any point the votes for two (2) or more candidates are equal, lots will be drawn to determine which candidates(s) are to be excluded;
12. the result of the ballot will be confirmed by resolution in the resumed Council meeting;
13. at this point in time, the preferred candidate will exclude themselves from the meeting, on the basis of a material conflict of interest, and the remaining (unsuccessful) candidates will determine what action they may wish to take on the basis of the general conflict of interest provisions under the Act; and
14. the returning officer will oversee the shredding of the ballot papers.

We also recommend that as part of a broader workshop review of the *Code*, that the above be considered to replace that which currently exists.

Yours sincerely
KELLEDY JONES LAWYERS



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Yours sincerely
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**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item: 13.1

Responsible Officer: Kira-marie Laverty
Corporate Planning & Performance Coordinator
Corporate Services

Subject: Service Review Biannual Report

For: Information

SUMMARY

Council has resolved to implement a *Service Review Framework* (the “Framework”) as part of the *Annual Business Plan 2021-22*. The Framework was adopted by Council at the 26 October 2021 meeting and provides Council with principles and guidelines for conducting an external Service Review to evaluate the adequacy, effectiveness and efficiency of the reviewed services.

Since the adoption of the Framework, two service reviews have been conducted. The first was on the Civil Services Maintenance Function undertaken over March to June 2022 by Epic Projects & Consulting with the final report and recommendations provided to Council at the 26 July 2022 meeting and to the Audit Committee at the 15 August 2022 meeting. The second was undertaken over March to June 2023 by BeeSquared consultants with the final report and recommendations provided to Council at the 24 October 2023 meeting and to the Audit Committee at the 16 October 2023 meeting.

The purpose of this report is to present the progress of implementation and action plan contained in the *Service Review Biannual Report – Civil Services (Appendix 1)* and the *Service Review Biannual Report – Development Services (Appendix 2)*.

RECOMMENDATION

Council resolves that the Service Review Biannual Report be received and noted.

1. BACKGROUND

Council has resolved to implement a *Service Review Framework* (the “Framework”) as part of the *Annual Business Plan 2021-22*. The Framework as adopted by Council at the 26 October 2021 meeting and provides Council with principles and guidelines for conducting an external Service Review to evaluate the adequacy, effectiveness and efficiency of the reviewed services. The current budget allocation is for one external Service Review to be conducted per annum.

The *Service Review Brief – Civil Services* was presented at the 25 January 2022 Council Meeting.

The objective of the service reviews is to facilitate efficiency, effectiveness, and appropriateness in service provision through the analysis of factors such as:

- Service clarity, replicability and quality
- Customer (internal or external) priorities, aspirations and experience
- Alignment to the Council’s strategic intent
- Statutory obligations
- Process efficiency and saving opportunities
- Service delivery effectiveness and performance assessment

Since the adoption of the Framework, two service reviews have been conducted. The first was on the Civil Services Maintenance Function undertaken over March to June 2022 by Epic Projects & Consulting. The final report, recommendations, management response and action plan was presented at the 26 July 2022 Ordinary Council Meeting where it was resolved:

12.5 Service Review - Civil Services Maintenance

Moved Cr Linda Green
S/- Cr Leith Mudge

186/22

Council resolves:

1. That the report be received and noted
2. To receive and note the *Service Review 2021-22 – Civil Service Maintenance Function Report*, as contained in Appendix 1.
3. To adopt the *Service Review 2021-22 – Civil Service Maintenance Function – draft Action Plan*, containing the Service Review recommendations, management responses and agreed actions, as contained in Appendix 2
4. To note that that the implementation status of the agreed actions will be reported to Council on a biannual basis, nominally March and August.

Carried unanimously

This report was also provided to Audit Committee at its 15 August 2022 meeting where it was resolved:

8.9. Service Review Report – Civil Services

Moved Peter Brass
S/- Natalie Johnston

AC48/22

The Audit Committee resolves:

1. To receive and note this report
2. To receive and note the *Service Review 2021-22 – Civil Service Maintenance Function Report*, as contained in Appendix 1.
3. To receive and note the *Service Review 2021-22 – Civil Service Maintenance Function – draft Action Plan*, containing the Service Review recommendations, management responses and agreed actions, as contained in Appendix 2
4. To note that that the implementation status of the agreed actions will be reported to Council on a biannual basis, nominally March and August.

Carried Unanimously

The second was undertaken over March to June 2023 by BeeSquared consultants with the final report and recommendations provided to Council at the 24 October 2023 meeting where it was resolved:

12.2 Service Review – Development Services

Moved Cr Malcolm Herrmann
S/- Cr Chris Grant

269/23

Council resolves:

1. That the report be received and noted.
2. To receive and note the *Service Review 2022-23 – Development Services*, as contained in Appendix 3.
3. To receive and note the *Management Review and Action Plan in response to the Service Review 2022-23 – Development Services*, as contained in Appendix 4.
4. To note that that the implementation status of the agreed actions will be reported to Council on a biannual basis, nominally March and August.

Carried Unanimously

The report was also provided to the Audit Committee at the 16 October 2023 meeting where it was resolved:

8.1 Development Services Service Review – Implementation Plan

Moved Pamela Lee
S/- David Moffatt

AC39/23

1. That the report be received and noted.
2. To receive and note the Management Review and Action Plan in response to the Service Review 2022-23 – Development Services, as contained in Appendix 4.
3. To note that that the implementation status of the agreed actions will be reported to Audit Committee and Council on a biannual basis, nominally March and August.

Carried Unanimously

A biannual report has been drafted (**Appendix 1 and Appendix 2**) which was presented to Audit Committee meeting on 20 May 2024 where it was resolved:

8.5. Service Review Biannual Report

Moved Pamela Lee
S/- David Moffatt

AC25/24

The Audit Committee resolves that the Service Review Biannual Report be received and notes that:

1. When next reported original dates will be revised if they have not been achieved together with an explanation.
2. That the risk management plan be reviewed when the organisation wide service review occurs.

Carried Unanimously

As such, the next time the biannual reports are presented, there will be an adjustment to allow for the due date revisions to be included. These service reviews will be reviewed in the context of the broader organisation wide service review.

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal	A Progressive Organisation
Objective O2	Our customers find it easier to interact and do business with Council and have an improved customer experience.
Priority O2.2	Modernise our services and enhance the customer experience by making service delivery faster, more convenient and more proactive.
Priority 2.4	Continuously strive to measure and improve performance and service delivery across all functions.
Objective O3	Our organisation is financially sustainable for both current and future generations
Priority O3.4	Assess the range and level of services undertaken to ensure they fulfil Council’s legislative and strategic intent

Council also operates an Internal Audit Program which, while undertaking somewhat similar review activities, has as its main focus to evaluate the adequacy and effectiveness of the systems of internal control within the Council to manage risk.

The Internal Audit Program and this Framework are complementary but separate governance activities.

➤ **Legal Implications**

Section 8 of the *Local Government Act 1999* (the Act) sets out the principles that a council must act to uphold and promote observance in the performance of its roles and functions. The following principles are particularly relevant in the context of the Framework:

- (g) manage its operations and affairs in a manner that emphasises the importance of service to the community;
- (h) seek to ensure that council resources are used fairly, effectively and efficiently and council services, facilities and programs are provided effectively and efficiently;
- (i) seek to provide services, facilities and programs that are adequate and appropriate and seek to ensure equitable access to its services, facilities and programs;
- (ia) seek to balance the provision of services, facilities and programs with the financial impact of the provision of those services, facilities and programs on ratepayers;
- (j) achieve and maintain standards of good public administration;
- (k) ensure the sustainability of the council's long-term financial performance and position.

➤ **Risk Management Implications**

Lack of effective strategic planning and resource allocation processes

Inherent Risk	Residual Risk	Target Risk
Extreme (4A)	Low (3E)	Low

The Framework is a mitigation action in addition to the many controls that are already in place for this risk.

➤ **Financial and Resource Implications**

The Service Review was a funded initiative in the *Annual Business Plan 2021-22*. The funding of \$26,000 related directly to the cost of appointing an external consultant. This funding was increased to \$35,000 for the second review based on quotes from the market.

The Corporate Planning & Performance Coordinator coordinated the procurement, conduct and reporting of the Service Review.

There are further resource implications associated with the implementation of the Report recommendations as contained in the action plan in **Appendix 1 and Appendix 2**. Any

financial implications arising from the Report recommendations will be raised as budget review items or future consideration items, as required.

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

Implementation of the Service Review Report recommendations assists to facilitate improvements to customer satisfaction.

➤ **Sustainability Implications**

Implementation of the Service Review Report recommendations assists to facilitate improvements to the effectiveness and efficiency of related activities.

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

Consultation on the development of this report was as follows:

Council Committees: The Service Review Framework was considered at the Audit Committee meeting on 18 October 2021 where it was resolved to recommend adoption of the Framework to Council.

Council Workshops: The Service Review Framework was discussed in the 26 March 2021 Annual Business Plan and Budget workshop. Following the adoption of the Framework, a further workshop was held on 16 November 2021 to discuss the criteria for determining the function schedule for Service Reviews over the next 3 years.

Advisory Groups: Not applicable

External Agencies: Not applicable

Community: Not applicable

The final report, management response and associated recommendations were provided to Council at the 26 July 2022 meeting and to the Audit Committee at the 15 August 2022 meeting for the Civil Services maintenance function, and to the Council at the 24 October 2023 meeting and the Audit Committee at the 16 October 2023 meeting for the Development Services review.

➤ **Additional Analysis**

Details of the specific action plan and progress against each item is contained within the *Service Review Biannual Report – Civil Services (Appendix 1)* and the *Service Review Biannual Report – Development Services (Appendix 2)*.

3. OPTIONS

As this is an information report, Council is limited to receiving and noting the report.

4. APPENDICES

- (1) Service Review Biannual Report – Civil Services
- (2) Service Review Biannual Report – Development Services

Appendix 1

Service Review Biannual Report – Civil Services

Service Review 2021-22 – Progress Report

Civil Services Maintenance Function

A Service Review of the Civil Services Maintenance function was undertaken over March to June 2022 by Epic Projects & Consulting.

The Final Report and associated recommendations were provided to Council at the 26 July 2022 meeting and to the Audit Committee at the 15 August 2022 meeting. The following report provides the progress of activities detailed in the Action Plan which was produced by the Director Infrastructure and Operations in conjunction with other key staff in response to the recommendations.

Executive Summary

Implementation of the Civil Services maintenance function service review actions continued to be delayed over the latest reporting period, due to impacts of industry and sector wide labour shortages for civil labourers and supervisors. This has required the prioritisation of effort into reactive / high risk works, rather than planned continuous improvement activities. Council's Civil Services team continues to actively recruit to address this labour shortage.

Notwithstanding the above challenge, key actions administration actions have progressed, such as risk analysis and associated prioritisation of asset classes for development of service standards and maintenance plans. The roll out of infield devices has also continued, with Council's general maintenance teams trialing the works scheduling and job reporting via the Confirm Workzone platform.

Service Review Recommendations

The key recommendations from the Civil Services Maintenance Function Service Review are listed below, along with a proposed priority for addressing the findings:

No	Recommendation	H	M	L
1	Develop prioritised program maintenance plans	-	X	-
2	Develop an expanded operational service standard suite for maintenance activities	X	-	-
3	Roll out of CONFIRM system to Civil Service Maintenance	X	-	-
4	Develop and promote cross functional teams working more closely together	X	-	-
5	Improved Budgeting and Measuring Costs	-	-	X
6	Improved Process for Section planning	-	X	-
7	Reward and Recognition	-	X	-
8	Continuous Improvement	-	-	X
9	Customer Communication	-	X	-
	Total	3	4	2

Action Plan

Action	22-23	23-24	24-25
Prioritise the order in which specific Asset Class specific maintenance plans are to be developed.	X	-	-
Develop and implement the Asset Class specific maintenance plans.		X	X
Prioritise the order in which specific Asset Class service standards are to be developed to subsequently inform asset maintenance plans.	X	-	-
Develop and adopt the Asset Class specific service standards.		X	X
Expedite the transitioning to use of Confirm in the field through engaging with Strategic Assets and Information Services.	X	X	X
Establish Civil Services specific Confirm Working Group including all relevant stakeholders.	X	X	X
Some interim methods may be investigated to aid in forecasting more accurately the cost per service delivery type.	-	X	-
Following adoption of Service Standards, development of Maintenance Plans, and implementation of confirm, improve use of data for more refined cost forecasting.			X
Develop Annual Plans (Name to be determined) beginning with 2022-23. (First to be completed by end Q2 2022)	X	-	-
Work with Organisational Development to ensure alignment with broader AHC approach to Reward and Recognition.	-	X	-
Work with Communications and Engagement to determine what operational activities or achievements are of broader public interest and can be promoted.	-	X	-
Ensure teams designate specific time on a regular basis, to encourage identification and subsequent progression of work to formally improve work practices. (Particular regard to identification of savings, as well as improved efficiency and customer service).	X	X	X
The Infrastructure and Operations Directorate will work closely with Customer Service to determine any potential for further automated messaging to be put in place (not just Civil Services) and continue to explore ways to improve overall communication with customers).	X	-	-
Greater utilisation of Depot Administration resource to provide job specific information to customers.	-	X	-
Total	-	-	-

Progress Update

The following tables show the action plan developed to address the recommendations in the table above, with the ID's linking back to those assigned in the "Audit Risk Register". Note: where an action addresses multiple recommendations they have been grouped together in the table below.

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
1.1 & 2.1	Prioritise the order in which specific Asset Class specific maintenance plans are to be developed.	30/06/2023	1	Medium	A risk based approach was taken to identifying the priority order for the development of asset class specific maintenance plans, with the following order being deemed most appropriate: <ol style="list-style-type: none"> 1. Stormwater (risk to private property impact, alignment with relevant AMP development) 2. Bridges (high risk structure) 3. Roads (high value asset) 4. Footpaths 5. Kerbing 6. Other 7. Sports & Recreation (low risk) 8. CWMS (largely contracted) 	Completed
2	High					
1.2	Develop and implement the Asset Class specific maintenance plans.	30/06/2025	1	Medium	A draft stormwater asset class maintenance plan is in development, to align with the draft Stormwater Asset Management Plan.	In progress
2.2	Develop and adopt the Asset Class specific service standards.	30/06/2024	2	High	A draft stormwater asset class service standard is in development, to align with the draft Stormwater Asset Management Plan.	In Progress
3.1	Expedite the transitioning to use of Confirm in the field through engaging	30/06/2023	3	High	These works have commenced, focusing on developing the workflow of discrete functions from CRM to Confirm. Early efforts	In Progress

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
	with Strategic Assets and Information Services.				have focused on Council's Quick Response function, and have been expanded to include general maintenance teams. Completion of this action has been greatly impacted by the availability of resources, particular field workers, which has required a focus on recruitment and sourcing of temporary labour, and associated impacts on service delivery.	
4.1	Establish Civil Services specific Confirm Working Group utilising the newly developed Project Management Framework (which will include all relevant stakeholders)	30/06/2023	4	High	The Confirm Working Group has been established, and will continue to meet monthly, for the duration of the project.	Complete
5.1	Some interim methods may be investigated to aid in forecasting more accurately the cost per service delivery type.	30/06/2024	5	Low	This action is pending the adoption of asset specific service standards priority lists.	Not Commenced
5.2	Following adoption of Service Standards, development of Maintenance Plans, and implementation of confirm, improve use of data for more refined cost forecasting.	30/06/2025	5	Low	This action is pending the adoption of individual asset class service standards.	Not Commenced
6.1	Develop Annual Plans (Name to be determined) beginning with 2022-23. (First to be completed by end Q2 2022).	30/06/2023	6	Medium	This action was postponed for due to key vacancies within the Civil Services Maintenance Function. A draft Annual plan will now be prepared for the 24/25 FY.	In progress
7.1	Work with Organisational Development to ensure alignment with broader AHC approach to Reward and Recognition.	30/06/2024	7	Medium	A working group has been established with Civil Services, Open Space, and People & Culture team to work through issues around the recognition of operational staff. This	In progress

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
					includes providing input into the Council's Recognition Policy review.	
7.2	Work with Communications and Engagement to determine what operational activities or achievements are of broader public interest and can be promoted.	30/06/2024	7	Medium	A working group has been established with Civil Services, Open Space, and Communications & Engagement teams to work through issues around promoting operational activities of Council.	In progress
8.1	Ensure both office and field based teams designate specific time on a regular basis, to encourage identification and subsequent progression of work to formally improve work practices. (Particular with regards to identification of savings, as well as improved efficiency and customer service).	30/06/2023	8	Low	This work has commenced as part of routine team meetings and team leadership discussions. When further progressed, it will be formalised to document outcomes.	In progress
9.1	The Infrastructure and Operations Directorate will work closely with Customer Service to determine any potential for further automated messaging to be put in place (not just Civil Services) and continue to explore ways to improve overall communication with customers	30/06/2023	9	Medium	A preliminary meeting has been held with the customer experience project officer, with a focus on automation, although this has largely been placed on hold pending implementation of Council's new CRM system.	In progress
9.2	Greater utilisation of Depot Administration resource to provide job specific information to customers.	30/06/2024	9	Medium	This position is currently vacant/ filled by temporary backfill, with this action to be reviewed once key vacancies at the depot are reviewed and filled.	In Progress

Appendix 2

Service Review Biannual Report – Development Services

Service Review 2022-23 – Progress Report

Development Services

A Service Review of the Development Services function was undertaken over March to June 2023 by BeeSquared Consultants.

The Final Report and associated recommendations were provided to Council at the 24 October 2023 meeting and to the Audit Committee at the 16 October 2023 meeting. The following report provides the progress of activities detailed in the Action Plan which was produced by the Director Community & Development in conjunction with other key staff in response to the recommendations.

Executive Summary

Seven (7) of the high priority actions of the Service Review have been completed, with a further three (3) high priority actions to be completed by 30/6/2024 or 31/07/2024. The remaining high priority action at 5.2 for development of a business case for additional resource if determined necessary, is considered to be better reviewed as part of the budget discussions for 2025/26 given there is no scope for additional resources without budget as part of the current draft Council budget process.

All of the remaining actions have been commenced and eight (8) have been completed. The team continues to work conscientiously to complete the actions of the Service Review.

Prioritisation

The level of priority assigned to the Recommendations was as below:

Priority	Description
High	Level of impact is high, and should ideally be addressed as a matter of priority.
Medium	Level of Impact is high, however implementation may be less urgent or is reliant on other work being undertaken prior
Low	Lower level of impact, urgency or for consideration in future, pending implementation outcomes of other recommendations

Service Review Recommendations

The key recommendations from the Development Services Service Review are listed below, along with a proposed priority for addressing the findings:

	Recommendation	H	M	L
People				
1	Validation and alignment on Team outcomes and purpose, guide process to balance community, legislative and applicant outcomes		X	
2	Resource and process management upskilling for Team Leaders and Manager, supported by balanced metrics, governance		X	
Process				
3	Duty Planner to answer incoming calls	X		
4	Trial Development Services option to customer service IVR to redirect calls			X
5	Agree internal referral times for all areas to assist planner in setting expectations	X		
6	Operational Data based Governance framework to actively monitor and regularly discuss process performance metrics and process alignment		X	
7	Creation of ESP Register to enable control check that all Form 3s are completed	X		
8	Agree Council approach to building inspection with incoming need for Council issuance of Certificate of Occupancy	X		
System				
9	Review and update planning compliance workflow to enable recorded activities to better measure effectiveness and experience		X	
10	Control reports with escalation points for customer queue and compliance, e.g. notifications/forms note received, open inspection compliance unresolved and customer queries		X	
11	Leverage planning portal data to create and actively measure of end to end customer times in combination with legislative measures		X	
12	Record preliminary advice as application in development apps or alternative for reference for future assessment	X		
Operating Model				
13	Relationship meeting with high volume applicants, to identify market trends, seek feedback and work to collaborative solutions		X	
14	Add additional building engineering consultant to reduce sole operator key person risk		X	
15	Consideration Planning compliance to transition reporting line from Manager to Team Leader			X
16	Consider Planning and Building overflow suppliers at points of attrition and Jan 24 Certificate of Occupancy change	X		
Total				

Action Plan

	Action	23-24	24-25	25-26
1	Validation and alignment on Team outcomes and purpose, guide process to balance community, legislative and applicant outcomes	X		
2	Resource & process management upskilling for Team Leaders and Manager , supported by balanced metrics, governance	X		
3	Duty planner to answer incoming phone calls	X		
4	Trial Developments Services option to customer service IVR to redirect calls		X	
5	Agree internal referral times for all areas to assist planner in setting expectations	X		
6	Operational Data based Governance framework to actively monitor and regularly discuss process performance metrics and process alignment	X		
7	Creation of ESP register to enable control check that all Form 3s are completed	X		
8	Agree Council approach to building inspection with incoming need for Council issuance of Certificate of Occupancy	X		
9	Review and update Planning compliance workflow to enable recorded activities to better measure effectiveness and experience	X		
10	Control reports with escalation points for customer queue and compliance, e.g. Notifications/forms note received, open inspection compliance unresolved and customer queries	X		
11	Leverage planning portal data to create and actively measure of end-to-end customer times in combination with legislative measures	X		
12	Record preliminary advice as application in development apps or alternative for reference for future Assessment	X		
13	Relationship meeting with high volume applicants , to identify market trends, seek feedback and work to collaborative solutions	X		
14	Add additional Building engineering Consultant to reduce sole operator key person risk	X		
15	Consideration Planning Compliance to transition reporting line from Manager to Team Leader		X	
16	Consider Planning and Building overflow suppliers at points of attrition and Jan 24 Certificate of Occupancy change	X		
	Total	14	2	

Progress Update

The following tables show the action plan developed to address the recommendations in the table above.

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
1.1	Team to meet and discuss and agree upon internal process and timeframes to create consistency in assessment and decision approach	30/06/2024	1	Medium	Conversation about internal process commenced with engineering, arboriculture and property departments as part of S221 LG permit working party. Agreed timeframes with local heritage consultant established with new contractor. Meetings to be set-up commencing late May but delayed with current recruitment processes.	In progress
1.2	External consultant to assist the Team to navigate this aspect to ensure clear agreement on these aspects	30/06/2024	1	Medium	Discussions have been had around having a departmental planning day with an external consultant to ensure the team are moving in the same direction. This has been on hold for the moment until some vital positions are filled.	In progress
2.1	Leadership and people management training to assist to effectively mentor and manage team members and workflows	30/06/2024	2	Medium	Team Leaders to attend LG Professional training on 15 May 2024 but further training to be investigated following this.	In progress
2.2	Process mapping review to implement efficiencies	30/06/2024	2	Medium	Some aspects of workflow have been identified and mapped for resolution. Continue to work with PlanSA for enhancements.	In progress
3.1	Duty Planner to be office based and to answer calls where practical	30/06/2024	3	High	Actioned 02/08/23	Complete
3.2	Set up of new shared calling system through Teams Calling to be rolled out later in 2023.	30/06/2024	3	High	The Teams phones system implementation in November 2023 has improved efficiency and tracking of duty planner queries.	Complete

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
4.1	Investigate options and understand impact of introduction of IVR to both customer service staff and Development Support staff	30/06/2025	4	Low	Staff have had some discussions with IT regarding whether an IVR system would be the best way to deliver customer service. The new Teams system review will provide further discussion opportunity.	In progress
5.1	Extrapolate data to understand the quantum of referrals to each other business unit and timeframes needed to be met	30/06/2024	5	High	Data Report being worked on in advance of meetings with internal departments late May/June.	In progress
5.2	Business case for additional resource if determined necessary (likely only for Arborist referrals)	30/06/2024	5	High	Scope for additional resources without budget not likely this financial year – delayed to 2025/26 FY	Deferred
6.1	Leadership and people management training for Manager and team leaders	30/06/2024	6	Medium	Team Leaders to attend LG Professional training on 15 May 2024 but further training to be investigated following this.	In progress
6.2	<ul style="list-style-type: none"> Regular feedback including data and detail. Trends to be discussed at regular team meetings One on one meetings if required 	30/06/2024	6	Medium	Trend data included as a standard item in all of team meetings each quarter.	Complete
7.1	Set up of the ESP register has occurred and will be continually updated and monitored for compliance	30/06/2024	7	High	The ESP Register has been created and all existing applications in the PlanSA Portal have been entered into the Register. Approximately 25% of the older ESPs created under the Development Act have been entered into the Register. Action on target for completion by 30/6/24.	In progress
8.1	Agree Council approach to building inspection with incoming need for Council issuance of Certificate of Occupancy	30/06/2024	8	High	Requirement for Certificate of Occupancy for residential developments has been delayed by State Government and implementation now commences from 1 October 2024.	In progress

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
					Analysis has been undertaken on 3 options to cater for this change with a preferred option being the middle position of an additional building inspection on completion for buildings in high bushfire locations to manage risk. This relied on an additional resource of 1 FTE being employed. As per comment in 8.2 now needing to be scoped on existing FTEs and further analysis required to determine the level of inspections based on existing FTEs.	
8.2	Business case has been developed and will be progressed subject to budget being allocated in the LTFP & 24/25 FY budget Additional responsibilities from 1.1.2024 will be managed using a contract resource until budget confirmed	30/06/2024	8	High	No budget allocated in 2024/25 and approach to be scoped on existing FTEs.	Complete
9.1	Review and update Planning compliance workflow to enable recorded activities to better measure effectiveness and experience	31/01/2025	9	Medium	Process reviewed to capture compliance activities relevant to particular properties in existing systems. New CRM is a potential opportunity to better capture and measure compliance activities in a consistent manner with other regulatory functions. Waiting on implementation of new CRM in July 2024 and further analysis of system to determine if CRM an appropriate system for managing planning compliance. Planned action completion date extended to 31/01/2025.	In progress

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
9.2	Team Leader to check compliance actions when reviewing applications for allocation	30/06/2024	9	Medium	From December 2023, file allocation process amended to includes this.	Complete
10.1	Regular monitoring of Planning Portal data to identify applications that may require escalation	30/06/2024	10	Medium	Planning Team Leader regularly monitors these matters and provides updates to Manager who determines if escalation needed.	Complete
10.2	Investigate options for processes that could be put in place to capture other outstanding matters for escalation	30/06/2024	10	Medium	Continued discussion with management team in Development Services	In Progress
11.1	Development Support to be trained to pull data into reports for provision to Manager and Team Leaders.	30/06/2024	11	Medium	Team Leader Administration developed trend data reporting and included as a standard item in all of team meetings each quarter.	Complete
11.2	Ongoing Monthly monitoring	30/06/2024	11	Medium	Planning Team Leader and Team Leader Building provides monthly reports to Manager and Director.	Complete
12.1	Develop procedure for file notes from prelim advice meetings to be linked to property file ahead of lodgment of an application	30/06/2024	12	High	New file note and procedure developed and information recorded in Council Records System.	Complete
12.2	Develop procedure for holding of prelim advice meetings including who to attend, recording of information and cross check by Team Leader/Manager at assessment stage	30/06/2024	12	High	New file note and procedure developed and information recorded in Council Records System.	Complete
12.3	Development Support has drafted a template to record pre-app advice which is being stored electronically – will be linked at file allocation stage	30/06/2024	12	High	This is achieved through the completion of 12.1.	Complete

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
13.1	Create action list of high volume customers	30/06/2024	13	Medium	Shed and verandah manufacturers identified. Other volume customers being identified for further engagement.	In progress
13.2	Develop framework to engage with high volume customers including frequency of contact and information to be shared & discussed	30/06/2024	13	Medium	Initial discussions held with high volume shed and verandah structures manufactures to discuss concerns. Feedback has been received and shared with relevant departments. Other volume customers being identified for further engagement.	Ongoing
14.1	Explore if any options on Vendor Panel that can be utilised on a consultant basis that would eliminate the need for a procurement process if under \$10k spend	30/06/2024	14	Medium	Confirmation received of LGA Supplier Panel list for structural engineering consultants available. 12 consulting engineering firms are available and can be engaged within a 5-day period.	Complete
14.2	Undertake process to appoint additional engineering consultant to approved contractor list	30/06/2024	14	Medium	Not required as procurement staff have advised another consultant can be engaged within a 5 day period through the LGA Supplier Panel.	Complete
15.1	Undertake consultation in relation to best structure to support Compliance Officer and change reporting structure	30/06/2025	15	Low	In interim the team structure has been amended (December 2023) to include three Senior Planner positions that assist with Planning Compliance.	Ongoing
15.2	Review Senior Planner role to provide additional support to Compliance Officer	30/06/2025	15	Low	Undertaken in November 2023	Complete
16.1	Monitor planning & building workload and consider if roles are required to be replaced at point of attrition, this includes cost benefit of using consultants vs staff	30/06/2024	16	High	Since the review the department have had three resignations. The workload taken on by the team since these resignations is well above capacity and it has been determined that the department requires those roles to be filled. Planning have currently engaged a consultant to assist with workloads whilst	Complete

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
					recruitment is underway. However, the cost of using a consultant and the inefficiencies involved have determined that having the roles filled is a far more cost-effective and efficient than using consultants.	
16.2	Analysis has been undertaken on 3 options to cater for the Certificate of Occupancy change with a preferred option being the middle position to manage risk and resource appropriately	30/06/2024	16	High	Certificate of Occupancy for residential developments has delayed implementation to 1 October 2024. Analysis has been undertaken on 3 options to cater for this change with a preferred option being the middle position of an additional building inspection on completion for buildings in high bushfire locations to manage risk. This relied on an additional resource of 1 FTE being employed. As per comment in 8.2 now needing to be scoped on existing FTEs and further analysis required to determine the level of inspections based on existing FTEs	Complete

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 May 2024
AGENDA BUSINESS ITEM**

Item: 12.3

Responsible Officer: Karen Cummings
Manager Property Services
Environment and Infrastructure

Subject: Stirling Oval Pavilion - update

For: Information

SUMMARY

The purpose of this report is to provide an interim report, as required by a previous Council resolution, regarding the Stirling Pavilion Foundation Inc's proposal to construct a pavilion at Stirling Oval. At its meeting held on 28 November 2023, Council considered an unsolicited proposal by the Stirling Pavilion Foundation Inc. for the development of the pavilion. At that meeting Council resolved to proceed with the process for consideration of landowner consent for the proposed development.

RECOMMENDATION

Council resolves that the Stirling Oval Pavilion - update report be received and noted.

1. BACKGROUND

At its meeting held on 28 November 2023, Council resolved as follows:

VARIATION

With the consent of the Mover (Cr Mark Osterstock) and the Seconder (Cr Kirrilee Boyd), Cr Malcolm Herrmann sought and was granted leave of the meeting to vary the motion to insert paragraph 4.

Council resolves:

1. That the report be received and noted.
2. That Council proceeds with the process for considering landowner consent for the development of a pavilion at Stirling Oval and delegates authority to the Chief Executive Officer, or their delegate, to enter into a Framework Agreement document with the Stirling Pavilion Foundation Inc.
3. That the Framework document include, amongst other matters, the steps required to consider landowner consent for the development of a Pavilion on Stirling Oval, possible terms of any arrangements for the leasing or licensing of the Stirling Oval for the proposed development, statutory requirements that need to be followed, and any cost sharing arrangements.
4. The CEO provides an interim report on progress on the project by the end of 31 May 2024
5. That following the negotiation of a Framework document a report be submitted to Council that provides an update on the terms of the Framework document.
6. That a further report be submitted to Council that considers the Community Land implications including community consultation on any proposed changes to the Community Land Management Plan for Stirling Oval as required under Section 198 of the Local Government Act 1999.
7. That the further report in (5) above also considers the requirements of Section 202 of the Local Government Act 1999 regarding the alienation of Community Land by lease or license including but not limited to community consultation requirements.

Carried Unanimously

This report provides an interim update on the status of this matter as required by point 4 of the resolution.

2. ANALYSIS

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

Strategic Plan 2020-24 – A brighter future

- | | |
|---------------|---|
| Goal 1 | A functional Built Environment |
| Objective B2 | Preserve and enhance the unique character of the Hills for current and future generations |
| Priority B2.1 | Continue to embrace and support community led public place revitalisations across our district. |

Strategic Plan 2020-24 – A brighter future

- | | |
|--------------|---|
| Goal 1 | A functional Built Environment |
| Objective B2 | Preserve and enhance the unique character of the Hills for current and future generations |

Priority 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.

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

Strategic Plan 2020-24 – A brighter future

Goal 2 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.

Strategic Plan 2020-24 – A brighter future

Goal 5 A progressive organisation
Objective 04 We actively represent our community
Priority C1.1 Optimise opportunities for the community to access and provide input into the decision-making processes.

➤ **Legal Implications**

There are a number of legal matters to be addressed in order for Council to move forward to consider the proposal for landowner consent. These were set out in detail, in the 28 November 2023 Council report, but are summarised again below:

Unsolicited proposal

The proposal as received on 18 June 2023 constitutes an unsolicited proposal, as it has not arisen from a direct or general approach to the ‘market’ by Council. Council does not have an unsolicited proposals policy that sets out how the matter should be dealt with. In the absence of an Unsolicited Proposals Policy, any decision for Council to proceed with a lease or license over a portion of Stirling Oval would be at Council’s discretion. At its meeting on 28 November 2023 Council decided to consider a Framework Agreement that would step out the considerations that would need to be made in order for Council to formally consider the unsolicited proposal.

Progressing with a Framework Agreement does not prevent Council from not going ahead with its consideration of the unsolicited bid proposal at any time.

Trustee Act 1936

There are existing legal restrictions over the land that may limit or prevent the proposed development from being implemented in its current form or at all. Specifically, the land was handed over to the (then) District Council of Stirling in 1936 that specifies that:

1. The land should be used at all times as a public recreation ground.
2. That Sunday sports and past times shall be undertaken on the Recreation Ground.
3. That the recreation ground can be closed up to “20 times per year” for “special occasions.”

Local Government Act 1999

The Stirling Oval land is currently classified as community land under the *Local Government Act 1999*. There are several ways that the community land status affects the use of Council land namely:

- Council must manage community land in accordance with any management plan for the relevant land (Section 199).
- A person must not use community land for a business purpose contrary to the provisions of a management Plan (Section 200 (1)).
- Before Council grants a lease or licence over community land (for a term longer than five years) it must follow the relevant steps set out in its public consultation policy (Section 202 (2) and (3)).
- A lease or licence over community land may be granted for a term not exceeding 42 years (Section 202 (4)).
- A lease or licence must be consistent with any relevant management plans (Section 202 (6)).

Retail and Commercial Leases Act 1995

- Depending on the nature of any lease (and the potential lessee) the *Retail and Commercial Leases Act 1995* may apply. If so, this will need to be managed in the broader context of a commercial negotiation with the proposed lessee. Commercial terms such as rent, usage requirements and fees, ownership and maintenance of improvements and handover obligations etc. would need to be negotiated and resolved.

➤ **Risk Management Implications**

The appropriate management of Councils community land will assist in mitigating the risk of:

Failure to manage and develop public areas vested in, or occupied by the Council leading to legal challenges.

Inherent Risk	Residual Risk	Target Risk
Extreme (3A)	Low (2E)	Low (2E)

Failure to investigate and approve a requested community suggestion leading to a possible lack of confidence in Council and its consultation processes.

Inherent Risk	Residual Risk	Target Risk
High (4C)	Low (1D)	Low (2E)

There are various pieces of legislation that are required to be followed in order for Council to appropriately manage the request outlined in the proposal. This includes the functions of Council under the *Local Government Act 1999* and the processes that relate to the management of community land under the Act. It is therefore important for Council to deal with the proposal in an open and transparent manner and using good governance practices.

➤ **Financial and Resource Implications**

To date, approximately \$10,000 has been incurred by Council in order to consider this matter. This does not include the value of staff time dedicated to the matter.

The draft Framework Agreement to be put to a future Council meeting considers the apportionment of costs in dealing with this matter.

At this stage, the Council has not been formally requested to make a financial contribution to the cost of the project, other than for an amount equivalent to what the Council would have otherwise spent on renewal of the existing clubroom at the site. Rather, the Foundation is looking to seek external funding from other sources and through local community fundraising, in much the same way as the community did in the 1930's for the initial project.

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

At this stage, there has not been any community engagement undertaken in relation to the proposal. If Council chooses to move forward to consider the proposal on its land, then community consultation would be undertaken to amend the community land management plan for the site. Given the likely interest in the project, it is suggested that any community engagement would not just extend to immediately impacted (adjacent residents) but also to the wider community. This is separate to any consultation required as part of the current development assessment statutory process. Indeed, to consider changing the current community land management plan for the site, to enable to proposed use, the Council would need to undertake broader community engagement.

➤ **Sustainability Implications**

The upgrade of existing clubrooms to change rooms is an adaptive reuse of an existing building, with the new pavilion building will be built to current modern day construction requirements.

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

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not applicable
<i>Council Workshops:</i>	Not applicable
<i>Advisory Groups:</i>	Not applicable
<i>External Agencies:</i>	Not applicable
<i>Community:</i>	Not applicable

➤ **Additional Analysis**

Following the Council meeting held on 28 November 2023, due to the complexity of receiving an unsolicited proposal of this nature, there have been some delays in the preparation of the draft Framework Agreement. The draft Framework Agreement covers the following areas:

- Background.
- Attachment of concepts plans for the proposal.
- Legislation applicable to the Agreement.
- Definition of the Project.
- Purpose and Objectives of the Agreement.
- Discussions and processes for moving forward with consideration of the proposal.
- Note that no assurances can be provided that the development will proceed.

- Relationship between the Agreement and relevant Development Approval activities.
- Confidentiality clauses.
- Notations around the Trust and how that may be managed.
- Community Land implications.
- Communication between the parties and Community Engagement activities.
- Project deliverables.
- The fact that the Project may require amendment following community consultation.
- Apportionment of costs.

Importantly, the draft Framework Agreement outlines the need for the proponent to prepare a business plan to demonstrate how the facility will be operated ongoing, including to demonstrate what and how necessary funds will be raised for its ongoing maintenance and operation. It is understood that the Stirling Pavilion Foundation Inc are currently preparing the detailed Business Plan for the project.

The terms of the draft Framework Agreement will be reported to Council at an upcoming meeting when agreement in principle has been reached.

Further advice will be provided to Council about the order in which its consideration of the proposal should progress, given the complexity of the Trust arrangements and the need for community consultation.

Once the terms of the Framework Agreement have been agreed in principle between the parties, a further report will be submitted to Council on this matter.

3. OPTIONS

Council has the following options:

- I. Receive the report (Recommended)
- II. Not receive the report (Not Recommended)

4. APPENDICES

Nil

**ADELAIDE HILLS COUNCIL
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING
WEDNESDAY 8 MAY 2024
63 MOUNT BARKER ROAD, STIRLING
AND
ZOOM VIRTUAL MEETING ROOM**

[Please Note: These minutes are unconfirmed until 12 June 2024]

In Attendance

Presiding Member

Geoff Parsons

Members

Ross Bateup

Paul Mickan

Leith Mudge

In Attendance

Jess Charlton
Deryn Atkinson
James Booker
Ashleigh Gade
Doug Samardzija
Tom Portas
Sarah Kimber
Karen Savage

Acting Director Community & Development
Assessment Manager
Team Leader Statutory Planning
Senior Statutory Planner
Senior Statutory Planner
Systems Analyst, Information Systems
Team Leader Administration
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 Kurna people. We pay our respects to Elders past, present and emerging as the Custodians of this ancient and beautiful land. Together we will care for this country for the generations to come”.

**ADELAIDE HILLS COUNCIL
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING
WEDNESDAY 8 MAY 2024
63 MOUNT BARKER ROAD, STIRLING
AND
ZOOM VIRTUAL MEETING ROOM**

[Please Note: These minutes are unconfirmed until 12 June 2024]

3. Apologies/Leave of Absence

3.1 Apologies
Myles Somers

3.2 Leave of Absence
Nil

4. Previous Minutes

4.1 Meeting held 10 April 2024

The minutes were adopted by consensus of all members

(16)

That the minutes of the meeting held on 10 April 2024 be confirmed as an accurate record of the proceedings of that meeting.

5. Presiding Member's Report

Nil

6. Declaration of Interest by Members of Panel

Nil

7. Matters Lying on the Table/Matters Deferred

7.1 Matters Lying on the Table
Nil

7.2 Matters Deferred
Nil

**ADELAIDE HILLS COUNCIL
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING
WEDNESDAY 8 MAY 2024
63 MOUNT BARKER ROAD, STIRLING
AND
ZOOM VIRTUAL MEETING ROOM**

[Please Note: These minutes are unconfirmed until 12 June 2024]

8. Development Assessment Applications – Planning, Development and Infrastructure Act

8.1 Development Application 23035583 by Lianne Sordillo for variation to DA 22022718 – to increase wall height of dwelling at 23 Highlands Court, Woodforde

8.1.1 Representations

Name of Representor	Address of Representor	Nominated Speaker
Phillip Brunning on behalf of Allan Amber	17 Kintyre Road Woodforde	Phillip Brunning

The representor's representative, Phillip Brunning, addressed the Panel and answered questions from the Panel.

The applicant's representative, Salvatore Marzullo, addressed the Panel and answered questions from the Panel.

8.1.2 Decision of Panel

The following was adopted by consensus of all members (17)

The Council Assessment Panel resolved that:

- 1) Pursuant to Section 107(2)(c) of the Planning, Development and Infrastructure Act 2016, and having undertaken an assessment of the application against the Planning and Design Code, the application is NOT seriously at variance with the provisions of the Planning and Design Code; and**
- 2) Development Application Number 23035583 by Lianne Sordillo for variation to DA 22022718 – to increase wall height of dwelling at 23 Highlands Court, Woodforde is GRANTED Planning Consent subject to the following conditions:**

CONDITIONS

Planning Consent

- 1) The development granted shall be undertaken and completed in accordance with the stamped plans and documentation, except where varied by conditions below.**

**ADELAIDE HILLS COUNCIL
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING
WEDNESDAY 8 MAY 2024
63 MOUNT BARKER ROAD, STIRLING
AND
ZOOM VIRTUAL MEETING ROOM**

[Please Note: These minutes are unconfirmed until 12 June 2024]

- 2) Except where varied by this authorisation, all other conditions, plans and details relating to Development Authorisation 22022718 continue to apply to this amended authorisation.

ADVISORY NOTES

General Notes

- 1) No work can commence on this development unless a Development Approval has been obtained. If one or more consents have been granted on this Decision Notification Form, you must not start any site works or building work or change of use of the land until you have received notification that Development Approval has been granted.
- 2) Appeal rights – General rights of review and appeal exist in relation to any assessment, request, direction or act of a relevant authority in relation to the determination of this application, including conditions.
- 3) This Planning Consent is valid for a period of twenty-four (24) months commencing from the date of the decision, subject to the below or subject to an extension having been granted by the relevant authority. If applicable, Building Consent must be obtained prior to expiration of the Planning Consent.
- 4) Where an approved development has been substantially commenced within 2 years from the operative date of approval, the approval will then lapse 3 years from the operative date of the approval (unless the development has been substantially or fully completed within those 3 years, in which case the approval will not lapse).

9. **Development Assessment Applications – Development Act**
Nil
10. **Development Assessment Applications – Review of Decisions of Assessment Manager**
Nil

**ADELAIDE HILLS COUNCIL
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING
WEDNESDAY 8 MAY 2024
63 MOUNT BARKER ROAD, STIRLING
AND
ZOOM VIRTUAL MEETING ROOM**

[Please Note: These minutes are unconfirmed until 12 June 2024]

11. ERD Court Appeals

- 11.1 **Development Application 23034228 by Scott Butler for single storey detached dwelling, in-ground swimming pool with associated safety barriers, tennis court with 4 x light poles and associated fencing, combined fence & retaining walls, retaining walls & 2 x water storage tanks at 47 Lesley Crescent, Crafers**

11.1.1 **Representations**

Representations heard previously at CAP meeting held on 13 March 2024.

The applicant's representative, Corey Polyak (URPS), was invited to address the Panel and answer questions from the Panel.

12. Order for Exclusion of the Public from the Meeting to debate Confidential Matters

The following was adopted by consensus of all members (18)

That pursuant to Regulation 13(2)(a) of the *Planning, Development and Infrastructure (General) Regulations 2017*, the Council Assessment Panel orders that all members of the public, except:

- Presiding Member, Geoff Parsons
- Independent Member, Ross Bateup
- Independent Member, Paul Mickan
- Independent Member, Leith Mudge
- Acting Director Community and Development, Jess Charlton
- Assessment Manager, Deryn Atkinson
- Team Leader Statutory Planning, James Booker
- Senior Statutory Planner, Ashleigh Gade
- Senior Statutory Planner, Doug Samardzija
- Team Leader Administration, Sarah Kimber
- Minute Secretary, Karen Savage

be excluded from attendance at the meeting for Agenda Item 11.1 (Compromise Proposal – Development Application 23034228) to be debated in confidence.

**ADELAIDE HILLS COUNCIL
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING
WEDNESDAY 8 MAY 2024
63 MOUNT BARKER ROAD, STIRLING
AND
ZOOM VIRTUAL MEETING ROOM**

[Please Note: These minutes are unconfirmed until 12 June 2024]

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

- vii. Matters that should be considered in confidence in order to ensure that the assessment panel, or any other entity, does not breach any law, or any order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty; and
- ix. Information relating to actual litigation, or litigation that the assessment panel believes on reasonable grounds will take place

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

7:15pm The Panel went into 'closed' session in order to allow for discussion and determination of the matter in confidence

12.1 Decision of Panel

Compromise Proposal - Development Application Number 23034228 by Scott Butler for single storey detached dwelling, in-ground swimming pool with associated safety barriers, tennis court with 4 x light poles and associated fencing, combined fence & retaining walls, retaining walls & 2 x water storage tanks at 47 Lesley Crescent, Crafers – IN CONFIDENCE

7:32pm The Panel resumed 'open' session

13. Policy Issues for Advice to Council
Nil

**ADELAIDE HILLS COUNCIL
MINUTES OF COUNCIL ASSESSMENT PANEL MEETING
WEDNESDAY 8 MAY 2024
63 MOUNT BARKER ROAD, STIRLING
AND
ZOOM VIRTUAL MEETING ROOM**

[Please Note: These minutes are unconfirmed until 12 June 2024]

14. Other Business

- 14.1 The Assessment Manager provided the Panel with an update on the Mount Lofty Golf Resort development. There have been changes to the proposed development in response to the RFI, community submissions and agency comments and a full response is anticipated to be submitted by the Applicant to SCAP in the next few months.
- 14.2 The Assessment Manager foreshadowed the possibility of the need for a Special CAP meeting and a proposed date will be circulated in due course.
- 14.3 The Assessment Manager provided the Panel with a verbal update on current ERD Court Appeals.

15. Confidential Item

No further item.

16. Next Meeting

The next ordinary Council Assessment Panel meeting will be held on Wednesday 12 June 2024.

17. Close meeting

The meeting closed at 7.39pm.

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF MEETING
MONDAY 20 MAY 2024
63 MT BARKER ROAD STIRLING**

In Attendance

Members:

Cr Malcolm Herrmann	Presiding Member
David Moffatt	Independent Member – attended online
Pamela Lee	Independent Member
Cr Melanie Selwood	Council Member

In Attendance:

Greg Georgopoulos	Chief Executive Officer
Ashley Curtis	A/Director Corporate Services
Gary Lewis	Manager Financial Services
Zoë Gill	Governance and Performance Coordinator
Skye Ludzay	Minute Secretary
Tom Portas	IT Support
Kira-marie Laverty	Corporate Planning & Performance Coordinator

1. COMMENCEMENT

The meeting commenced at 6.01pm.

1.1. Acknowledgement of Country

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

2. APOLOGIES/LEAVE OF ABSENCE

2.1. Apology

Sarah Beesley

2.2. Leave of Absence

Nil

2.3. Absent

Presiding Member _____ 19 August 2024

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF MEETING
MONDAY 20 MAY 2024
63 MT BARKER ROAD STIRLING**

3. MINUTES OF PREVIOUS MEETINGS

3.1. Audit Committee Meeting – 15 April 2024

Moved Pamela Lee
S/- David Moffatt

AC19/24

That the minutes of the Audit Committee meeting held on 15 April 2024 as supplied, be confirmed as an accurate record of the proceedings of that meeting.

Carried Unanimously

4. PRESIDING MEMBER'S OPENING REMARKS

- Council approved the 2024/25 Annual Business Plan at its meeting on 14 May 2024. Council considered the report from the Audit Committee in reaching its decision. To retain the approved Operating surplus ratio of between 1% to 5%, I unsuccessfully moved (against the staff recommendation) to adopt a surplus of \$654k which would have achieved the desired result. The rate rise would have been 6.42%. In the end, Council adopted a rate rise of 5.78% resulting in a surplus of \$365k which is 0.56% and outside the approved range. Both resolutions were NOT unanimous. Consultation closes on 11 June 2024.
- On the Audit Committee's recommendation, Council referred the Local Government Income Protection Fund report to the CEO for consideration with the next Enterprise Development agreement.
- The filling of the vacancy of the Director Corporate Service role has progressed
- Skye Ludzay is currently in the governance and risk officer role

5. DELEGATION OF AUTHORITY

In accordance with the Audit Committee Terms of Reference, the Committee has no delegated decision-making powers. The Recommendations in Item(s) 7.1, 8.1, 8.2, 8.3, 8.4 and 8.5 are to be submitted to Council for consideration.

6. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF AUDIT COMMITTEE

Nil

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF MEETING
MONDAY 20 MAY 2024
63 MT BARKER ROAD STIRLING**

7. PRESENTATIONS, ACTION REPORT & WORKPLAN

7.1. Action Report and Work Plan Update

Moved David Moffatt
S/- Pamela Lee

AC20/24

1. That the 2024 Action Report and Work Plan Update be received and noted.
2. That the 2024 Action Report, May 2024, be noted.
3. That the 2024 Work Plan and Reporting Schedule be adopted.

Carried Unanimously

8. OFFICER REPORTS – DECISION ITEMS

Cr Melanie Selwood attended the meeting at 6.13pm.

8.1. Budget Review 3

Moved Cr Malcolm Herrmann
S/- Pamela Lee

AC21/24

1. That the report be received and noted.
2. To recommend to Council the proposed budget adjustments presented in Budget Review 3 which result in:
 - a. A decrease in the Operating Surplus from \$571k to \$473k for the 2023-24 financial year.
 - b. A reduction to the capital expenditure budget for 2023-24 of \$3.05m bringing the total budget to \$21.9m.
 - c. The following proposed financial sustainability indicators:
 - i. Operating Surplus Ratio 0.8% (Target 1% to 5%)
 - ii. Net Financial Liabilities Ratio 50% (Target 25% to 75%)
 - iii. Asset Renewal Funding Ratio 111% (Target 95% to 105%)
3. To recommend to Council that the CEO continues to investigate means of returning the 2023/24 budget Operating Surplus to the approved range of 1% to 5%.

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF MEETING
MONDAY 20 MAY 2024
63 MT BARKER ROAD STIRLING**

4. To recommend to Council that, in view of the works in progress write offs of \$632k over the past three (3) financial years, the CEO undertakes a review of the controls and processes for accounting for works in progress.

Carried Unanimously

8.2. End of Financial Year Reporting Timetable

Moved David Moffatt
S/- Cr Melanie Selwood

AC22/24

That the End of Financial Year Reporting Timetable be received and noted.

Carried Unanimously

8.3. Internal Financial Controls Update

Moved David Moffatt
S/- Pamela Lee

AC23/24

1. That the Internal Financial Controls Update report be received and noted.
2. To note the further developments and improvements that have been made to Council's internal controls environment.
3. Request the CEO to prepare a remediation plan for controls rated three (3) or lower by either the reviewer or the assessor.

Carried Unanimously

8.4. Public Interest Disclosure Arrangements and Compliance

Moved Pamela Lee
S/- Cr Melanie Selwood

AC24/24

The Audit Committee resolves that the Public Interest Disclosure Arrangements and Compliance report be received and notes that there have been no Public Interest disclosures made since May 2023.

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF MEETING
MONDAY 20 MAY 2024
63 MT BARKER ROAD STIRLING**

Carried Unanimously

8.5. Service Review Biannual Report

Moved Pamela Lee
S/- David Moffatt

AC25/24

The Audit Committee resolves that the Service Review Biannual Report be received and notes that:

- 1. When next reported original dates will be revised if they have not been achieved together with an explanation.**
- 2. That the risk management plan be reviewed when the organisation wide service review occurs.**

Carried Unanimously

9. QUESTIONS WITHOUT NOTICE

- Cr Melanie Selwood – Requested if there is a plan to review accepted financial sustainability targets in the near future?

10. CONFIDENTIAL ITEMS

Nil

11. NEXT MEETING

The next ordinary meeting of the Audit Committee will be held on Monday 19 August 2024 from 6.00pm at 63 Mt Barker Road, Stirling.

12. CLOSE MEETING

The meeting closed at 7.20pm.