



**MOUNT BARKER
DISTRICT COUNCIL**

NOTICE OF MEETING

Pursuant to Section 83 of the Local Government Act 1999 notice is hereby given that the following meeting will be held in the Council Chambers, Mount Barker Homemaker Centre, 6 Dutton Road, Mount Barker on Monday 4 June 2018.

7.00 pm

Council Meeting

A. Stuart
CHIEF EXECUTIVE OFFICER

30 May 2018

ORDER OF BUSINESS

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To provide the Council with information on the actual results compared to the budget figures for the financial year ending 30 June 2018 as at 30 April 2018.
- 12.3. Review of Policies – Caretaker Policy and Guidelines, Review of Access to Information Policy and Procedure, Removal of Liquor Licence Application Management Policy 124**
To provide revised policies related to the Caretaker period; Access to Information by Council Members and to remove an irrelevant policy.
- 12.4. Southern and Hills Local Government Association Action Plan and Budget . 156**
To provide the Southern & Hills Local Government Association, draft key action plan 2018/19 and subscription for approval and budget for noting,
- 12.5. Adelaide Hills Region Waste Management Authority Proposed Annual Business Plan and Budget, Appointment of Staff Board Member 178**
To seek Council approval of the 2018/19 Adelaide Hills Region Waste Management Authority (AHRWMA) Annual Business Plan and to note the budget. To appoint a Council staff member as a Board Member of the AHRWMA following the resignation of the General Manager Corporate Services.
- 12.6. Asset Management Plans for Community Consultation 194**
This report provides an update on the preparation of updated Asset Management Plans (AMP) and next steps including public consultation and adoption by Council.
- 12.7. Commercial Policy 221**
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To seek approval to commence a Community Land Classification Revocation Process for land along Springs Rd, Mt Barker.
- 12.9. Proposed Donation of Surplus Shed to Operation Flinders 261**
To seek Council approval to donate a surplus shed to Operation Flinders.

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	The purpose of this report is to inform Council of changes to the way volunteers (and volunteering generally) are supported, mobilised and developed in the Hills Region.	
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- 1. COUNCIL OPENING**
 - EXPRESSION OF FAITH**
 - ACKNOWLEDGEMENT OF LAND**
 - APOLOGIES OR LEAVE OF ABSENCE**
- 1.1 Leave of Absence**
- 1.2 Apologies**
- 2. QUESTIONS FROM THE GALLERY (15 MINUTES)**
- 3. CONFIRMATION OF MINUTES**
 - 3.1 Recommendation**

That the minutes of the meeting held on 7 May 2018 as circulated to members be confirmed as a true and accurate record of proceedings.
- 4. CONFLICT OF INTEREST DECLARATION**

Council Members are reminded of the requirements for disclosure by Members of material, actual or perceived conflicts of interest in relation to items listed for consideration on the agenda.
- 5. DEPUTATIONS**

NIL

6. QUESTIONS WITH NOTICE

6.1 **TITLE:** **ADELAIDE HILLS RECREATION CENTRE**
DATE: **4 JUNE 2018**
FILE NUMBER: **DOC/18/56894**

Background- Provided by Councillor Grosser

By all accounts the transition in management of the Adelaide Hills Recreation Centre from YMCA to Belgravia Leisure has proceeded satisfactorily, with minimum disruption to services. This includes the Hills Gymnastics Academy, which has increased active membership from a maximum of about 340 under YMCA to 374 currently. This makes it one of the state's largest gymnastics clubs and is a local success story, demonstrating and fulfilling high community needs. It supports key council objectives like creation of a healthy, active and engaged community. This is particularly important, given that our district has an above average proportion of youth and above average child obesity rates.

The club has benefitted from about \$170,000 of council expenditure purchasing new equipment during the transition and installation of rooftop insulation, installed at the same time as necessary maintenance works on the Recreation Centre roof were performed last year.

However, the roof insulation has only slightly ameliorated the unfavourable climatic conditions inside the space occupied by the gymnastics club, court three. The club had to cancel practice seven times last summer because of heat and twice during the last winter because of cold. Modelling by climate scientists almost unanimously supports the notion that extreme heat conditions are expected to occur more frequently in future. Conditions are frequently trying even when practice is held. When gymnasts are training for competition, typically children and parents are in court three from 4.30pm to 7.30pm. Winter nights can be particularly unpleasant for parents and children at these times. Formerly, YMCA had gas heaters to heat limited areas for spectators and children waiting before classes and between activities. One child fainted from heat last summer and I am concerned about the safety of gymnasts and potential health risks.

In addition to gymnasts, kinder gym uses the space once per week with 60 to 70 participants. Next term kinder gym will increase usage of the space to two days per week. The space, equipment and trainers are also hired out for birthday parties four or five times per month in winter. Community use of court three will increase with the expected population growth of 20,000 over the next 20 years. There are also potential demands for use of the space from resources and programs being generated by the rollout of the National Disability Insurance Scheme.

The preferred option of council's Showgrounds Masterplan is the construction of a new recreation centre. Whilst the population growth and existing lag in recreation facilities would justify expenditure on a new centre, this outcome is unlikely in the short term. Tens of millions of dollars are required for other infrastructure including a new wastewater treatment plant, regional sports hub, aquatic centre, road upgrades etc. In the event of insufficient funds being available, the second option of the Showgrounds Masterplan is to upgrade the existing centre. Mount Barker 2015 District Strategic Plan has a key objective supporting upgrade of the gymnastics area, recognising that access to quality recreational facilities "has a strong bearing on residents' wellbeing." Strategies in the Plan include

CW1.2 "Prioritise programs and facilities that support families and young people."

CW2.3 "Ensure the Mount Barker District is recognised as a "child friendly community."

CW3.3 "Facilitate increased use of existing facilities."

CW5.2 "Provide facilities that encourage physical activity."

A major contributor to the unpleasant climactic conditions appears to be the unlined steel cladding on the western wall, fully exposed to afternoon summer sun. This wall also is aesthetically displeasing, with the appearance of an unpainted shed wall. There are also large visible gaps between the walls and roof.

I appreciate that council in its draft 2018/19 financial plan have allocated \$50,000 for external painting to improve the appearance of the Recreation Centre, in recognition of the importance of the centre to the community and the likelihood of it being required well into the future. Furthermore, I understand that further funds may be contributed from our marketing budget for thematic development of branding at the site. However, court three is sufficiently well used and climactic conditions extreme enough to warrant further expenditure on insulation if there is no likelihood of the gymnastics club being allocated a superior location like court one. Even in the seemingly unlikely events of future relocation by the gymnastics club, there is sufficient demand for community indoor recreational space that investment in improvements would not be wasted. For example, a separate room for fitness classes at the centre is already needed, and should a new recreation centre be constructed in the medium term, alternative user groups are interested in using the existing centre.

Councillor Ian Grosser
29 May 2018

Questions asked by Councillor Grosser:

1. Is court one likely to be required for use as a basketball court once the courts at St. Francis de Sales are completed later this year, precluding relocation of the gymnastics club there?

2. If that is the case, could council staff prepare a report on improving insulation of court three including investigations of lining and insulating the western wall of court three, installation of large industrial ceiling fans or similar and heating a limited area on the eastern wall with a bar heater or similar?

Officer Response:

The transition of management of the Adelaide Hills Recreation Centre from YMCA to Belgravia has been successful to date. Council staff and Belgravia hold monthly management meetings to address strategic and operational issues.

Belgravia report that customer participation at the site in activities is increasing satisfactorily.

1. *Is court one likely to be required for use as a basketball court once the courts at St. Francis de Sales are completed later this year, precluding relocation of the gymnastics club there?*

Belgravia are business planning for the continuation of utilising the space for sport and/or recreation activities which includes dialogue with Basketball SA to assist in meeting local basketball demand. Belgravia currently believe the best mixed use of space is to keep gymnastics in the Court 3 zone.

2. *If that is the case, could council staff prepare a report on improving insulation of court three including investigations of lining and insulating the western wall of court three, installation of large industrial ceiling fans or similar and heating a limited area on the eastern wall with a bar heater or similar?*

Belgravia have reported that customers/participants utilising court three have commented that it is extremely cold in winter and in the recent summer, gymnastics was cancelled for seven days due to the heat, where Belgravia's hot weather policy was enacted to mitigate resultant safety and welfare risk.

Historically court three has not had any insulation however last financial year as part of the roof repairs project, Council installed an insulation blanket on the roof in response to customer/participant feedback.

While this insulation has made a considerable difference the nature of the court structures, being essentially sheds, poses ongoing heating and cooling problems.

Improvement options noted above may assist however based on the overall condition and age of the building an assessment of reasonable and effective options should be undertaken and reported back to Council as suggested.

This would include:

- current condition and risk assessment
- identification of short and long term options
- Budget implications
- prioritised options identified for recommendation.

Greg Parker

General Manager, Council Services

Several suitable site re-location options have been explored by Council staff and summarised at an Informal Briefing for Elected Members in 2017.

The 'C' Block of the Mount Barker TAFE Campus was identified as a potential suitable and centrally located site.

The Chief Executive Officer and General Manager Council Services have been in ongoing discussions with TAFE SA and recently (14 May 2018) met with the 'interim' TAFE Chief Executive Officer, Alex Reid and other senior TAFE SA staff.

The outcome of those discussions were positive and the Chief Executive Officer has written to the TAFE Chief Executive Officer confirming an agreed action plan going forward.

The following aspects of the site were discussed:-

- The potential for Council to lease C Block from TAFE
- The current plans to jointly redevelop D Block (TAFE/Council Library) including the location of a TAFE Customer Service Hub
- TAFE's education programs and its commitment to Mount Barker
- Council's interest in facilitating a Co-working Hub
- A future Joint Use Agreement for the site
- TAFE's recently revised accommodation strategy to retain the use of A and B Blocks.
- Site management and maintenance models.

Council next steps

- Detailed assessment of C block and basic requirements of the Community Centre – what needs to be done / cost (capital and operating) – and a reconciliation with the Council resolution
- Joint participation in a project plan and schedule.
- Council's co- working hub team to conduct several location/site visits including TAFE precinct and clearly define facility requirement
- A written agreement with TAFE of the principles to underpin the negotiation.
- An update Information report to Council
- General Manager, Council Services to provide an update to the Mt Barker Community Centre Board on 4 June 2018.

Council has an imperative to relocate the Mt Barker Community Centre by April 2019.

Greg Parker
General Manager, Council Services

6.3 **TITLE:** **TRAFFIC MITIGATION CORNERSTONE COLLEGE**
DATE: **4 JUNE 2018**
FILE NUMBER: **DOC/18/57269**

Background- Provided by Councillor Bailey

In the early days of Cornerstone College there were entry and exit points on to Adelaide Road and in approx. the early 2000s due to increased traffic from the SE Freeway the Adelaide Road entrance was changed to 'ENTRY only' while the former back entry/exit became the sole EXIT and continued back entry/exit point. This has resulted in a huge increase in traffic and trucks taking supplies to the college at all hours of the day and night via Cameron Road.

Mr and Mrs Richard Lang, who live on the north (right) side of the Cornerstone Gates on Cameron Road have suffered constant noise, traffic, vibration and exhaust fumes impacts which have increased greatly in recent years. Other residents have recently met with Mr Lang and pursued action via contacting me as their council representative as to what mitigation measures might be achieved. A walking trail also now exists just inside the Cornerstone gates which may add to this impact.

Please note that in the very early days of Cornerstone College I requested that land adjoining Cornerstone College be retained for an emergency fire escape route/alternative road to Adelaide Road, but my request was ignored and a tiny housing estate "The Granary" was squeezed on to this land next to a winter creek which provided benefit to the developer but has reduced amenity and had unforeseen consequences for the Cameron Road residents.

Councillor Carol Bailey
29 May 2018

Question asked by Councillor Bailey:

1. Is there any potential for an exit road from Cornerstone College other than via Cameron Road, or any way to mitigate traffic, trucks, noise and vibration which causes interruption and loss of sleep to Cameron Road residents in the near vicinity of the (formerly back entrance/exit) to Cornerstone College but which is now the only dedicated exit as well as back entry point? As a 'last resort' could a sound proofing wall be considered or sound proofing the driveway facing wall of adjacent houses?"

Officer Response:

1. Cornerstone College is largely bounded by Adelaide Road, the Freeway and Cameron Road.
2. An entrance is located on Adelaide Road and an entrance/exit located on Cameron Road.

3. Cornerstone College have met all their conditions of development and these entrances are in approved locations. The Cameron Road entrance/exit is critical to the functioning of traffic movement to and from the school.
4. No other possible entrance/exit points have been identified without substantial land acquisition.
5. There is no evidence to suggest that traffic volumes at the Cameron Road entrance/exit have increased however, given the expansion of the college's operation over recent times, this is more than likely.
6. Residential dwellings are located within close proximity of the Cornerstone entrance/exit.
7. Impacts of noise, vibration and fumes from traffic on these properties has not been assessed to date.
8. Traffic calming and noise abatement options could be considered once an assessment of the impact has been completed.
9. Council staff will undertake a preliminary internal traffic impact assessment to determine what actions are recommended.
10. Council staff will also contact Cornerstone College to discuss the concerns raised and ascertain what operational changes, if any, could be made to minimise impacts.

Phil Burton
General Manager Infrastructure

7. QUESTIONS WITHOUT NOTICE – COUNCILLORS

8. MOTIONS ON NOTICE

8.1 TITLE: LEAVE OF ABSENCE – COUNCILLOR KEEN
DATE OF MEETING: 4 JUNE 2018
FILE NUMBER: DOC/18/56322

Councillor Keen has requested a leave of absence from 5 June 2018 – 3 July 2018.

Background

Whilst I do appreciate my situation is quite unique being located overseas whilst serving the Mount Barker District Council I believe that I can still provide valuable input and insights that are beneficial to the community. This is demonstrated through seeking meetings with Worcester City Council officials such as Managing Director David Blake, providing questions on notice, partaking in informal briefings whenever possible, perform hands on background research in regards to pressing topics that the Mount Barker District Council is either currently or set to face in the future. In addition to this I have been in contact with Mayor Ann Ferguson, our CEO Mr Andrew Stuart and also taking part in the Community Grants Assessment Committee.

Whilst being abroad I have visited Gloucestershire, Herefordshire & Bristol doing background research with respect to town squares and what activates the space well, alongside being in touch with multiple councils regarding the below topics (information has been disseminated to councillors directly):

- Commercial Policies & Strategies - specific to the UK research recently presented & discussed at Mount Barker District Council meetings recently
- Regional Sporting Hubs / Facilities including confounding and operational models - predominantly privately owned throughout the UK
- Hot Desking / Coworking spaces (Birmingham)
- Social Media for Councils (Worcestershire)
- Community Centres (Worcester)
- Car parking given population increases e.g. high rise car parking & parking permits as applicable
- One Way Roads usage to allow continuity of traffic (linkage with walkable city concept) - relevant to the traffic management report discussed with councillors on the 7th of May
- Town Square's & shopping mall linkages - Gloucestershire, Herefordshire & Bristol

- Social Media for Councils - a new space for the Mount Barker District
- The Future of Libraries - Similar to councillors recent visit to Tonsley a new innovate ways libraries can operate - UK example would be 'The Hive' in Worcester

I wish for my fellow councillors to consider this motion strongly given that we are presently within the final year of the election period and if I (Councillor Keen) was to not be partaking in council there would only be a space left which would not be filled as there would be no by election, hence having less advocacy and providing less benefit to the Mount Barker District. I will also refrain from receiving my allowance for such period.

I believe I have demonstrated my commitment to council throughout this time with the above mentioned actions, alongside the research disseminated to councils and flying home from the United Kingdom for the June meeting given legislatively I am unable to participate in formal council meetings whilst abroad.

Councillor Trevor Keen

28 May 2018

Motion

That Councillor Keen be granted a leave of absence from 5 June 2018 – 3 July 2018.

- 8.2** **TITLE:** **SYDNEY ROAD, NAIRNE SPEED LIMIT -
COUNCILLOR SEAGER**
- DATE OF MEETING:** **4 JUNE 2018**
- FILE NUMBER:** **DOC/18/57170**
- ATTACHMENT:** **1. DOC/18/57192 SUPPORTING LETTERS FROM
SPORTING CLUBS**

Background

Over some years the Nairne and District Sporting Complex management committee has sought to have the current 80 kilometre per hour speed limit past the Complex be reduced to 60 kilometres per hour. It has approached Council both formally and informally on a number of occasions, most recently in October 2017. Individual clubs using the Complex have written and supplied to Council letters of support for this change. This change would be consistent with the reduced limit on the Old Princes Highway from Ironstone Range Road to Dawesley and as such is not an onerous request.

The focus of concern is as the numbers of people using the Sports Complex has grown (and will continue to grow) so has traffic increased, both to the Complex and beyond. The Complex gates are over a crest with a slope down to the entry point, preceded by a curve in the road. Traffic leaving Nairne tends to rapidly increase in speed as it clears the crest and travels downhill to the entrance. Currently traffic appears to frequently exceed the posted limit past the entrance. Traffic heading towards Nairne is travelling through a rural environment and may not be aware of the significant increase in other road users at this point. Traffic leaving and entering the Complex are put at risk by other road users and especially that approaching from the direction of Nairne.

As Nairne has grown many more children and youths access the Sports Complex, reaching it on the pathways from the Nairne township. There are no protective barriers along Sydney Road and the footpath is significantly lower than the road surface in some areas.

With the inevitable increase in patronage at all levels the risk of an accident causing serious injury or worse will continue to climb.

The community is clear in its desire to address this issue in a proactive manner and seeks the support of its Council in progressing this matter.

Councillor Harry Seager
29 May 2018

Motion

That Council:

1. support the reduction in speed limit along Sydney Road, Nairne from 80km/hr to 60km/hr from the town boundary to approximately 200m beyond the gates of the Nairne and District Sporting Complex
2. Write to the Minister for Transport, Infrastructure and Local Government requesting that the speed limit reduction on Sydney Road be reviewed in light of the strong community support provided.
3. Provide a copy of this letter to the Member for Kavel, Mr Dan Cregan MP.



Attachment 1 to Item 8.2

NAIRNE DISTRICTS NETBALL CLUB

PO Box 1032, Nairne SA 5252

President – Jessica Keough (0422 213 882) | nairnenetball@gmail.com

To whom this may concern,

RE: Speed Limit Sydney Road Nairne

On behalf of the Nairne Districts Netball Club we wish to support the appeal to reduce the speed limit on Sydney Road, Nairne from the town to the Nairne Sporting Complex.

At the Nairne Districts Netball Club, we are concerned for the safety of our members and their families due to the high speed limit on Sydney Road. We are continually seeing an increase in membership each year. This in turn has increased the use of Sydney Road entrance to the Nairne Sporting.

In 2017 Nairne Districts Netball Club have 130 registered playing members, 95 under 18 and 35 over 18, and with those members they bring their parents, siblings etc. We also have a number of coaches, umpires, volunteers and administrators attending the complex. The club currently uses the complex every Wednesday afternoon and evening from February to September, this potentially brings through 150 cars each Wednesday afternoon and evening.

Thank you for your consideration.

Kind Regards,

Jessica Keough
President
Nairne Districts Netball Club



NAIRNE BREMER UNITED FOOTBALL CLUB INC.

Po Box 69, Nairne 5252 Ph: 0408606882

District Council of Mount Barker
And Dept. of Planning, Transport and Infrastructure

Dear Sir/Madam

Re: Speed Limit: Sydney Road Nairne

On behalf of our club, we seek your support in having the speed limit from the township to the Nairne Oval entrance gates reduced to 60 km/hour.

Currently we find that with the increased use of the oval facilities, vehicles entering and departing from the oval are in danger from cars passing at the current speed limit. In fact, we have witnessed a number of "near misses" in recent times.

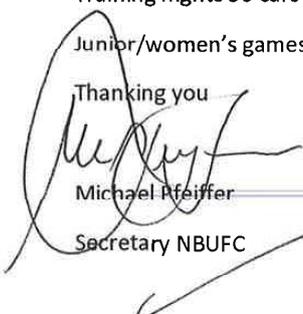
Currently we estimate the usage of the entrances would be as follows

Game days for football 10 matches per season/ 450 cars per day in and out

Training nights 90 cars per night/ 3 nights per week

Junior/women's games 50 cars per day/30 days/nights per season

Thanking you


Michael Pfeiffer

Secretary NBUFC



NAIRNE CRICKET CLUB

All Correspondence
PO Box 1100
NAIRNE SA 5252



Road Safety and Traffic Management
Department of Planning, Transport and Infrastructure
GPO Box 1533
ADELAIDE SA 5001

To whom it may concern

The Nairne Cricket Club supports the Nairne Oval Committee and associated sporting clubs in the reduction of the speed limit of Sydney Road, Nairne. The section of Sydney Road between North and Jackson Road is used by players and their families to gain access to the oval and the reduction of the speed limit to 60kmh will significantly improve road safety for all.

Sincerely,
Chris May
President
Nairne Cricket Club



NAIRNE OVAL COMMITTEE INC.

PO BOX 1056 NAIRNE SA 5252

09 October 2017

Mr Andrew Stuart
Chief Executive Officer
Mt Barker District Council
PO Box 54
MT BARKER SA 5251

CC: Mayor Ferguson
Councillors Seager, Buchmann, Bettcher, Hamilton, Irvine, Keen, Morrison, Bailey, Campbell & Grosser

SPEED LIMIT ALONG SYDNEY ROAD, NAIRNE

The Nairne Oval Committee is the body which is tasked with the management of the Nairne & Districts Sporting Complex for the Mt Barker District Council. The committee is made up of representatives from each of the sporting groups that use the complex as well as a number of independent members and a council representative.

The complex is used all year round to host football, cricket, netball and tennis activities as well as being a hub for passive recreational use by local residents. The user groups represent a significant number of local residents and the following table details the membership numbers for each of the user groups:

USER GROUP	MEMBERSHIP NUMBERS
Nairne Bremer United Football Club	310
Nairne Cricket Club	185
Nairne Districts Netball Club	130
Nairne Tennis Club	40

The Nairne Oval Committee believes that the current speed limit along Sydney Road is excessive and is a danger to the following users:

- Pedestrians using the walking path adjacent to the road;
- Users exiting the Oval Complex via the roadway;
- Residents opposite the Oval Complex; &
- Road users using Sydney Road.

The complex is situated on Sydney Road, Nairne and the entrance and exit to the complex is approximately 100m from a bend in the road. As cars come around the bend in an easterly direction they are faced with a downhill stretch before turning into the complex. The turn in is quite sharp with no turning lane so cars have to slow considerably to safely make this turn. On numerous occasions, the cars following the turning vehicle/s have had to take evasive action, such as swerving on to the opposite side of the road, to avoid collisions with the turning cars. This is extremely dangerous and several near head on misses have occurred with cars coming the other way or turning out of the driveways opposite the complex.

In addition, the cars turning in block the sight lines of the exiting drivers making it very difficult to see the traffic that is coming along Sydney Road in an easterly direction. These problems are exacerbated in non optimal driving conditions such as rain, fog and darkness. Adjacent to the road is a walking/cycling path which is used by people walking to the sporting complex and local residents. These pedestrians are in danger should a car leave the road at speed and continue across the walkway.

At present the speed limit along this stretch of road is 80kph even though there is a sporting venue on one side and residential properties on the other. The user groups, together with the Oval Committee strongly believe that the speed limit should be reduced to 60kph in line with several other roads in the area that run alongside sporting facilities and residential properties. A number of letters supporting this proposal are attached for your perusal.

The Nairne Oval Committee requests that council raise these concerns with DPTI with the aim of reviewing the speed limit on this section of Sydney Road, Nairne to ensure the safety of all road users and pedestrians in this area. I can be contacted on 0409 470 890 should you have any further queries regarding this request.

Yours Sincerely,

Darren Bloomfield
President
Nairne Oval Committee

9. MOTIONS WITHOUT NOTICE

For

- *requesting a report*
- *a simple matter with minor impact*
- *an urgent matter that without consideration by Council would result in a detriment to Council*

- 10. PETITIONS**
- 10.1 REPORT TITLE: RECEIVE PETITION: REQUEST TO UPGRADE HARPER ROAD, KANGARILLA**
- DATE OF MEETING: 4 JUNE 2018**
- FILE NUMBER: DOC/18/56933**
- ATTACHMENTS: ATTACHMENT NO. 1 DOC/18/56980**
- Key Contact Maree Barns, Administration Officer**
Manager/Sponsor Andrew Stuart, Chief Executive Officer

Mount Barker 2035 – District Strategic Plan:

5. Governance and Leadership

GL2: Corporate capacity and leadership

GL2.1 Demonstrate accountability through clear, relevant and easily accessible policies and corporate reporting.

Purpose:

To present to Council a petition received from Mr Phil Sansom regarding a request to upgrade Harper Road, Kangarilla.

Summary – Key Issues:

1. A petition was received by Council from Mr Phil Sansom on behalf of 12 signatories regarding a request to upgrade Harper Road, Kangarilla.
2. The petition is required to be received by Council at the next Council meeting following the date of receipt of the petition.

Recommendation:

That Council:

1. receives the petition; and
 2. note that Council staff will respond to the petitioner, and if so determined by staff, a further report may be prepared for consideration at a future Council meeting.
-

Background:

1. A petition was received by Council from Mr Phil Sansom on 28 May 2018 on behalf of 12 signatories regarding a request to upgrade Harper Road, Kangarilla
2. The petition contains 12 signatories who reside on Harper Road, Kangarilla.

3. As per Council's Code of Practice for Meeting Procedures, the first page of the petition is provided as attachment 1. A copy of the full petition will be made available to all council members upon request, and will be provided at the Council meeting for perusal.
4. Mr Phil Sansom has been advised in writing that the petition will be presented to Council at the meeting to be held on 4 June 2018.

Discussion:

1. Harper Road, Kangarilla is a boundary road with the City of Onkaparinga.
2. All petitions received by Council are placed on the agenda for the next ordinary meeting of the Council as per Local Government (Procedures at Meetings) Regulations under the Local Government Act 1999.
3. A copy of the first page of the petition, including a statement as to the nature of the request is provided as Attachment 1 to this report.
4. Normal practice is that a petition is simply received (not debated) to satisfy legal requirements. Council officers then assess the request and provide further information to Council at a later date, if required.
5. A letter advising what action will be taken (if any) will be provided to the head petitioner post the council meeting.

Policy:

There is no policy applicable.

Budget:

There is no budget impact associated with receiving the petition and assessing the request.

Statutory/Legal:

Petitions are received by Council as per Local Government (Procedures at Meetings) Regulations under the Local Government Act 1999.

Staff Resource Requirements:

Existing staff will assess the request.

Environmental:

N/A

Social:

A petition enables members of the community to draw Council's attention to issues they believe require addressing.

Risk Assessment:

N/A

Asset Management:

N/A

Conclusion:

The petition is to be received to satisfy legal requirements.

Previous Decisions By Council - NIL

Meeting Date	NA	HPRM Reference	DOC/
Title	NA		
Purpose	NA		

PETITION TO COUNCIL

Attachment 1 to Item 10.1



MOUNT BARKER
DISTRICT COUNCIL

PETITION COVER PAGE

First page of petition – attach additional pages as required

To the Mount Barker District Council

We the undersigned, petition the Council to (define purpose)

We are asking for Harper Road at Kangarilla to be upgraded. Road surface upgraded, drains upgraded and maintained, Road widened and vegetation cleared.

For the following reasons:

Safety – pot holes / corrugations
Dust – reduced visibility
When road is wet, quite often drains are blocked and road floods in 2 x areas, and the surface becomes slippery or unpredictable.
Overgrown vegetation reducing road to single lane.
Poor visibility with frequent Kangaroos / Deer crossing the road + being hidden in overgrown vegetation.

Name:

Phil Sansom

Office Use Only	
Total Signatures	_____
Total within District	_____
Total outside District	_____

SIGNATURES FROM 1 REPRESENTATIVE FROM EVERY HOME

NAME	ADDRESS	SIGNATURE
Jane Shannon	167 Harper Rd	
Steve + Elly Heinze	185 Harper Rd	
BRIAN KERNICK	202 HARPER RD	B. Kernick
NIGEL FAUCETT	182 HARPER RD	N. Faucett
YVONNE WRIGHT	120 HARPER RD	

11. RECOMMENDATIONS FROM ADVISORY COMMITTEES

NIL

12. REPORTS**12.1 REPORT TITLE: DRAFT ANNUAL BUSINESS PLAN, BUDGET AND RATING POLICY 2018/19 FOR PUBLIC CONSULTATION****DATE OF MEETING: 4 JUNE 2018****FILE NUMBER: DOC/18/51534****ATTACHMENT 1 - DOC/18/31452 DRAFT 2018/19 ANNUAL BUSINESS PLAN, BUDGET & 2018/19 DRAFT RATING POLICY****Key Contact Anne Mooney, Manager Finance****Manager/Sponsor Andrew Stuart, Chief Executive Officer****Strategic Plan Ref:**

Governance and Leadership.

GL:4 – Effective management and financial sustainability.

Purpose:

To provide the Council with the 2018/19 Draft Annual Business Plan, Budget and Rating Policy for endorsement for public consultation.

Summary – Key Issues:

The Annual Business Plan details Council's intended programs for the 2018/19 year and includes the rating strategy and annual budget.

Recommendation:

That Council:

Adopt the 2018/19 Draft Annual Business Plan, Budget and Rating Policy (attached) for public consultation.

Background:

1. Section 123 of the Local Government Act 1999 requires Council to have an annual business plan and budget.
2. The Plan is Council's statement of its intended programs and outcomes for the year and should include:
 - a. A summary of the Council's longer term objectives, as set out in its strategic management plans;

- b. An outline of:
 1. The Council's objectives for the financial year; and
 2. The activities that the Council intends to undertake to achieve those objectives; and
 3. The measures (financial and non-financial) that the Council intends to use to assess the performance of the Council against its objectives over the financial year; and
 - c. An assessment of the financial requirements of the Council for the financial year and, taking those requirements into account, set out a summary of its proposed operating expenditure, capital expenditure and sources of revenue; and
 - d. The rates structure and policies for the financial year; and
 - e. An assessment of the impact of the rates structure and policies on the community, based on modelling that has been undertaken or obtained by the Council; and
 - f. Alignment with the Council's long-term financial plan and relevant issues relating to the management and development of infrastructure and major assets by the Council; and
 - g. Address or include any other matter prescribed by the regulations.
3. Part 2(6) of the Local Government (Financial Management) Regulations 2011 states that the business plan must include:
 - a. The reason why the Council has adopted its valuation method for rating purposes.
 - b. If differential rates are used, the reasons and justifications for the differentiation, and the expected level of revenue to be raised by each differential rate;
 - d. The use and level of any separate rate, service rate or service charge, including reasons for the rate or charge;
 - e. The Council's policy on discretionary rebates and remissions, with particular reference to the rebates that will apply for more than 1 financial year and including information on how a rebate is designed to meet the purpose behind the rebate;
 - f. Issues concerning equity within the community and the impact of rates across the area;
 - g. The application or operation of a minimum amount payable by way of rates.
 4. Consultation must be undertaken on the draft Annual Business Plan in accordance with Council's public consultation policy and Section 123(4) of the Act.

Discussion:

5. Council's Annual Business Plan and budget was formulated within the guiding principles detailed in its suite of Strategic Plans, including Mount Barker 2035, Asset Management Plans and Long Term Financial Plan.
6. The Annual Business Plan summary on page 1 includes key figures in the draft budget and an overview of five of the key projects to be completed or to commence in 2018/19, including major community infrastructure projects and provisioning works for the Wastewater Treatment Plant upgrade.
7. Council's annual operating program was developed to ensure maintenance of the current level of all existing services to the whole community including new residents and developments, where the provision of services to new residents and developments is funded by the growth in revenue from increased rates, and annual increases in employee, material, contract and other costs are met by increasing rate revenue of a similar inflationary factor.
8. As part of the development of the annual budget the key financial indicators adopted by Council in its Treasury Policy were adhered to;
 - a. to achieve an operating surplus equal to one percent of rates over the medium term,
 - b. maintaining a healthy level of net financial liabilities, and
 - c. maintaining Council's asset base.
9. Council's Asset Management Plans (AMP) are linked to Council's Strategic Plan and Long Term Financial Plan (LTFP) and provide capital maintenance programs for renewal and replacement to prevent costly deterioration of infrastructure. Maintaining an adequate level of expenditure on existing assets on an annual basis ensures intergenerational equity, that is, the burden of costs is met equally by current and future ratepayers. These plans were used to determine which assets require renewal or replacement based on:
 - a. condition assessment
 - b. service levels
 - c. affordability/sustainability
10. Expenditure on new assets and/or major upgrades to the service levels of existing infrastructure assets results from strategic planning decisions and generally this expenditure is to be funded using capital grants and contributions, sale of surplus assets and or borrowings. It is appreciated that new or upgraded assets when completed incur additional maintenance and annual operating costs for Council and therefore require new sources of ongoing revenue. Some major capital projects are budgeted over more than one year.

11. The general rate increase will be 3.2% (2.2% forecast CPI and 1.0% financial sustainability). However, the actual increase payable by any individual ratepayer may be more or less than this depending on the movement in the capital value of each property. Additional rates will be raised from growth eg valuation increases related to new development and capital improvements. Waste Management annual fees will increase by 2% to cover increased collection and disposal costs including the EPA levy on disposal.
12. Council's estimated operating surplus in 2018/19 is \$0.6 million (excluding Council's Wastewater Business) and includes additional Roads to Recovery funding to complete the \$0.9 million Township Sealing Program in Macclesfield, and upgrade roads within the township areas of Nairne, Mount Barker, Littlehampton and Hahndorf.
13. A total of \$30 million will be spent on providing ongoing services including the waste management and disposal, development assessment and planning services, the community library, immunisation, HACC, community development and events to the growing community, plus maintenance of infrastructure assets including roads, footpaths, lighting, storm water drainage, street trees, sporting facilities, open space, cemeteries and other Council properties.
14. \$7.3 million has been allocated for Council depreciation in 2018/19 which provides for capital maintenance programs to renew and replace Council's existing assets. Next year \$4.8 million has been allocated to renew and replace transport assets including \$0.5 million for footpaths and \$0.9 million for unsealed roads; \$0.6 million for renewal of stormwater drainage assets, \$0.8 million for community, recreation and open space assets plus \$1.1 million for the plant replacement program.
15. Capital expenditure on new and upgraded assets next year will include \$2 million for new and upgraded road assets, \$1.3 million for new footpaths, \$5.2 million on new and upgraded community building assets and \$10.1 million on new and upgraded recreation and open space assets including the new Regional Sports Hub (subject to development approval and other influences on project timing such as further grant funding), \$6.2 million has been budgeted for external funding of new assets.
16. Council's Wastewater Business operating surplus of \$1 million includes \$5 million to maintain and operate collection, treatment and disposal of wastewater and to renew and upgrade wastewater infrastructure assets in the district. Wastewater's capital renewal programs are budgeted to be \$0.2 million and \$2.5 million is allocated to upgrade and construct new wastewater assets with \$2.2 million budgeted for external funding of new and upgraded assets.
17. Council has continued to implement strategies to advance the delivery of required community infrastructure. These strategies include partnering with the private and not for profit sectors, pursuing grant funding and working

- closely with developers to secure fit for purpose infrastructure.
18. Included in the attached draft 2018/19 Rating Policy is the basis for determining the amounts of the respective infrastructure separate rates that are applicable to all of the 2010 Ministerial DPA area.
 19. Council has submitted some substantial grant funding applications to the Federal Government seeking contributions for major infrastructure projects. In total for around \$47 million in grants. The outcome of these applications is not yet known. The projects are the Regional Sports Hub; Regional Indoor Aquatic, Leisure and Wellness Facility; and Economic Growth Through Wastewater/Recycled Water.
 20. Council’s consolidated net borrowing (budget deficit) in 2018/19 is expected to be \$9.4 million. This is within the ratio that indicates the extent to which net financial liabilities of the Council can be met by the Council’s total operating revenue. The resulting draft plan outlines Council’s objectives and goals in accordance with Council’s Strategic Plan and Long Term Financial Plan maintaining a strong financial and strategic focus to provide sustainability for residents and ratepayers in the future.
 21. Council has set financial targets to ensure its long term financial sustainability and key financial indicators measure Council’s performance. The following table shows the draft indicators for the 2018/19 compared to 2017/18.

COUNCIL’S ADOPTED FINANCIAL TARGETS	2017/18 Budget	Draft 2018/19 Budget
Operating surplus ratio		
Operating surplus ratio > = 1% rates	2.59%	4.94%
Net asset / financial liabilities ratio		
Net financial liabilities ratio is > zero but less than 80% of total operating revenue.	17.18%	40.31%
Asset sustainability ratio		
Net outlays on existing assets/AMP > = 100%	118.74%	100.62%

Community Engagement:

Decision to be made	Make recommendations for the Annual Business Plan 2018/19 process
Key factors to be considered in decision (dot points)	Long Term Financial Plan Asset Management plans Strategic Plan

	Local Government Act 1999
Area of community influence	Aspects that are fixed: - Legislative factors. Key areas for community input: - Community may make submissions on all sections of the Draft Annual Business Plan.
Method of consultation, informing community & cost	Copies will be available at the Mount Barker Community Library; Copies will be available at Council's offices; A copy will be available on Council's website; A facility will be available for the community to ask questions and receive submissions on Council's website during the consultation period. In addition, as required under the Local Government Act 1999, a public meeting will be held at 5pm on Wednesday, 27 June 2018 to hear feedback from the community.
Feedback to stakeholders/Council	A written response will be made to all submissions once the Annual Business Plan 2018/19 has been adopted by Council.
Timeframe for consultation	5 -27 June 2018

Policy:

2018/19 Rating Policy

Rate Rebate Policy

Separate Rate - Developer Contributions: Payment, Rebate, Postponement Policy

Funding policy

Treasury Management Policy

Infrastructure Contributions – Separate Rate Relief Policy'

Budget:

The 2018/19 Annual Business Plan includes the Annual Budget.

Statutory/Legal:

Section 123 of the Local Government Act 1999 requires Council to have an annual business plan and budget.

Staff Resource Requirements:

The development of the Annual Business Plan 2018/19 is managed within existing staff resources.

Environmental:

The Annual Business Plan 2018/19 includes Council's environmental budget for the year.

Social:

The application of rates is recognised as a system of taxation of residents and as such, Council strives to the best of its ability to ensure that rates are applied fairly and that the burden is shared equally by those with the ability to pay in proportion to their wealth.

Council has and will continue to consider the impact of rates on all sections of the community and particularly those on fixed incomes and with limited financial resources.

Risk Assessment:

The *Local Government Act 1999* requires that Council assesses the financial requirements of the Council for the financial year and sets out a summary of its proposed operating expenditure, capital expenditure and sources of revenue and takes into account the Council's long-term financial plan and relevant issues relating to the management and development of infrastructure and major assets by the Council.

Asset Management:

The Annual Business Plan addresses issues relating to the management and development of infrastructure and major assets by the Council.

Conclusion:

When adopted by Council the Draft Annual Business Plan, detailing Council's intended programs for the 2018/19 year including the rating policy and annual budget, will be available for comment and submission by the community from 5 to 27 June 2018.

Attachment 1 to Item 12.1



MOUNT BARKER
DISTRICT COUNCIL

Annual Business Plan 2018/19



Draft as at 4 June 2018

**Mount Barker District Council
Annual Business Plan 2018/19**



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Summary

Council's 2018/19 Annual Business Plan (ABP) provides next year's projects, programs and services envisaged in the Mount Barker 2035 Strategic Plan.

The ABP contains information regarding the provision of ongoing services to the community while beginning the delivery of several major new strategic projects in addition to an ambitious capital works program including major wastewater infrastructure, roads, footpaths and recreation projects.

Maintaining a strong financial position is a focus to ensure Council can deliver on the expectations of the growing community over the next ten, twenty and thirty years while continuing to find innovative ways to work with developers, schools and Government to provide the District with great outcomes.

Work will continue in the delivery of some major projects which have been in planning for several years, such as the new Volunteer Hub and the Regional Recreation Hub on Springs Road, and Council will continue to support local clubs and groups in the upgrading of facilities and will continue in the delivery of Township plans.

Council prioritises budgets across multiple service areas and maintains financial sustainability whilst going through a prolonged period of high urban growth. In addition to rates revenue, separate rates in growth areas and developer contribution schemes for infrastructure provision play a critical role in providing the infrastructure and services to meet community needs.

Total revenue of \$56.3 million includes;

- General Rates increase of 3.2% plus 3% growth total \$29 million
- Other Rates \$8.9 million
- NRM Levy net total \$1.5 million
- Other Income \$8.6 million
- Government Grants for new assets \$5.2 million
- Contributions from developers and others for new assets \$3.2 million.

Total expenditure of \$66.7 million includes;

- Provision of services \$34.5 million
- NRM levy \$1.5 million
- Other rates \$0.2 million
- Finance costs \$0.7 million
- Renewing existing assets \$7.5 million
- New and upgraded assets \$22.3 million.

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Major projects to continue or to be completed next year include;

Environmental Services Centre and Volunteer Hub \$4.5 million

Funding of \$1 million has been received from the State Local Government Infrastructure Partnership. Stage 1, the Volunteer Hub component of the project including accommodation for the Christmas Pageant Floats and accommodation for the Men's Shed as well as other community organisations with a shared kitchen, outdoor seating and toilets will be completed and Stage 2 of the project which includes facilities for Council's outdoor staff and interpretive centre will commence.

Roads to Recovery Township Sealing - \$0.9 million

The Federal Government increased allocation for Roads to Recovery program continues into 2018/19 and will be used to complete Macclesfield township roads, and upgrade roads within the township areas of Nairne, Mount Barker, Littlehampton, and Hahndorf.

Hurling Trail next stage \$0.7 million

The Pedestrian Activated Crossings to the Hurling Drive to Laratinga Shared Path at Wellington Road and Alexandrina Road will be completed.

Regional Sporting Hub: Commence Stage 1 of Development \$7.9 million

Commencement of the initial stage of the Mount Barker Regional Sporting Hub, incorporating a senior oval (to AFL requirements), turf centre wicket pitch and cricket nets, senior synthetic soccer pitch, six 5-a-side soccer pitches and associated amenities, internal access road, car parking and supporting infrastructure. Funding partners include State and Federal Government and state sporting associations.

Wastewater to Service Growth – Mount Barker WWTP Upgrade (Initial provisioning works) \$0.9 million

Expansion of Mt Barker District Council's existing Wastewater Treatment Plant (Springs Road) will position Council as the wastewater service provider of choice for all future customers via the staged, timely and cost-effective delivery and operation of collection, treatment and re-use infrastructure.

Mount Barker District Council
Annual Business Plan 2018/19



Introduction

The annual business plan sets out Council's proposed services, programs and projects for 2018/19. It aims to maintain efficient service for the community and continued progress towards the longer term objectives of the District set out in the Mount Barker 2035 District Strategic Plan adopted by Council in December 2015. Specific objectives proposed for the year are consistent with the Council's long term financial plan and asset management plans to ensure the long term sustainability of the Council's financial performance and position.

About the Mount Barker District Council

The Mount Barker District Council is located 35kms east of Adelaide and covers approximately 595 square kilometres including 15 rural townships and surrounding land, and some urban areas, located in the central Mount Lofty ranges. It has a current population of approximately 35,499 people and plans to employ 165 full time equivalent staff in 2018/19. It is surrounded by the Adelaide Hills Council, Onkaparinga Council, Alexandrina Council, Rural City of Murray Bridge and Mid-Murray Council.

The township of Mount Barker operates as a regional centre for the central Mount Lofty Ranges Region providing a wide diversity of retail, commercial, institutional and business activities and services. Mount Barker, along with the townships of Littlehampton and Nairne are experiencing high and sustained growth which is likely to continue for the foreseeable future.

Our Vision

The Mount Barker district will be recognised as being highly liveable, prosperous and safe, built from a foundation of community spirit and energy, quality of lifestyle and unique heritage, environment and landscape.

Our Values

Accessibility

Ready to listen to ideas and concerns of individuals, groups and institutions and respond with straightforward answers

Commitment

Working hard to deliver appropriate and quality services and projects and build resilient communities

**Mount Barker District Council
Annual Business Plan 2018/19****Involvement**

Decision making processes are transparent and open to community scrutiny. Individuals and communities can be involved in influencing policies and local activities

Fairness

All people working, living and visiting the Mount Barker District makes this a rich community and we aim to represent them equally

Resourcefulness

Making the most of Council and community assets and strengths and building on local resources by attracting investment from outside the district

Long term thinking to inform decision making

Council will consider all the consequences of decisions and ensure they reflect the Strategic Plan. We need to act for now and the future. Council will have regard to the long term and cumulative effects of its decisions.

Key Assumptions in the Plan:

- The general rate provides benefits to the whole community and ensures social, economic and environmental sustainability, the number of rateable properties in 2018/19 is 16,725 with estimated assessment growth of 3 % included in rates revenue.
- Benefits that are provided to a distinct group of the community will wherever practicable be charged directly to the recipient of that benefit.
- Funding for costs associated with urban green-fields development where possible is borne by those initiating and or benefiting from that development by applying separate rates for waste water, transport infrastructure and community sport and recreation infrastructure.

Council's Strategic Plans

Council's overall direction is determined by its Strategic Plan in parallel with the Long Term Financial Plan and Asset Management Plans. Council's Annual Business Plan and budget was formulated within the guiding principles and priorities detailed in this suite of Strategic Plans.

Council's annual operating program was developed to ensure maintenance of the current level of all existing services to the whole community. This includes new residents and developments, where the provision of services to new residents and developments

Mount Barker District Council
Annual Business Plan 2018/19



is funded by the growth in revenue from increased rates, and annual increases in employee, material, contract and other costs are met by increasing rate revenue by a similar inflationary factor. As part of the development of the annual budget the key financial indicators adopted by Council in its Treasury Management Policy were adhered to;

- to achieve a surplus equal to at least 1% rates over the medium term;
- maintaining a healthy level of net financial liabilities, and
- maintaining Council's asset base.

Council's Asset Management Plans (AMP) are linked to Council's Strategic Plan and Long Term Financial Plan (LTFP) and provide capital maintenance programs for renewal and replacement to prevent costly deterioration of infrastructure. Maintaining an adequate level of expenditure on existing assets on an annual basis ensures intergenerational equity, that is, the burden of costs is met equally by current and future ratepayers. These plans were used to determine which assets require renewal or replacement based on:

- Condition assessment;
- Service levels; and
- Affordability/Sustainability

Expenditure on new assets and/or major upgrades to the service levels of existing infrastructure assets result from strategic planning decisions from both Council and State Government. Generally this expenditure is funded using capital grants and contributions, sale of surplus assets and or borrowings.

Financial Overview Excluding Wastewater

The general rate increase will be 3.2% (2.2% CPI and 1.0% financial sustainability), however the actual increase payable by any individual ratepayer may be more or less than this depending on the movement in the capital value of each property. Additional rates will be raised from growth eg valuation increases related to new development and capital improvements, refer to Appendix 3 - 2018/19 Rating policy for more details.

Council's estimated operating surplus in 2018/19 is \$0.6 million and includes \$0.9 million in Roads to Recovery funding to complete the Township Sealing Program in Macclesfield and upgrade roads within the township areas of Nairne, Mount Barker, Littlehampton and Hahndorf.

A total of \$30 million will be spent on providing ongoing services including waste management and disposal, development assessment and planning services, the community library, immunisation, HACC, community development and events to the growing community, plus maintenance of infrastructure assets including roads,

**Mount Barker District Council
Annual Business Plan 2018/19**



footpaths, lighting, storm water drainage, street trees, sporting facilities, open space, cemeteries and other Council properties.

**2018/19 TOTAL REVENUE \$47 million
excluding Wastewater**

**2018/19 OPERATING EXPENSE \$40 million
excluding Wastewater**

Rate revenue	\$,000	Operating expenditure on services	\$,000	% of total
Rates: General	28 817	Strategic Planning & Development	4 338	10.9%
Rates: Waste Management	2 810	Roads, Footpaths and Bridges	3 983	10.0%
Rates: NRM Levy	1 539	Recreation & Open Space	3 656	9.2%
Rates: Other	220	Waste Management	3 191	8.0%
Total rate revenue	33 386	Corporate & Governance	2 508	6.3%
		Public Safety	2 347	5.9%
Operating revenue		Library & Customer Services	1 899	4.8%
Grants, Subsidies and Contributions	3 695	Community Connections	1 861	4.7%
User Charges	1 880	Major Projects	1 863	4.7%
Statutory Charges	1 325	Community Buildings	1 410	3.5%
Reimbursements	545	Tourism & Tourist Park	1 271	3.2%
Other Income	213	Government Programs	1 172	2.9%
Investment Income	138	Stormwater Drainage	637	1.6%
Total other operating revenue	7 797	Total operating expenditure on services	30 137	75.6%
		Other Operating expenditure		% of total
Capital revenue		Depreciation	7 306	18.3%
Capital Contributions: Other	1 086	NRM Levy	1 519	3.8%
Capital Grants: Government	5 124	Finance Expense	681	1.7%
		Hahndorf/Mt Barker Separate Rates	215	0.5%
Total capital revenue	6 210	Total other operating expenditure	9 721	24.4%
Total Revenue	47 392	Total operating expenditure	39 859	

Mount Barker District Council
Annual Business Plan 2018/19



Council's Capital Expenditure

\$7.3 million has been allocated for Council depreciation in 2018/19 which provides for capital maintenance programs to renew and replace Council's existing assets. Next year \$4.8 million has been allocated to renew and replace transport assets including \$0.5 million for footpaths and \$0.9 million on unsealed roads; \$0.6 million for renewal of stormwater drainage assets, \$0.8 million for community facilities, recreation and open space assets plus \$1.1 million for the plant replacement program.

Capital expenditure on new and upgraded assets next year will include \$2 million for new and upgraded road assets, \$1.3 million for new footpaths, \$5.2 million on new and upgraded community building assets and \$10.1 million on new and upgraded recreation and open space assets.

Capital Expenditure Excluding Wastewater
for the Period ended 30 June 2019

\$ '000	Draft Budget 2019
2018/19 Capital Program	27 074
Capital Renewal	
Bridges & Culverts	200
Buildings Asset	401
Drainage Asset	565
Footpaths	515
Plant & Equipment	1 146
Recreational Assets	355
Roads	4 092
Total Capital Renewal	7 274
New Capital	
Buildings Asset	5 230
Drainage Asset	155
Footpaths	1 266
Land Assets	1 000
Plant & Equipment	20
Recreational Assets	10 146
Roads	1 983
Total New Capital	19 800

**Mount Barker District Council
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Wastewater Financial Overview

Council's Wastewater Business operating surplus of \$1 million includes \$5 million to maintain and operate collection, treatment and disposal of wastewater and to renew and upgrade wastewater infrastructure assets in the district. Wastewater's capital renewal programs are budgeted to be \$0.2 million, and \$2.5 million is allocated to upgrade and construct new wastewater assets.

Financial modelling of the planned future operation, renewal and upgrading of Council's wastewater systems demonstrates that for the sustainability of the business, an increase of 7% to the annual service charge is required.

Income of \$0.7 million is budgeted from the sale of recycled water to a range of customers within the district.

In addition to annual fees and charges, capital income of \$2.6 million is budgeted to contribute to the expansion and upgrading of the network.

Wastewater Budget Funding Statement

\$ '000	Draft Budget 2019
Income	6 768
less Expenses	(5 022)
less Full Cost Attribution	(703)
Operating Surplus / (Deficit)	1 042
less Net Outlays on Existing Assets	
Capital Expenditure on Renewal	(240)
less Depreciation, Amortisation and Impairment	1 352
Subtotal	1 112
less Net Outlays on New and Upgraded Assets	
Capital Expenditure on New and Upgraded Assets	(2 515)
less Amounts Received Specifically for New and Upgraded Assets	2 187
less Cost of Capital	(542)
Subtotal	(870)
Net Budgeted Surplus for Financial Year	1 284

Mount Barker District Council
Annual Business Plan 2018/19



Strategic Direction

In 2015 Council undertook extensive consultation to develop a new Strategic Plan - *Mount Barker 2035 – District Strategic Plan* which was adopted in December 2015.

1. Community Wellbeing

Aim

Community spirit is strong, sustained and inclusive. Our people live in safe and friendly towns and neighbourhoods where wellbeing is paramount. The District has high quality facilities that enable healthy activity and a thriving sporting art and cultural scene. It encourages and supports individuals, local organisations and community groups in their endeavours and celebrates their achievements.

1.1 Capital Projects and Initiatives

Open Space \$520,000 (net)

	Expenditure	Income
Alec Johnston Creekline Fence	15,000	0
Alec Johnston Park Playspace Upgrade	50,000	0
Byethorne Park Development	150,000	(150,000)
Hutton Reserve Playspace Renewal	30,000	0
Kanmantoo Bike Track Renewal	20,000	0
Keith Stephenson Park Master Plan - Lake Decking	50,000	0
Keith Stephenson Park Playground Upgrade	150,000	0
Mount Barker Summit Management Plan Actions	50,000	0
Nature Play Space upgrade Byethorne Park	100,000	(100,000)
Parks and Open Space Signage	15,000	0
Regional Nature Play Design	40,000	0
Weld Park Upgrade to Category 2 Park	100,000	0

**Mount Barker District Council
Annual Business Plan 2018/19**

Community and Sporting Facilities Development

\$10,841,500 (net)

	Expenditure	Income
Adelaide Hills Recreation Centre - Painting	50,000	0
Anembo Park - Synthetic Hockey pitch & Surrounds	1,000,000	(656,000)
Anembo Park Road Sealing	150,000	(10,000)
Echunga Netball Club - Rebuild & Acrylic Resurfacing	25,000	0
Environmental Services Centre & Volunteer Facilities	4,521,000	(700,000)
Hahndorf Academy Structural Repairs	151,000	0
Hahndorf Bowling Club - Upgrade 4 light towers to LED	10,000	0
Hahndorf Recreation Ground Irrigation Upgrade	155,000	(77,500)
Library Refurbishment & TAFE Customer service Hub	414,000	0
Littlehampton Hall Toilet Upgrade	250,000	0
Littlehampton Netball Club - Miels Park Courts Acrylic Resurfacing	5,000	0
Macclesfield Institute - Repairs Following Underpinning	60,000	0
Meadows Bowling Club - Installation of 4 sports lights	12,000	0
Meadows Tennis Club - Acrylic Resurfacing	20,000	0
Mount Barker Community Centre Relocation	100,000	0
Mt Barker Showgrounds	20,000	0
Nairne Oval Irrigation	30,000	0
Polo Club Land Drainage Upgrade	138,000	0
Recreation Ground Signage	10,000	0
Refurbish Anembo Park BMX Facility	40,000	0
Regional Sports Hub	7,930,000	(3,188,000)
Shared Use Courts	251,000	0
Tourist Park Renewal & Upgrade of Facilities	151,000	(20,000)



Bythorne Park Nairne

**Mount Barker District Council
Annual Business Plan 2018/19**



1.2 Our Achievements

In 2017/18 many projects supported Community Wellbeing within the Mount Barker 2035 District Strategic Plan including:

- Community Customer Survey completed
- Contribution to Meadows Bowling Club artificial turf
- Exercise nodes installed on linear path Mount Barker
- Two more “Parklets” installed in Gawler Street Mount Barker
- Macclesfield recreation Grounds playground upgrade

1.3 Our Service Delivery

1.3.1 Regional Sporting Hub Project

- Commence construction of stage 1 of the Regional Sports Hub (subject to development approval and external funding)



1.3.2 Community Wellbeing

- Deliver Home and Community Care services including transport and community bus, to ensure residents can remain independent and socially active
- Identify positive outcomes for older citizens

Mount Barker District Council
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- Continue to respond to funding changes for Commonwealth and State HACC services
- Facilitate the relocation of the Mount Barker Community Centre from the Charles Street site
- Establish and maintain relationships with community groups including those with agreements who manage Council facilities
- Continue to engage with government departments to foster improved community outcomes
- Continue to implement the Connect, Learn, Lead community development model
- Assist Hahndorf Academy Foundation in pursuing a sustainable self sufficient funding model
- Undertake initiatives that address local youth need
- Oversee co-ordination of Council volunteers
- Maintain and repair community facilities in accordance with maintenance schedules and management agreements

1.3.3 Library

- Deliver a contemporary quality library service which enriches the lives of residents via print and electronic resources, activities and events, local history service, toy library, digital technologies, and opportunities for local artists, writers and performers

1.3.4 Environmental Health

- Pursue the objectives of the Regional Health Plan and Council's Public Health Action Plan
- Provide environmental health services including inspection of food premises, responding to complaints, training in food safety, inspection of public swimming pools, spas, skin penetration premises, and cooling towers with warm water systems
- Provide an immunisation service and school based clinics
- Conduct food safety audits on premises that prepare food for vulnerable people
- Respond to complaints regarding hoarding, domestic squalor, vermin and other public health related issues
- Assess wastewater applications and inspect waste control systems

1.3.4 Public safety

- Implement and review the Animal Management Plan and respond to animal management issues
- Ensure people park vehicles appropriately both on and off the street
- Administer Council's by-laws
- Monitor building sites to prevent damage to Council infrastructure

Mount Barker District Council
Annual Business Plan 2018/19



Keith Stephenson Park Mount Barker

1.4 Measuring Our Performance

The following performance measures for community wellbeing will be reported on quarterly:

Regional Sporting Hub Project

1. Complete design documentation of the Regional Sports Hub stage 1.
2. Undertake 50% of the Regional Sports Hub stage 1 construction (subject to development approval and external funding)

Library and Customer Services:

1. Maintain or improve current library (Libraries Board – ‘metropolitan’) ranking of 6th for Membership as % of Population
2. Maintain or improve visitor numbers from previous year’s corresponding quarter
3. Improve current library (Libraries Board – ‘metropolitan’) ranking of 10th for Loans per Capita
4. Maintain or improve event participation numbers from previous year’s corresponding quarter
5. Implement Library Review findings

**Mount Barker District Council
Annual Business Plan 2018/19****Environmental Health**

1. Percentage inspection of food premises in accordance with risk schedule (100% target)
2. Percentage of health premises inspected (piercing, tattooists, public pools) according to the schedule (80% target)
3. Percentage of waste control applications (80% target)
4. Report annually to SA Health regarding activities undertaken under the Food Act 2001
5. Five (5) public Immunisation Clinics held per month

Public Safety

1. Monitor private parking areas according to contract agreements
2. Number of school parking patrols (target 40 per quarter)
3. Premises providing outdoor dining to be registered (100% target)
4. Incidents of Council infrastructure damaged by new developments reinstated (100% target)

Community Wellbeing

1. Implement improvements to Council's website and online services
2. 80 social outings
3. Meet contract requirements for HACC and Hills Community Passenger Network
4. New Mount Barker Community Centre site identified and relocation completed
5. Action graffiti reports within 7 days
6. 4 District Matters produced annually
7. Design corporate documents within legislated or agreed timeframes
8. Maintain an appropriate number of volunteers for existing programs
9. Ensure new volunteers are inducted and trained
10. Develop new volunteer program related to open space areas
11. Maintain two (2) existing youth programs and further develop Youth Engagement Program
12. Manage agreements that are in place with each incorporated association
13. Maintain service levels for building and built recreation assets



Autumn leaves Macclesfield

**Mount Barker District Council
Annual Business Plan 2018/19**



2. Economic Prosperity

Aim

A clean and thriving economy in an attractive and vibrant hills setting offering employment, investment and business opportunities.

2.1 Capital Projects and Initiatives

Economic Development Strategy \$71,000

	Expenditure	Income
Partnership with The Advertiser to produce The Barker Magazine	56,000	0
World Heritage Listing	15,000	0

Main Streets \$920,000

	Expenditure	Income
Beerenburg Pedestrian Crossing Contribution	5,000	0
Gawler Street East	40,000	0
Gawler Street/Stephen Street Plaza	500,000	0
Hahndorf Main Street Upgrade	100,000	0
Nairne Main Street Stage 2	30,000	0
Nairne Main Street Strategy Concept Design	25,000	0
Venables Street, Western Side Upgrade Stage 2	220,000	0



Hahndorf Arts and Culture Precinct

**Mount Barker District Council
Annual Business Plan 2018/19**



2.2 Our Achievements

In 2017/18 many projects supported Economic Prosperity within the Mount Barker 2035 District Strategic Plan including:

- Facilitation of community events
- May Business month

2.3 Our Service Delivery

2.3.1 Economic Development and Sustainable Futures

- Prioritise and implement issues arising from the Economic Development Strategy
- Review the Economic Development Strategy
- Participate in regional initiatives that further economic development
- Provide a diverse range of community events and tourism services
- Promote investment and business opportunities
- Provide support services to business

2.4 Measuring Our Performance

The following performance measures for Economic Prosperity will be reported on quarterly:

Economic Development and Sustainable Futures

1. Economic development strategy initiatives pursued
2. Economic Development strategy reviewed
3. Involvement in Regional economic development initiatives
4. Number of community events and major events supported
5. Investment and business opportunities promoted
6. Level of support provided to businesses

Mount Barker District Council
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3. The Urban Environment

Aim

Heritage is protected and the built environment is planned and designed to a high standard to endure and remain relevant into the future. Liveability is at the forefront of the design and establishment of neighbourhoods and landscapes that are highly usable accessible and connected. Linear trail linkages are a significant regional attraction and a point of difference with other areas.

3.1 Capital Projects and Initiatives

Wastewater \$1,760,000 (net)

	Expenditure	Income
Infrastructure Augmentation	200,000	0
Central Sector Trunk Main	50,000	0
Eastern Sector Trunk Main	770,000	0
LWWTP Floating Pumps upgrade and renewal	45,000	0
Manhole Restoration Program	150,000	0
Recycled water – Augmentation	200,000	(100,000)
REPS Pump Station Asset Replacement	45,000	0
Wastewater to Service Growth – Mt Barker WWTP Upgrade Stage 1	895,000	(895,000)
Western Sector Connection	400,000	0

Transport \$4,532,500 (net)

	Expenditure	Income
Alexandrina Road reconstruction (Railway Line to Skipper)	10,000	0
Childs Road, Old Princes Highway to Freeway	40,000	0
Flaxley Rd Mount Barker High School Refuge & Bus Bay	453,000	(302,000)
Gawler St Bridge Renewal	200,000	0
Harrogate Road Complete Sealing	20,000	0
Mawson/Nottage/Battunga Intersection	60,000	0
North Rd Pavement Rehab & Footpath Design	30,000	0
Programmed Kerbing including Haeusler Dr Nairne	200,000	0
Roads to Recovery Program (Nairne, Mount Barker, Littlehampton, Hahndorf)	940,000	0
Sealed Roads - Resealing Program	1,317,000	0
Springs Road Upgrade Stage 2	975,000	(650,000)
Transport Masterplan	80,000	0
Unsealed Roads - Resheet Program	939,500	0
Upgrade Fire Tracks	100,000	0
Wattle Road Retaining Wall	60,000	0
Wellington Road Reconstruction (Strathalbyn Rd to East)	50,000	0
Yaktanga Way Roundabout Improvements	10,000	0

**Mount Barker District Council
Annual Business Plan 2018/19****Development \$0 (net)**

	Expenditure	Income
Develop a series of co-ordinated development sign boards at key locations in the Mount Barker Township to reduce the proliferation on signage being constructed.	100,000	(100,000)

Townships – Footpaths \$1,461,000

	Expenditure	Income
Bythorne Park connection to Main Rd Nairne	10,000	0
Childs Rd - Fwy Tunnel to Hallett Rd - Trail Mt Barker	20,000	0
Daniel Court Nairne	11,000	0
Duffield Av – Wellington Rd to Sims Rd Mount Barker	74,000	0
Echunga Rd - Strathalbyn Rd to Pedestrian Crossing	28,000	0
Echunga Rd - Von Doussa Rd to Hahndorf Recreation Ground	139,000	0
Hurling Trail Stage 2	700,000	0
Hutchinson St - Mann to Knott Mount Barker	156,000	0
Linear Trail - Rear of Homemaker Centre	38,000	0
Main Rd - end of path to Bartley St Nairne	45,000	0
Main Road to Bridge Street footbridge Nairne	13,000	0
North Rd – Woodside Rd to Sydney Rd (Staged) Nairne	10,000	0
Pine Av - SE Freeway to Von Doussa Rd Hahndorf	55,000	0
South of Mt Barker Creek - Trail Mount Barker	162,000	0

Townships – cont. \$1,175,000

	Expenditure	Income
Bus Shelter Upgrades	30,000	0
Hahndorf Culture and Arts Precinct: Stage 1 Upgrade courtyard and internal paths	15,000	0
Strategic Sites Investment	1,000,000	0
Streetscape Improvement to priority gateway locations and corridors: Stage 1 Adelaide & Flaxley Rd	20,000	0
Townships Planning	60,000	0
Transport Linkages Study	50,000	0

Mount Barker District Council
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Growth Area Infrastructure \$0 (net)

	Expenditure	Income
Hartman Rd, Sims to Bald Hills Rd	35,000	(35,000)
Hawthorn Rd, Adelaide Rd to Bollen Rd, Silverwood & Bollen	15,000	(15,000)
Heysen Blvd/Paech/Sims/Hartman	25,000	(25,000)
Springs Rd, Bald Hills to Heysen Blvd	75,000	(75,000)

Stormwater \$820,000

	Expenditure	Income
Baker to Old Princes Highway Littlehampton Stormwater Drainage Upgrade	30,000	0
Clems Lane Flood Mitigation	50,000	0
English Street Stormwater Drainage Upgrade	15,000	0
Follett Close/Mt Barker Road Stormwater Drainage Upgrade	15,000	0
Gum Tree Drive Stormwater Drainage Upgrade Renewal	65,000	0
Hahndorf Stormwater Management Plan	100,000	0
Hallmark Court Stormwater Drainage Upgrade	20,000	0
Railway Creek Faerhmann to Wellington Rd Creek Stormwater Drainage Reconstruction	25,000	0
Totness Commercial Zone Stormwater Drainage Upgrade	500,000	0

3.2 Our Achievements

In 2017/18 many projects supported The Urban Environment within the Mount Barker 2035 District Strategic Plan including:

- Endorsement of Hahndorf Township Plan
- \$1.4 million spent on footpaths in Hahndorf, Nairne, Macclesfield & Mount Barker
- New footpath and bus stop on Adelaide Road Mount Barker
- Dawesley Township Roads Sealing
- Sealing Paech Brothers Road Hahndorf
- \$1.8 million on district roads resealing program.

Mount Barker District Council
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Dawsley Township Roads Sealing

3.3 Our Service Delivery -

3.3.1 Planning Policy and Strategy

- Plan for the delivery of new community, sport and recreation facilities
- Provide advice and guidance to internal and external customers
- Develop, implement and monitor priorities within the strategic framework (eg, Structure Plan, Strategic Directions Report and masterplans)
- Continue master planning and strategic land use projects (growth area master planning, regional and township planning projects)
- Progress Development Plan Amendment (DPA) program in accordance with the Strategic Directions Report
- Provide policy planning advice to internal and external customers
- Assist with the transition to the new Planning, Design and Infrastructure Act

3.3.2 City Development

- Undertake the development assessment process as per the Development Act 1993 and Development Regulations 2008 including development and building compliance
- Provide advice to the public on matters related to the Development Act and Planning Development and Infrastructure Act
- Provide accurate reports for the Council Assessment Panel
- Represent Council at the Environment, Resources and Development Court or Supreme Court in relation to planning or development matters
- Contribute to the Building Fire Safety Committee

**Mount Barker District Council
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- Engineering development assessment for land division applications

3.3.3 Infrastructure

- Provide engineering advice, program and project management and support to all areas of Council, developing strategic asset plans and capital programs.
- Scoping, planning, negotiating (and in some cases delivering) key external infrastructure to land subdivisions for the growth areas
- Scoping, design & delivery of major projects originating from Council approved strategic plans for infrastructure provision and other assets
- Strategic infrastructure and asset management planning



Venables Street Macclesfield

**Mount Barker District Council
Annual Business Plan 2018/19****3.3.4 Wastewater Treatment Plant Upgrade Project**

- Continue with planning and design work for the expansion of the Council wastewater service to service the Mt Barker and Nairne growth areas.
- Continue to plan and design for the expansion of the wastewater treatment capacity to cater for growth in Mt Barker and Nairne

3.3.5 Wastewater

- Ensure that the asset maintenance and renewal program for wastewater is delivered on budget and on time
- Secure further commitments from developers for wastewater services.
- Investigate future business strategies for wastewater
- Develop strategies for recycled water and secure new customers in conjunction with SA Water
- Operate the business to comply with legislation of the EPA, Essential Services Commission of South Australia (ESCOSA) and Department for Health and Ageing
- Enhance communication with wastewater customers
- Maintain agreed quantity of water for the Laratinga Wetlands

3.3.6 Transport Assets

- Implement the capital works program for road, footpath and bridge renewal as per the Asset Management Plan
- Implement the annual program for new footpaths as per the asset management plan including but not limited to risk, network connectivity and community demand
- Repair identified defects and hazards on roads, bridges and footpaths to Asset Management Plan standards
- Maintain street furniture, line marking and other traffic management devices, and street lighting
- Develop and implement an unsealed roads strategy that responds to community interests

3.3.7 Stormwater

- Conduct programmed stormwater maintenance
- Conduct regular programmed street sweeping and sump cleaning

3.4 Measuring Our Performance

The following performance measures for the Urban Environment will be reported on quarterly:

Planning Policy and Strategy

1. Prepare Council for transition to new Planning and Design Code
2. Implement Main Street strategies
3. Develop and implement Township Plans
4. Develop and implement community infrastructure strategies and actions
5. Co-ordinate the strategic planning of Mount Barkers Growth area

City Development

1. Compliance with statutory assessment timeframes
2. 100% of known breaches of the Development Act investigated
3. Comply with statutory building inspection regulations requirements
4. 100% of known pool applications inspected
5. 100% of mandatory (hold point) development engineering inspections undertaken
6. 80% of quality assurance documentation received for infrastructure inherited by Council in major land division developments.
7. 80% of new housing planning applications (with all relevant information submitted) issued a decision within 15 working days

Transport Assets

1. Deliver 100% of the budgeted capital works program for unsealed roads and footpath renewal
2. Deliver 100% of the budgeted new footpath connectivity program
3. Review the annual line marking program – target 100%

Stormwater

1. Deliver the stormwater maintenance and minor capital program
2. Review the street sweeping program

Infrastructure Projects

1. 85% of the capital projects managed by the technical services / project team are completed within the approved construction budget and by 30 June 2018

Wastewater Treatment Plant Upgrade Project

1. Develop sewer strategy to service Mt Barker Town Centre through sewer
2. Future augmentation identified, costed and impact on customers quantified
3. Finalise the long-term wastewater and recycled water strategy

Wastewater

**Mount Barker District Council
Annual Business Plan 2018/19**



-
1. Enhance and implement the planned maintenance program
 2. Zero discharge from November to March to Mt Barker and Nairne creeks
 3. Sign-up potential customers for recycled water
 4. Compliance with the EPA, Essential Services Commission of South Australia (ESCOSA) and Department for Health and Ageing requirements
 5. Target of zero complaints received via the Energy and Water Ombudsman that are considered by the Ombudsman to require Council action
 6. Ensure agreed water quantity is delivered to Laratinga Wetland



Environmental Services Centre Stage 1

**Mount Barker District Council
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4. The Natural Environment & Sustainable Living

Aim

The natural environment is celebrated, promoted and protected. Conflicts between development and the environment are managed to minimise impacts and to compensate where significant impacts are unavoidable. The District is known for the commitment of its community to live within sustainable limits.

b. Capital Projects and Initiatives

Environment \$65,000

	Expenditure	Income
Interpretive signage along trails	20,000	0
Mount Barker Summit Signage	15,000	0
Transfer Station - Construct bunded bay for street sweeping storage	30,000	0

Biodiversity \$42,500

	Expenditure	Income
Implementation of Biodiversity Program	42,500	0

4.2 Our Achievements

In 2017/18 many projects supported the Natural Environment & Sustainable Living within the Mount Barker 2035 District Strategic Plan

- Environment Plan completed
- Kerbside waste tonnes have reduced
- Emerald Quarry continued works

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4.3 Our Service Delivery

4.3.1. Open Space and Environment

- Develop open space and landscaping plans
- Review and evaluate landscape plans associated with open space to be gifted to Council
- Manage and monitor Bush for Life Program and Bushcare
- Provide open space, landscaping and vegetation advice
- Review and evaluate the Laratinga Reserve Management Plan
- Implement the Biodiversity and Open Space Strategies
- Implementation of the Environment Plan
- Support delivery of a watercourse management strategy
- Prioritise and implement actions from the Environment Strategy

4.3.2 Economic Development and Sustainable Futures

- Monitor Council's response to sustainability issues and develop strategies and advice as required
- Develop community education strategies on environmental issues
- Prioritise and implement actions from the Environment Strategy

4.3.3 Fire Prevention and Emergency Management

- Identify, manage and mitigate the threat of bushfire within the District in accordance with Council's and the Adelaide Mt Lofty Ranges Bushfire Management Area Plan (interim)
- Facilitate and assist in educating the community on fire prevention in conjunction with the Country Fire Service
- Liaise with emergency services and represent Council on relevant Emergency Management Committees
- Continue to develop the treatment options associated with the local Emergency Management Plan

4.3.4 Parks, and Public Places

- Contribute to the management of roadside reserves and Bushcare sites
- Contribute to the management of Council's tree stocks within roadsides and public areas
- Contribute to the maintenance and health of watercourses
- Maintain Laratinga Wetland and Springs Wetland environment
- Maintain open space to current service levels
- Improve and maintain (within available resources) open space, public places, sporting and recreation facilities and streetscapes
- Contribute to the planning and design of new gifted open space

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- Maintain new and existing playgrounds to agreed standards and service levels

4.3.5 Cemeteries

- Improve and maintain Council cemeteries
- Provide curating services for the community
- Implement service levels for cemeteries

4.3.6 Waste

- Implement Councils Waste to Resource Management Plan
- Complete and implement the review of Council's Waste Management Strategy to include all waste services, contracts and facilities
- Administer the collection contract to best practice standards and ensure performance targets are achieved
- Ensure waste is disposed within a cost effective and EPA compliant landfill
- Aim to increase diversion of waste from landfill and reduce waste being disposed to landfill
- Further enhance community education to reduced contamination of recyclables and increase diversion rates

4.3.7 Transfer Station

- Provide a service that complies with EPA licence requirements while maintaining a cost effective waste transfer facility



View from Mount Barker Summit

**Mount Barker District Council
Annual Business Plan 2018/19**



4.4 Measuring Our Performance

The following performance measures for the natural environment and sustainable living will be reported on quarterly:

Open Space and Environment

1. Completion of the Landscape Plan
2. Implementation of the Environment Plan
3. Completion of identified actions from Biodiversity Strategy
4. Completion of review of Laratinga Reserve Management Plan
5. Seedlings planted with success rate of 70% of 8,500 seedling survival

Economic Development and Sustainable Futures

1. Strategic initiatives related to sustainability pursued
2. Environment Strategy initiatives pursued
3. Environmental education initiatives implemented

Waste

Kerbside:

1. Reduce the amount of waste to landfill to below 9kg per household per week
2. Maintain diversion levels of recycling from landfill of 48% per year
3. Reduce contamination in recycling by 2% annually.

Transfer Station

4. Maintain or improve the net cost of Transfer Station Operations

Cemeteries

1. Cemeteries maintained to the current service level

Fire Prevention and Emergency Management

1. Identify the number of non-compliant properties within the District
2. Complete 100% of fire prevention program of rural roads to be slashed/sprayed
3. Completion of the Business Continuity / Emergency Management Plan Treatment Options
4. Assess and report on the progress of the draft Adelaide Mt Lofty Ranges Bushfire Management Area Plan.

Parks and Public Places

1. Continue to develop and implement the rural roadside reserves corridor pruning program
2. Maintain Councils Parks and Public Places in accordance with service standards

Mount Barker District Council
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5. Governance and Leadership

Aim

The Council demonstrates innovation, strong governance and leadership and fully integrated community engagement practices. It manages finances effectively and efficiently and uses innovative solutions to achieve long term financial sustainability.

5.1 Capital Projects and Initiatives

Organisational Excellence \$94,000

	Expenditure	Income
Administration Traineeship Program	32,000	0
Provision for Office Re-fit	40,000	0
Provision for renewal of IT equipment for Council Members	22,000	0

Asset Management \$889,700 (net)

	Expenditure	Income
Asset Condition Audits	50,000	(5,000)
Plant Renewal	1,047,200	(327,200)
Complete upgrade of Assetic to the Cloud and implement works management mobility.	46,400	0
ICT Renewal	72,800	(5,000)
Public Lighting Asset Tariff GIS Identification Initiative	10,500	0

5.2 Our Achievements

In 2017/18 many projects supported the Governance and Leadership Outcomes within the Mount Barker 2035 District Strategic Plan including:

- Council By-Laws reviewed and adopted
- Risk Management Framework reviewed and adopted
- Corporate Plan process used to formulate draft 2018/19 Annual Business plan
- Records Management System updated
- Organisational Culture Survey completed

Mount Barker District Council
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5.3 Our Service Delivery -

5.3.1 Economic Development and Sustainable Futures

- Monitor and report on Strategic Plan implementation

5.3.2 Risk and Governance

- Assist with the management of a Risk Management Program and assist in training staff
- Assist with the conduct of Council elections
- Ensure opportunities are provided for development of skills and knowledge of Council Members
- Review policies, procedures and delegations
- Provide advice on governance and risk matters

5.3.3 Finance

- Provide leadership in decision making for Council's commercial and strategic activities.
- Lead the development and management of long term financial planning for Council and its commercial activities.
- Drive the efficient financial performance of Council through leadership in commercial and financial management.
- Direct the development of Council's financial services including continuous improvement and the development of a professional commercial and management accounting service.

5.3.4 Information Communication and Technology

- Provide an efficient and economical network at sufficient speed to use software
- Minimise downtime for Council ICT Corporate Systems
- Maintain Council's primary corporate IT system
- Provide and maintain a GIS software platform
- Maintain Council's telecommunication systems and printing services
- Provide and maintain a personal desktop to relevant staff

5.3.5 People and Culture

- Implement and monitor the Work Health Safety and Return To Work Plan
- Comply with industrial relations advice
- Implement the annual organisational development strategy
- Implement the findings of the Review Council's Employee Performance Management System and link to the Corporate Training Program
- Implement regular Workplace Consultative Committees meetings
- Implement online reporting platform to capture Work Health and Safety reporting requirements

Mount Barker District Council
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-
- Support management with organisational change initiatives
 - Continue to implement a corporate training plan including Work Health and Safety (WHS)

5.3.6 Assets

- Continue to develop and implement asset management plans for all asset classes

5.3.7 Rates

- Ensure efficient electronic revenue data capture
- Maintain the level of outstanding rates to 4% of total rates receivables
- Best practice modelling to underpin rating strategies
- Administration of existing and new separate rates.

5.3.8 Records

- Maintaining Council Electronic Document Records Management System (EDRMS)
- Create and capture authentic and reliable records / information into the record systems
- Apply the reviewed Business Classification system to all areas of Council
- Develop and train staff to use the EDRMS, managing email, archiving and sentencing process and templates efficiently
- Introduce naming conventions to enable efficient location of records

5.3.9 Tourist Park

- Continue asset renewal program
- Progressively transition long term tenancies to tourist sites.

5.3.10 Procurement

- Continue participation in strategic contracts with other organisations
- Improve procurement awareness and practices within Council.
- Monitor Council/Contractor relationships

5.3.11 Business Systems Improvement

- Business Systems Improvement will be achieved through improving corporate performance by managing and optimising business processes centred upon the following nine targeted initiatives identified within Council's "Continuous Improvement Program".

**Mount Barker District Council
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5.4 Measuring Our Performance

The following performance measures for Governance and Leadership will be reported on quarterly:

Risk and Governance

1. Council elections are promoted;
2. Council Members are inducted and mandatory training provided
3. The senior management team and Audit Committee receive risk reports quarterly

Finance

1. Review and update the Long Term Financial Plan.
2. Develop enhanced processes for Corporate Planning and Budgeting.
3. Develop and implement financial training for staff with financial delegation.
4. Develop and prepare timely financial reporting for Council's commercial business units.

Assets

1. Develop revised asset management plan for buildings and transport assets
2. Develop and implement the building and recreation asset renewal programs

Rates

1. Overdue rates reduced to 4% of total rates
2. Reduce limited title debt (*limited title is a certificate of title issued as part of the conversion process from the old system, where either survey data or proof of ownership is insufficient to issue a regular certificate of title*).

Information, Communication and Technology

1. More than 97% uptime of ICT corporate systems
2. Introduce Wi-Fi in main street of Hahndorf and Mount Barker
3. Upgrade e-services and implement workforce mobility to improve customer service
4. Increase the digital footprint in the area

Procurement

1. Percentage of spend on contractors that are local or in adjacent Councils
2. Number of contracts with Council Solutions and LGA Procurement

Tourist Park

1. Same or better occupancy rates for tourist sites as 2017/18

People and Culture

***Mount Barker District Council
Annual Business Plan 2018/19***



-
1. Achievement of targets in the Work Health and Safety and Return to work Plan
 2. Organisational Development Strategy developed and implemented
 3. Workplace Consultative Committee meetings held
 4. Revised Employee Performance Management System implemented

Business Systems Improvement

1. Progressing the Council's Continuous Improvement Program 2017/18 "Key Performance Indicators" identified within each of the nine Continuous Improvement Program initiatives.



FINANCIAL TARGETS

Including Council's Wastewater Business

Council has adopted the key financial indicators (KFI) listed below and uses them when reviewing its Long Term Financial Plan and annual budget.

By adhering to the KFI's Council ensures it remains financially sustainable in the long term and enables the strategic goals of the community to be achieved whilst maintaining intergenerational equity and existing assets.

Key Financial Indicators

Operating Surplus Ratio

(Operating surplus before capital revenues as a percentage of total operating revenue).

A positive ratio indicates the percentage of total rates available to fund capital expenditure over and above the level of depreciation expense without increasing Council's level of net financial liabilities. A net operating surplus may be used for capital expenditure or reduction of net financial liabilities.

Council's target is that the operating surplus ratio is greater than or equal to 0% plus 1% rates.

In 2018/19 Council will raise \$39.5 million in rate revenue (including general, wastewater, waste management, separate rates and NRM levy). Rates and other recurrent revenue received from user and statutory charges plus operating grants is used in the ordinary course of providing services, including a charge for depreciation which is a measure of the wear and tear on Council assets.

Council's estimated operating surplus ratio of 4.94% includes the Wastewater Business operations budgeted surplus of \$1 million.

Net Financial Liabilities Ratio

(Net financial liabilities as a percentage of total operating revenue).

This ratio indicates the extent to which net financial liabilities of the council can be met by the Council's total operating revenue.

Where the ratio is increasing it indicates a greater amount of Council's operating revenues is required to service its financial obligations.

(Net financial liabilities equals total liabilities less financial assets eg cash & accounts receivable).

Net financial liabilities measure Council's total indebtedness; this is a broader measure than net debt as it includes all of a Council's obligations including provisions for employee entitlements and creditors.

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Council's net financial liabilities are estimated to be \$19.3 million in 2018/19 and are within adopted ratios and long term financial modelling. Council has maintained an enviable position for many years with very low debt as it applied Treasury Policy principles by using funds that were not immediately required to be expended for specific purposes, to approved expenditure therefore deferring and/or reducing the level of new borrowings that would otherwise be required.

Sixteen million dollars of major new infrastructure development is planned for 2018/19 and Council's net financial liabilities will increase while remaining within the adopted ratios to provide funding in a planned and sustainable manner.

Council's target is that net financial liabilities ratio is greater than zero but less than 80% of total operating revenue.

The budgeted ratio for 2018/19 is 41.31% which is under the target ceiling and allows for planned debt levels to accommodate future major infrastructure projects for the growing community.

Asset Sustainability Ratio

(Capital expenditure on renewal or replacement of existing assets as a % of asset management plans allocation)

This ratio indicates whether the Council is renewing or replacing infrastructure assets at the rate of consumption. By ensuring that capital expenditure on existing assets is at least equal to asset management plans over the long term the Council is ensuring the value of its existing assets will be maintained and that the amount of spending over time will be shared equitably between generations of ratepayers.

Net outlay on existing assets as a % of asset management plans are greater than or equal to 100%.

The Asset sustainability ratio for 2018/19 is 100.62% which is on target however planned renewal of community assets can fluctuate between years.

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The table below shows Council’s financial modelling over a rolling three average.

Financial Ratio Targets	2017 3 year average	2018 3 year average	2019 3 year average
(To achieve, on average, an operating surplus ratio of greater than or equal to zero plus 1% general rate	1.97%	2.04%	3.19%
(Net Financial Liabilities Ratio is greater than zero but no more than 80% of total operating revenue)	7.67%	9.65%	18.65%
(Capital outlays on renewing/replacing assets net of proceeds from sale of replaced assets are greater than or equal to 100% of the level of asset management plans)	87.77%	97.13%	101.10%

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Appendix 1 – CONSOLIDATED BUDGETED FINANCIAL STATEMENTS

Mount Barker District Council

Statement of Comprehensive Income

for the Period ended 30 June 2019

2017	\$ '000	Budget 2018	Forecast 2018	Draft Budget 2019
Income				
35 264	Rates Revenues	36 925	37 071	39 464
1 190	Statutory Charges	1 253	1 286	1 365
2 581	User Charges	2 493	2 586	2 530
3 834	Grants, Subsidies and Contributions	3 066	3 558	3 695
177	Investment Income	120	228	138
486	Reimbursements	447	551	545
416	Other Income	252	627	202
-	Net Gain - Equity Accounted Council Businesses			11
43 947	Total Income	44 556	45 908	47 950
Expenses				
14 409	Employee Costs	15 271	14 908	15 789
19 278	Materials, Contracts & Other Expenses	19 000	21 133	20 456
8 389	Depreciation, Amortisation & Impairment	8 439	8 432	8 658
348	Finance Costs	519	432	681
272	Net loss - Equity Accounted Council Businesses	174	160	-
42 697	Total Expenses	43 403	45 066	45 584
1 250	Operating Surplus / (Deficit)	1 153	842	2 366
(1 629)	Asset Disposal & Fair Value Adjustments	(2 626)	(2 626)	(2 229)
5 463	Amounts Received Specifically for New or Upgraded Asset	4 491	6 974	8 397
10 274	Physical Resources Received Free of Charge	7 536	7 536	6 820
15 358	Net Surplus / (Deficit)	10 554	12 726	15 354

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Mount Barker District Council

Statement of Financial Position

for the Period ended 30 June 2019

2017	\$ '000	Forecast 2018	Draft Budget 2019
ASSETS			
Current Assets			
11 465	Cash & Cash Equivalents	407	2 505
4 739	Trade & Other Receivables	4 681	2 861
3	Inventories	9	9
<u>16 207</u>	Subtotal	<u>5 097</u>	<u>5 375</u>
	Non-Current Assets Held for Sale		
<u>16 207</u>	Total Current Assets	<u>5 097</u>	<u>5 375</u>
Non-Current Assets			
1 515	Financial Assets	1 518	1 518
384	Equity Accounted Investments In Council Business	224	235
490 496	Infrastructure, Property, Plant & Equipment	516 544	542 066
2 944	Other Non-Current Assets	4 165	4 079
<u>495 339</u>	Total Non-Current Assets	<u>522 451</u>	<u>547 898</u>
<u>511 546</u>	TOTAL ASSETS	<u>527 548</u>	<u>553 273</u>
LIABILITIES			
Current Liabilities			
4 698	Trade & Other Payables	5 185	5 207
325	Revenue in Advance	-	
199	Borrowings	585	929
1 989	Provisions	2 108	2 237
<u>7 211</u>	Total Current Liabilities	<u>7 879</u>	<u>8 374</u>
Non-Current Liabilities			
7 251	Non Current Borrowings	8 483	17 399
381	Non Current Provisions	413	439
<u>7 632</u>	Total Non-Current Liabilities	<u>8 896</u>	<u>17 838</u>
<u>14 843</u>	TOTAL LIABILITIES	<u>16 775</u>	<u>26 212</u>
<u>496 703</u>	Net Assets	<u>510 772</u>	<u>527 061</u>
EQUITY			
176 358	Accumulated Surplus	196 839	212 252
304 549	Asset Revaluation Reserves	306 549	307 424
15 796	Other Reserves	7 385	7 385
<u>496 703</u>	Total Council Equity	<u>510 772</u>	<u>527 061</u>

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Mount Barker District Council

Statement of Cash Flows for the Period ended 30 June 2019

2017	\$ '000	Forecast 2018	Draft Budget 2019
Cash Flows from Operating Activities			
Receipts			
42 043	Operating Receipts	45 595	49 735
177	Investment receipts	228	138
Payments			
(32 861)	Operating payment to suppliers & employees	(36 814)	(35 951)
(348)	Finance payment	(432)	(681)
9 011	Net Cash provided by (or used in) Operating Activities	8 576	13 240
Cash Flows from Investing Activities			
Receipts			
5 463	Amounts Specifically for New or Upgraded Assets	6 974	8 397
362	Proceeds from Sale of Replaced Assets	280	327
810	Proceeds from Sale of Surplus Assets	146	700
-	Repayment of Loans by Community Groups	3	3
Payments			
(4 636)	Expenditure on Renewal/Replacement of Assets	(8 196)	(7 514)
(3 741)	Expenditure on New/Upgraded Assets	(20 459)	(22 315)
(1 497)			
(3 239)	Net Cash provided by (or used in) Investing Activities	(21 253)	(20 402)
Cash Flows from Financing Activities			
Receipts			
	Proceeds from Borrowings	2 000	10 000
-	Proceeds from Bonds & Deposits	-	-
Payments			
	Repayment of Borrowings	(382)	(740)
(267)	Repayment of Finance Lease Liabilities	-	-
(23)			
(290)	Net Cash provided by (or used in) Financing Activities	1 618	9 260
5 482	Net Increase (Decrease) in Cash Held	(11 058)	2 098
5 983	Cash & Cash Equivalents at Beginning of Period	11 465	407
11 465	Cash & Cash Equivalents at end of period	407	2 505

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Mount Barker District Council

Notes to and forming part of the
Financial Statements
for the Period ended 30 June 2019

Financial Indicators

2017	\$ '000	Draft Budget 2019	Draft Budget 2019	Forecast 2018
<p>These Financial Indicators have been calculated in accordance with <i>Information paper 9 - Local Government Financial Indicators</i> prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.</p>				
1. Operating Surplus Ratio > = 1% Rates				
2.80%	Operating Surplus	2 366	4.94%	1.83%
	Total Operating Revenue	47 945		
<p><i>This ratio expresses the operating surplus as a percentage of total operating revenue</i></p>				
2. Net Financial Liabilities Ratio < = 80% Revenue				
-6.50%	Net Financial Liabilities	19 328	40.31%	22.15%
	Total Operating Revenue	47 945		
<p><i>Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.</i></p>				
3. Asset Sustainability Ratio = 100% AMP				
78.70%	Net Asset Renewals	7 187	100.62%	123.99%
	Infrastructure & Asset Management Plan required expenditure	7 142		
<p><i>Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.</i></p>				

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Mount Barker District Council

Notes to and forming part of the
Financial Statements

for the Period ended 30 June 2019

Uniform Presentation of Finances

2017	\$ '000	Budget 2018	Forecast 2018	Draft Budget 2019
<p>The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.</p> <p>All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.</p> <p>The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.</p>				
43 947	Income	44 556	45 908	47 945
(42 697)	less Expenses	(43 403)	(45 066)	(45 579)
1 250	Operating Surplus / (Deficit)	1 153	842	2 366
less Net Outlays on Existing Assets				
(4 635)	Capital Expenditure on Renewal	(8 316)	(8 196)	(7 514)
8 389	less Depreciation, Amortisation and Impairment	8 439	8 432	8 658
362	less Proceeds from Sale of Replaced Assets	221	146	327
4 116	Subtotal	344	382	1 471
less Net Outlays on New and Upgraded Assets				
(3 741)	Capital Expenditure on New and Upgraded Assets	(13 578)	(20 459)	(22 315)
	less Amounts Received Specifically for New and Upgraded Assets	4 491	6 974	8 397
810	less Proceeds from Sale of Surplus Assets	83	225	700
2 532	Subtotal	(9 004)	(13 260)	(13 218)
7 898	Net Lending / (Borrowing) for Financial Year	(7 508)	(12 036)	(9 381)

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Appendix 2 –WASTEWATER BUDGETED FINANCIAL STATEMENTS

Wastewater

Statement of Comprehensive Income
for the Period ended 30 June 2019

2017	\$ '000	Budget 2018	Forecast 2018	Draft Budget 2019
Income				
5 242	Rates Revenues	5 483	5 547	6 078
23	Statutory Charges	39	39	40
713	User Charges	632	740	650
	Investment Income		2	
20	Reimbursements		57	
	Other Income		265	
5 998	Total Income	6 154	6 650	6 768
Expenses				
1 062	Employee Costs	971	1 013	1 020
2 470	Materials, Contracts & Other Expenses	2 448	2 710	2 650
1 271	Depreciation, Amortisation & Impairment	1 299	1 299	1 352
4 803	Total Expenses	4 718	5 021	5 022
1 195	Operating Surplus / (Deficit)	1 436	1 629	1 745
732	Full Cost Attribution	770	715	703
463	Net Operating Surplus / (Deficit)	667	914	1 042
(3)	Asset disposal & Fair value adjustment	(690)	(690)	(176)
2 674	Amounts Received Specifically for New or Upgraded Assets	2 069	2 012	2 187
1 948	Gifted Assets - Wastewater	664	664	2 280
5 081	Net Surplus / (Deficit)	2 709	2 899	5 334

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Wastewater

Statement of Financial Position

for the Period ended 30 June 2019

2017	\$ '000	Forecast 2018	Draft Budget 2019
ASSETS			
Current Assets			
6 555	Cash & Cash Equivalents	3 331	4 718
1 640	Trade & Other Receivables	1 640	1 253
8 196	Subtotal	4 971	5 970
	Non-Current Assets Held for Sale		
8 196	Total Current Assets	4 971	5 970
Non-Current Assets			
73 904	Infrastructure, Property, Plant & Equipment	79 661	81 919
762	Other Non-Current Assets	762	762
74 666	Total Non-Current Assets	80 423	82 681
82 862	TOTAL ASSETS	85 395	88 651
LIABILITIES			
Current Liabilities			
	Trade & Other Payables	97	99
85	Provisions	77	80
85	Total Current Liabilities	174	178
Non-Current Liabilities			
	Non Current Borrowings		
109	Non Current Provisions	115	119
109	Total Non-Current Liabilities	115	119
194	TOTAL LIABILITIES	290	297
82 667	Net Assets	85 105	88 354
EQUITY			
56 944	Accumulated Surplus	59 381	62 630
25 724	Asset Revaluation Reserves	25 724	25 724
82 667	Total Wastewater Equity	85 105	88 354

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Wastewater

Statement of Cash Flows
for the Period ended 30 June 2019

2017	\$ '000	Forecast 2018	Draft Budget 2019
Cash Flows from Operating Activities			
<u>Receipts</u>			
5 890	Operating Receipts	5 913	7 102
<u>Payments</u>			
(4 348)	Operating payment to suppliers & employees	(4 317)	(4 746)
(440)	Cost of Capital	(469)	(542)
1 102	Net Cash provided by (or used in) Operating Activities	1 128	1 814
Cash Flows from Investing Activities			
<u>Receipts</u>			
2 674	Amounts Specifically for New or Upgraded Assets	2 012	2 187
<u>Payments</u>			
(294)	Expenditure on Renewal/Replacement of Assets	(3 594)	(271)
(682)	Expenditure on New/Upgraded Assets	(3 488)	(2 344)
1 697	Net Cash provided by (or used in) Investing Activities	(5 070)	(427)
Cash Flows from Financing Activities			
<u>Receipts</u>			
	Proceeds from Borrowings		
<u>Payments</u>			
-	Repayment of Borrowings		
Net Cash provided by (or used in) Financing Activities			
2 799	Net Increase (Decrease) in Cash Held	(3 942)	1 387
4 475	Cash & Cash Equivalents at Beginning of Period	7 273	3 331
7 273	Cash & Cash Equivalents at end of period	3 331	4 718

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Wastewater

Notes to and forming part of the
Financial Statements
for the Period ended 30 June 2019

Financial Indicators

	2017	\$ '000	Budget 2019	Budget 2019	Forecast 2018
<p>These Financial Indicators have been calculated in accordance with <i>Information paper 9 - Local Government Financial Indicators</i> prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.</p>					
1. Operating Surplus Ratio					
2.80%		Operating Surplus	1 042	15.40%	13.74%
		Total Operating Revenue	6 768		
<p><i>This ratio expresses the operating surplus as a percentage of total operating revenue</i></p>					
2. Net Financial Liabilities Ratio					
(6.50%)		Net Financial Liabilities	(5 673)	(83.83%)	(70.40%)
		Total Operating Revenue	6 768		
<p><i>Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.</i></p>					
3. Asset Sustainability Ratio					
78.70%		Net Asset Renewals	240	17.75%	175.90%
		Infrastructure & Asset Management Plan required	1 352		
<p><i>Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.</i></p>					

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Wastewater

Notes to and forming part of the
Financial Statements
for the Period ended 30 June 2019

Uniform Presentation of Finances

2017	\$ '000	Budget 2018	Forecast 2018	Draft Budget 2019
<p>The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.</p> <p>All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.</p> <p>The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.</p>				
5 998	Income	6 154	6 650	6 768
(4 803)	less Expenses	(4 718)	(5 021)	(5 022)
(732)	less Full Cost Attribution	(770)	(715)	(703)
463	Operating Surplus / (Deficit)	667	914	1 042
less Net Outlays on Existing Assets				
(457)	Capital Expenditure on Renewal	(2 285)	(2 285)	(240)
1 271	less Depreciation, Amortisation and Impairment	1 299	1 299	1 352
814	Subtotal	(986)	(986)	1 112
less Net Outlays on New and Upgraded Assets				
(454)	Capital Expenditure on New and Upgraded Assets	(4 043)	(4 182)	(2 515)
2 674	less Amounts Received Specifically for New and Upgraded	2 069	2 012	2 187
(440)	less Cost of Capital	(469)	(469)	(542)
1 780	Subtotal	(2 443)	(2 639)	(870)
3 057	Net Budgeted Surplus for Financial Year	(2 762)	(2 711)	1 284



Appendix 3 – 2018/19 RATING POLICY

REFERENCE NUMBER:	DOC/18/33544
RESPONSIBLE DEPARTMENT:	Corporate Services
APPLICABLE LEGISLATION:	<i>Local Government Act 1999</i>
MOUNT BARKER 2035 – DISTRICT STRATEGIC PLAN:	Governance and Leadership GL:2 Corporate capacity and leadership GL2.10 Ensure compliance with legislative requirements
RELATED POLICIES:	<ul style="list-style-type: none"> • Infrastructure Contributions-Separate Rate Relief Policy • Separate Rate - Developer Contributions - Payment, Rebate Postponement Policy • Indirect Developer Contributions:- Funds Management Policy • Rate Rebate Policy • Hardship Policy
SUPPORTING PROCEDURES:	
ENDORSED BY COUNCIL:	July 2018
NEXT REVIEW DATE:	July 2019

1. POLICY STATEMENT

Councils have power to raise and collect rates and this policy provides the detail on the methodology and principles that Council will apply.

2. POLICY OBJECTIVES

In developing rating policy Council must make political and professional judgements based on a number of guiding principles and objectives. These principles and objectives are often competing and must be balanced to achieve the desired outcome. Council has identified and developed the following key objectives in response to the outcomes of our community engagement activities and on-going annual reviews.

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2.1 Equity for our communities

A key consideration in developing a taxation system is the equity principle. In developing rating policy we have endeavoured to ensure that the rating responsibility is distributed in an equitable manner across and within our communities. To achieve this objective our policy is designed to:

- improve equity in rate distribution across our communities
- prevent inequitable shifts in rate responsibility
- collect a base contribution from all rateable properties
- equally distribute the responsibility of rates across the community (unless some compelling application of the other taxation principles should be applied)
- raise an equitable level of contribution from each land use sector.

2.2 Benefit to our communities

A further consideration in developing a taxation system is the benefit principle. Our rating structure has been developed to address objectives identified as outcomes of our community engagement activities. Our communities sought a movement away from a purely valuation based rating system to a system which provided some recognition of the benefits received by particular groups. To achieve this objective our policy is designed to:

- minimise the impact of property valuation movements
- move away from valuation based rating by breaking the direct link between valuation and rates
- maintain the relativity within differing communities and between communities
- recognise communities where there is a greater consumption of services and resources.

2.3 Economic and property development

Our rating policy seeks to balance Council's economic and property development focus and to achieve this objective our policy is designed to:

- facilitate a strong and vibrant economic environment
- support the growth of business within the area
- balance the issue of consumption of resources with economic development objectives
- encourage development on vacant land
- recognise the importance of arable land suitable for viable primary production.

2.4 Taxation principles

While balancing the community needs and Council's broader economic and development objectives we have developed a policy which also provides a balance against the principles of taxation. Our policy objectives, methodologies and

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strategies have been developed with this in mind and rank highly against the principles of taxation.

3. DEFINITIONS

‘Act’ refers to the *Local Government Act 1999 (SA)*.

‘Capital value’ refers to the valuation methodology used in determining the value of land, as defined in the *Valuation of Land Act 1971*.

‘CWMS’ refers to the Community Wastewater Management System within the Council area formerly referred to as Septic Tank Effluent Disposal Schemes (STEDS).

‘Different rate’ refers to a rate that may be applied to a category of land that is different to the rate applied to other land categories (termed differential rates under the Act).

‘General Rate’ refers to the rate in the dollar that applies to properties in the calculation of the general rate payable by way of Council Rates. Please note that the ‘General Rate’ is also referred to as the Differential General Rate under the Act.

‘Minimum Rate’ is where Council can fix a minimum amount payable by way of rates or charges under Section 158 of the Act, this cannot be applied to more than 35% of the area.

‘Postponed rates’ refers to any rates postponed under Section 182 or 182A of the Act.

‘Rating’ refers to the overall process of raising revenue by way of levying rates and charges.

‘Rebates’ refers to an amount that a rate or charge may be reduced in accordance with Chapter 10, Division 5 of the Act.

‘Remissions’ refers to any reduction in amount payable granted in accordance with Section 182 of the Act.

‘Residential rate cap rebate’ refers to the rate cap applied to properties with a Residential land use, subject to specific criteria, which is applied under the discretionary rebate provisions of Section 166(1)(l) of the Act.

‘Service charge’ refers to a charge imposed for the provision of a prescribed service under Section 155(1) of the Act.

‘Separate rate’ refers to a rate that applies in addition to other rates and charges, which is used to fund specific activities in accordance with Section 154 of the Act.

‘Sewer’ refers to an adequate and sanitary wastewater disposal system established to service growth.

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**4. ROLES & RESPONSIBILITIES
COUNCIL MEMBERS**

Council Members must adopt the policy.

CHIEF EXECUTIVE OFFICER

As prescribed by Section 99 of the Act, the Chief Executive Officer is responsible for ensuring that systems are in place to cause all rating to comply with legislation.

MANAGER, RATES, PROPERTY & RECORDS

The Manager Rates, Property & Records will ensure that staff are made aware of the new Policy which will be placed on Council's website and intranet.

5. SPECIFIC POLICY INFORMATION

5.1 Strategic and budget considerations

Council has determined that the application of an annual Rating Policy should be developed within a framework which integrates strategic planning through to service delivery. The strategic directions for the Mount Barker District Council are outlined in the Mount Barker 2035 District Strategic Plan.

The Mount Barker 2035 District Strategic Plan establishes the overall directions for the Mount Barker District Council looking at a 20-year horizon but with a 5-year focus and annual reporting. The Mount Barker 2035 District Strategic Plan contains 5 goals that are central to achieving our vision.

The annual Rating Policy for 2018/19 has been reviewed to reflect the strategic directions set in the Mount Barker 2035 District Strategic Plan. Our financial planning framework provides a 20-year financial plan to resource our strategic directions. As part of the financial planning and budget processes, the rate revenue required to meet expenditure needs is calculated taking into account other sources of revenue. The structure of the rating system is then determined having consideration for how the rates are levied between, and within, various categories of ratepayers.

5.2 RATING STRATEGIES AND METHODOLOGIES

The following key strategies and methodologies have been developed consistent with our policy principles to meet the rating objectives:

- valuation methodology based on capital value
- different rates for different land use categories and locality
- rate rebates (including rate capping for residential properties and discretionary rebates)
- rate remissions.
- separate rates
- service charges

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- These strategies rank highly against the principles of taxation and are consistent with our strategic and financial planning. Each of these strategies are discussed in the relevant sections below.

5.2.1 Valuation methodology

Council uses the capital value determined by the State Valuation Office as the basis for valuing land and calculating rates.

Council considers that the capital valuation method of valuing land provides the fairest method of distributing the rate burden across all ratepayers and that this is a reasonable indicator of capacity to pay.

If a ratepayer is dissatisfied with the valuation made by the State Valuation Office then the ratepayer may object to the State Valuation Office in writing, within 60 days of receiving the notice of the valuation, explaining the basis for the objection, provided they have not:

- (a) previously received a notice of this valuation under the Act, in which case the objection period is 60 days from the receipt of the first notice; or
- (b) previously had an objection to the valuation considered by the State Valuation Office.

5.2.2 Differential rating

The Act allows Councils to differentiate rates based on the use of the land, the locality of the land or on the use and locality of the land.

The Mount Barker District Council applies different rates on the basis of land use and locality. The Act allows Council the option to use a combination of factors (land use and locality) to apply different rates. Land use is recognised by other State taxing agencies and is easily identified and understood by our communities. It is therefore considered the most appropriate method for applying different rates by the majority of Councils.

Currently the general differential rates are on the basis of category of land use as determined by the Local Government (General) Regulations 1999, with the exception of properties with the category of residential land use in the Primary Production Zone.

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

- Residential
- Commercial – Shop
- Commercial – Office
- Commercial – Other
- Industrial – Light
- Industrial – Other

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- Primary Production
- Vacant Land
- Other
- Locality

All residential land within the Primary Production Zone.

As part of the valuation assessment process the State Valuation Office applies a land use to each assessment to identify the predominant use of the land. This land use is applied by various taxing authorities. Council generally applies this land use for general rating purposes, however under the Act, Council is the relevant authority that determines land use for rating purposes. The rating land use applied by Council must meet the definitions under Development Regulations. As such the local government land use may vary from that used by other taxing authorities.

If a ratepayer believes that a particular property has been wrongly classified as to its land use, then an objection may be made as detailed in Section 5.16 of the Policy.

5.2.3 Different rates**Residential**

Council has determined that a different rate of 0.419222 cents in the dollar will be applied for 2018/19 to all assessments attributed with a land use of Residential.

Commercial

Council has determined that a different rate of 0.419222 cents in the dollar will be applied for 2018/19 to all assessments attributed with a land use of Commercial.

Industrial

Council has determined that a different rate of 0.419222 cents in the dollar will be applied for 2018/19 to all assessments attributed with a land use of Industrial.

Primary Production

Council has determined that a different rate of 0.352146 cents in the dollar will be applied for 2018/19 to all assessments attributed with a land use of Primary Production.

Vacant Land

Council has determined that a different rate of 0.419222 cents in the dollar will be applied for 2018/19 to all assessments attributed with a land use of Vacant Land.

Other

Council has determined that a different rate of 0.419222 cents in the dollar will be applied for 2018/19 to all assessments attributed with a land use of other.

Locality

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Council has determined that a different rate of 0.3773 cents in the dollar will be applied for 2018/19 to all residential land within the Primary Production Zone.

5.2.4 Separate Rates

Section 154 of the Act permits Councils to raise a separate rate on properties, which may benefit from a project or undertaking. The main legislative features of a separate rate are:

- It can be applied to properties that benefit from the purpose of raising the rate;
- Money raised by these means cannot be put to any other use;
- The separate rate must cease when the purpose has been completed and paid for.

5.2.4.1 Mount Barker Regional Town Centre Separate Rate

On behalf of the Mount Barker Regional Town Centre Development Association Inc, a separate rate will be applied to the commercial and industrial businesses, including vacant properties and vacant land, in the Regional Town Centre Zone of Mount Barker for a period of one year of \$115,000. As a consequence Council proposes that a separate rate of 0.041695 cents in the dollar be set. The purpose of this separate rate is to be utilised for enhancing the commercial and business viability of the Regional Town Centre.

5.2.4.2 Hahndorf Separate Rate

On behalf of the Hahndorf Business & Tourism Inc, a separate rate will be applied to that part of the Council area defined within the Township of Hahndorf, the area is similar to what was previously known as the Heritage Area (1) Zone. The separate rate will be applied to the Commercial and Industrial businesses, including vacant properties or and vacant land for a total \$105,000. Council proposes a separate rate of 0.188428 cents in the dollar with the separate rate capped at a maximum amount of \$2,500.

The funds will be raised over a 12 month period from rateable entities (ie land and property owners and business operators) on behalf of the Hahndorf Business & Tourism Inc. The Separate Rate will be applied to that part of the Council area defined in the map (below) within the Township of Hahndorf, the area is similar to what was previously known as the Heritage Area (1) Zone.

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The purpose of this separate rate is to plan and implement the marketing program for Hahndorf including promotion, marketing and the business viability of the town.

Separate Rates (other than Mt Barker Town Centre and Hahndorf) apply only to specific parcels of land for the purposes of contributing to required infrastructure and only become payable when development is undertaken.

5.2.4.3 District Wide Residential Plan Amendment Report (PAR) and Developer Contributions Separate Rate

In 2006 Council entered into Agreements with various developers and landowners that recognise the developer's concept for development of land within the Council area and the developer's willingness to construct works adjacent to or in the vicinity of the Proposed Development. In each Agreement the developer has agreed, at the developer's cost, to undertake or procure the construction of specified infrastructure works adjacent to or in the vicinity of the land required as a consequence of the Proposed Development.

In some cases specified Infrastructure works are included in the Development Plan for the Mount Barker District Council, including where an agreement has not been entered into by the land owner.

As a means of providing adequate financial security for Council of the performance by the developer of the construction of specific infrastructure works, a separate rate will be declared under the Local Government Act 1999. A separate rate will not be declared if the developer has agreed with Council on an alternative security mechanism, eg bank guarantee/insurance bond or has already fully satisfied their obligations in the Agreement.

The parcels of land that may become the subject of a Separate Rate as a security mechanism for specific infrastructure works are:

- Hawthorn Road CT 5888/156 Allotment 98 DP 60057
- Hawthorn Road CT 6181/339 Allotment 69 FP 159946
- Fiora Court CT 6200/287 Piece 2004 DP116794
- Fiora Court CT 6200/287 Piece 2005 DP116794
- Fiora Court CT 6200/287 Piece 2006 DP116794
- Matthew Road CT 6121/666 Piece 301 DP 84858
- Princes Hwy CT 6121/666 Piece 302 DP 84858
- Parr Street CT 6121/665 Allotment 303 DP 84858

5.2.5 Separate Rates subject to Infrastructure Contributions –Separate Rate Relief Policy:

5.2.5.1 Transport Infrastructure MDPA Area

A separate rate of a proportionate amount of \$62,632 per hectare on rateable land within the defined MDPA area which separate rate is the primary mechanism to raise funds to meet the costs of the activity of the required transport infrastructure to support and service the MDPA Area for the benefit of the land the subject of the

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separate rate and also to the occupiers of the land within the MDPA area. A revised scope of required transport infrastructure works and governance arrangements has been prepared and is available on Council's website.

The amount per hectare is the same as applies pursuant to Transport Infrastructure Deeds executed in 2012 by various developers with the State Government (Minister for Transport and Infrastructure). The amount is the subject of annual indexation in accordance with the Index Number 3101 (Road and Bridge Construction Index) for South Australia as published by the Australian Bureau of Statistics.

5.2.5.2 Wastewater (Sewer) Infrastructure Mount Barker MDPA Area

A separate rate of a fixed charge of \$7,960 per new allotment on all rateable land within the defined MDPA Area (excepting land parcels in Nairne being LOT: 2 DP: 83527 CT: 6064/932, LOT: 4 FP: 157339 CT: 5385/949 and LOT: 3 FP: 157338 CT: 5520/779 and that portion contained within the MDPA LOT 1: DP83527 CT: 6077/952) the purpose of which is to fund the activity of essential infrastructure works to meet Wastewater needs and being of particular benefit to the land and to the occupiers of the land to which the separate rate applies.

The amount per new allotment for both Sewer (as above) and CWMS (as below) is the subject of both:

- (a) annual indexation using the Producer Price Index Australia (6427) Index Number 3101 Road and Bridge Construction South Australia as published by the Australian Bureau of Statistics; and
- (b) annual review by Council taking into account (among other things) new technology, market conditions and current and proposed statutory requirements including all relevant and applicable legislation and all lawful conditions, requirements, notices and directives applicable under any such legislation or by any statutory authority.

5.2.5.3 Wastewater (CWMS) Infrastructure Nairne MDPA Area

A separate rate of a fixed charge of \$5,363 per new allotment on all rateable land within the defined Nairne MDPA Area namely land parcels in Nairne being LOT: 2 DP: 83527 CT: 6064/932, LOT: 4 FP: 157339 CT: 5385/949 and LOT: 3 FP: 157338 CT: 5520/779 and that portion contained within the MDPA LOT 1: DP83527 CT: 6077/952 the purpose of which is to fund the activity of essential infrastructure works to meet Wastewater needs and being of particular benefit to the land and to the occupiers of the land to which the separate rate applies.

5.2.5.4 Recreation, Sport & Community Infrastructure Mount Barker MDPA Area

A separate rate of a fixed charge of \$1,743 per new allotment on all rateable land within the defined MDPA Area (excepting land parcels in Nairne being LOT: 2 DP: 83527 CT: 6064/932, LOT: 4 FP: 157339 CT: 5385/949 and LOT: 3 FP: 157338 CT: 5520/779 and that portion contained within the MDPA LOT 1: DP83527 CT:

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6077/952) the purpose of which is to contribute to the activity of recreation, sport and community infrastructure that will be of direct benefit to land within the Mount Barker MDPA Area and to occupiers of that land.

The amount per new allotment for both the Mount Barker MDPA Area (as above) and the Nairne MDPA Area (as below) is the subject of both:

- (a) annual indexation using the Recreation and Culture Index, Adelaide (Series ID: A2331221T) as published by the Australian Bureau of Statistics; and
- (b) annual review by Council taking into account (among other things):
 - the timing and extent of proposed capital expenditure by Council on required community, recreation and sport infrastructure facilities;
 - the financial implications of that expenditure including loan funding, without resulting in unfair or unreasonable financial impact on the current community; and
 - the extent of benefit that can reasonably be anticipated to apply to both the current community and new/proposed development.

5.2.5.5 Recreation, Sport & Community Infrastructure Nairne MDPA Area

A separate rate of a fixed charge of \$1,471 per new allotment on all rateable land within the defined Nairne MDPA Area namely land parcels in Nairne being LOT: 2 DP: 83527 CT: 6064/932, LOT: 4 FP: 157339 CT: 5385/949 and LOT: 3 FP: 157338 CT: 5520/779 and that portion contained within the MDPA LOT 1: DP83527 CT: 6077/952 the purpose of which is to contribute to the activity of recreation, sport and community infrastructure that will be of direct benefit to land within the Nairne MDPA Area and to occupiers of that land.

5.2.5.6 Western Sector Community Open Space Land Acquisition

A separate rate of fixed charges for the rateable allotments namely;

Certificate of Title	Property Description	Amount
6189/333	Pce 1003 & 1004, DP115191	\$257,243
6205/205	Pce 1010 & 1011, DP117835	\$983,064
6193/972	Lot 1009, DP 115865	\$508,162

the purpose of which is to provide security to recover the cost to Council of the purchase Lot 503, Bollen Road, Mount Barker for the purposes of community open space, that will be of direct benefit to the specified land within the Western Sector of the MDPA Area and to occupiers of that land.

* These separate rate amounts will be adjusted on 1 July 2018 to reflect the cost of finance to Council for the period 1 May – 30 June 2018.

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5.2.5.7 Bluestone Indirect Infrastructure

Pursuant to Section 154 of the Act and in accordance with Section 154(2)(c) of the Act, and for the financial year ending 30 June 2019 the Council declares a separate rate on each of the land parcels listed below:

Certificate of Title	Property Description	Area	Amount
6138/492	LOT: 2204 DP: 93399	0.7233	\$74,962.62
6175/281	LOT: 7205 DP: 112861	4.735	\$490,734.14
6175/278	LOT 7202 DP 112861	3.276	\$339,523.77
6175/282	LOT 7206 DP 112861	4.257	\$441,194.35

* Note: All of the above amounts are subject to an annual adjustment to be calculated as at 1 July 2018.

The purpose of the separate rate is to provide the required security for remaining Bluestone commitments for indirect infrastructure obligations to Council being works of particular benefit to the land and to the occupiers of the land that is the subject of the proposed development and to visitors to that part of the Council area.

As these separate rates are consistent with the objects of the Infrastructure Contributions – Separate Rate Relief Policy they will be subject to the principles of this Policy as they apply to these separate rates.

5.2.5.8 Wastewater Commitment

Pursuant to Section 154 of the Act and in accordance with Section 154(2)(c) of the Act, and for the financial year ending 30 June 2019 the Council declares a separate rate on each of the land parcels listed below:

Certificate of Title	Location	Property Description	Amount
6193/972	30 Kidman Road	Lot 1009, DP115865	\$739,827
6193/977	32 Kidman Road	Lot 5, DP49619	\$678,175
6148/279	41 Bollen Road	Lot 502, DP94946	\$986,436
6205/205	Newenham Parade	PCE 1010 & PCE 1011 DP117835	\$1,245,381
6206/137	82B Martin Road	Lot 4104, DP118186	\$2,003,712
5974/333	239 Wellington Road	Lot 31, DP17656	\$320,591
6198/367	Amblemead Drive	Lot 801, DP116710	\$462,398
5776/473	191 Paech Road	Lot 30, FP160107	\$686,400
6189/333	Rainbird Drive	PCE 1003 & PCE 1004 DP115191	\$493,218

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6081/652	Wellington Road	Lot 52, DP31944	\$1,054,264
5907/827	Wellington Road	Lot 53, DP31944	\$1,054,264
5907/825	187 Paech Road	Lot 51, DP31944	\$1,405,686
6205/286	186 Fidler Lane	PCE 1007 & PCE 1008 DP118115	\$1,775,585
6191/841	Wellington Road	Lot 7207, DP115658	\$4,263,198
6181/339	15 Hawthorn Road	Lot 69, FP159946	\$779,009
5221/453	250 Old Mt Barker Rd	Lot 2, FP125337	\$369,900
5626/645	226 Flaxley Road	Lot 3, DP15515	\$524,025
5782/528	17 Kidman Road	Lot 4, DP21714	\$154,125
6076/789	Martin Road	Sec 2889, HP150600	\$1,412,996
5607/944	269 Flaxley Road	Sec 2893, HP150600	\$1,513,924
6165/943	52 Beneva Road	Lot 6, DP49619	\$863,100
6172/78	209 Wellington Road	Lot 3, DP83903	\$343,500
6191/746	Sims Road	LOT 500 DP 115905	\$1,099,200
# 5474/403	62 Sims Road	LOT 1, FP 17760	\$412,500 #

#Note: Subject to the execution of a Wastewater Commitment Deed by the developer.

* Note: All of the above amounts are subject to an annual adjustment to be calculated as at 1 July 2018.

The purpose of the separate rate is as a replacement mechanism for the existing Wastewater (Sewer) Infrastructure Mount Barker Area MDPA Separate Rate where the developer has executed a Wastewater Commitment Deed with Council and requested the use of this mechanism to provide security commensurate with the amount specified in their Wastewater Commitment Deed.

As these separate rates are consistent with the objects of the Infrastructure Contributions –Separate Rate Relief Policy they will be subject to the principles of this Policy as they apply to these separate rates.

5.2.5.9 Wastewater Infrastructure Augmentation Separate Rate (WIASR)

Pursuant to Section 154 of the Act and in accordance with Section 154(2)(c) of the Act, and for the financial year ending 30 June 2019 the Council declares a Wastewater Infrastructure Augmentation separate rate.

The purpose of the separate rate is to provide a mechanism for Council to apply this to affected land parcels and secure a commensurate contribution from the developer (when development is undertaken) to the cost of upsizing of the capacity of wastewater infrastructure network.

The WIASR would only be applied within the MDPA area to applicable land parcels (i.e. not all MDPA land but those sites for which there is a direct benefit from the wastewater infrastructure network upsizing) and would be automatically 100% postponed until the subject land is developed.

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As these separate rates are consistent with the objects of the Infrastructure Contributions –Separate Rate Relief Policy they will be subject to the principles of this Policy as they apply to these separate rates.

5.2.6 Littlehampton Development Sites Infrastructure Separate Rates Proposal**5.2.6.1 Bonetti land Littlehampton Direct Infrastructure Contribution Separate Rate**

Pursuant to Section 154 of the Act and in accordance with Section 154(2)(c) of the Act, and for the financial year ending 30 June 2019 the Council declares a Direct Infrastructure Contribution separate rate of \$376,695 on allotment 97 FP 157332 CT 5826/809.

This infrastructure separate rate will ensure that the beneficiaries of development, as a result of the rezoning of land initiated by Council in 2006, contribute to the necessary additional specific and critical infrastructure, and existing ratepayers will be protected from excessive increases in general rates to fund such additional infrastructure.

As this separate rates are consistent with the objects of the Infrastructure Contributions –Separate Rate Relief Policy they will be subject to the principles of this Policy as they apply to these separate rates.

5.2.6.2 Fiora land Littlehampton Indirect Infrastructure Contribution Separate Rate

Pursuant to Section 154 of the Act and in accordance with Section 154(2)(c) of the Act, and for the financial year ending 30 June 2019 the Council declares an Indirect Infrastructure Contribution separate rate of \$128,288 on allotment 101 DP 62247 CT 5902/341 and \$128,288 on allotment 102 DP 62247 CT 5902/342.

This infrastructure separate rate will ensure that the beneficiaries of development, as a result of the rezoning of land initiated by Council in 2006, contribute to the necessary additional specific and critical infrastructure, and existing ratepayers will be protected from excessive increases in general rates to fund such additional infrastructure.

As this separate rates are consistent with the objects of the Infrastructure Contributions –Separate Rate Relief Policy they will be subject to the principles of this Policy as they apply to these separate rates.

5.3 NATURAL RESOURCE MANAGEMENT LEVY

Mount Barker District Council falls within two Natural Resources Management Board regions, the Adelaide & Mount Lofty Ranges and the SA Murray-Darling Basin Natural Resources Management regions.

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This is a State Tax, however, Council is required under the *Natural Resources Management Act 2004* to make a specified annual contribution to each of the Natural Resource Management Boards.

Council collects this revenue for the Natural Resource Management Boards.

A separate rate of 0.009714 cents in the dollar be declared on the value of rateable land in the area of the Adelaide and Mount Lofty Ranges Natural Resources Management Board.

A separate rate of 0.023931 cents in the dollar be declared on the value of rateable land in the area of the SA Murray-Darling Basin Natural Resources Management Board.

Under the *Natural Resources Management Act 2004* there is no provision for exemptions. All properties are subject to a Natural Resources Management Levy.

Council is required to make a specified contribution to these Natural Resources Management Boards and then collect this contribution back from property owners through a separate rate based on capital value. Such a rate must be fixed and calculated so as to raise the same amount as Council's share to be contributed to the board (taking into account any rebates/remissions under Section 159-166 of the Act).

Council is required to remit revenue raised, and does not determine how the revenue is to be spent.

5.4 MINIMUM RATE

Section 158 of the Act permits a Council to impose a minimum amount payable by way of rates, provided that it has not imposed a fixed charge. Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer. Where a Council imposes a minimum rate it must not apply to more than 35% of properties in the Council area.

A minimum amount payable by way of general rates of \$735 is proposed to be fixed in respect of rateable land in the Council's area for 2018/19.

5.5 SERVICE RATES AND CHARGES

Council provides various prescribed services pursuant to Section 155 of the Act\.

Service rates and charges can only be levied for:

- Treatment or provision of water
- Collection, treatment or disposal (including recycling) of waste
- Television transmission (or re-transmission) Service.

5.5.1 Wastewater Charge

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Council provides a community wastewater management system to properties in the Mount Barker District Council. The full cost of operating, maintaining and upgrading the service for the 2018/19 financial year is budgeted to be \$9 million.

To fund the provision of this service Council imposes a service charge to recover the cost to the council of establishing, operating, maintaining, improving and replacing infrastructure (taking into account depreciation of any assets and including future capital works).

Where the service is provided to non-rateable land, a service charge is levied against the land. Details on what constitutes a service charge for each Property Unit, and other information about the scheme, are available from the Rates Department at Council.

Properties rebated from payment of general rates in part or full for whatever reason are not exempt from payment of these service fees and charges

5.5.2 Wastewater - CWMS Charge

An annual service charge of \$495 for each Property Unit based upon the nature of the prescribed CWMS service per property/connection for the financial year ending 30 June 2019.

5.5.3 Wastewater - Sewer Service Charge

All new developments must provide for an adequate and sanitary wastewater disposal system and Council in consultation with property developers has resolved that a sewerage system be established to service growth including all of the Mount Barker MDPA area and new development in Meadows, plus the remainder of the Bluestone development in Mount Barker.

An annual service charge of \$605 based upon the nature of the prescribed service of a sewerage scheme per property/connection for the financial year ending 30 June 2019.

Council is aware wastewater in Brukunga is currently facilitated by a sewerage system which was constructed in the mid 1950's. It is not envisaged that the cost associated with the operation of this system will significantly increase. Recognising the historical arrangement and the minimal load on the overall system attributable to Brukunga, Council will continue to not seek to recoup additional funds from the Brukunga residents with the introduction of the sewer service charge in 2014/15 i.e. transition from a CWMS service charge.

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Council will provide a rebate to ratepayers connected to the existing sewer system in Brukunga. The rebate will be equivalent to the difference between the sewer service charge and the Community Wastewater Management System service charge.

Example for 2018/19 Financial year for Brukunga

Sewer Service Charge	\$605
Less CWMS Service Charge	<u>\$495</u>
Rebate	\$110

The rebate will not apply for any future development in Brukunga that generates new allotments.

5.5.4 Recycled Water Service Charge Proposal – Portion of Meadows

Recognising that Meadows is not serviced by SA Water and is totally reliant on managing its own water resources, Council in cooperation with property developers has implemented a scheme for the growth areas to be provided with recycled water for toilet flushing and outdoor irrigation to lessen the usage of rainwater and/or ground water. This will provide a sustainable water source and increase the use of recycled water.

The service charge powers are used for the purpose of recovering costs associated with meter reading, administration and property audits for all allotments within the growth areas.

An annual service charge of a fixed amount of \$54 per new allotment will be charged on all land within the township of Meadows and a variable (metered) charge of \$2.57 per kilolitre (KL) of usage to be issued half yearly by tax invoice.

5.5.5 Meadows Non-Potable Water Service Charge

The Meadows non-potable water service charge for the 2018/19 financial year is fixed at \$359 for each connected assessment. This charge is raised for the purpose of providing a non-potable water supply to certain properties in the township of Meadows (outside of the growth areas) as per a long-standing historical arrangement. Unlike the recycled water service, this amount represents the only cost to the ratepayer as the supply is not individually metered.

5.5.6 Waste Management Charge

Council provides waste management services to ratepayers and the cost of operating these services for the 2018/19 year will be \$3.2 million. Council will recover part of this total through the imposition of service charges dependent upon the designated area.

For a service charge of \$161 each rateable property within Council’s designated kerbside waste and recycling collection area is entitled to receive:

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- one weekly 140L MGB kerbside waste collection,
 - one fortnightly 240L MGB kerbside recycling collection, and
 - provision by Council of one 140L MGB and one 240L MGB.

For a service charge of \$191 each rateable property within the collection area designated as 'township' in the kerbside collection area is entitled to receive:

- the abovementioned services plus one fortnightly 240L MGB kerbside green waste collection which includes provision for food scraps.

The ratepayer is responsible for provision and maintenance of a suitable green coloured 240L MGB. A small kitchen container and roll of compostable bags for food scraps is provided by Council.

For Council owned properties where a refuse service is provided a service charge of \$161 for each pair of bins (one charge for each pair of bins regardless of bin combination eg: blue, blue or blue yellow) within Council's designated kerbside waste and recycling collection area is entitled to receive:

- one weekly MGB kerbside waste collection of two bins for each service charge.

Conditions apply to Schools, multiple Tenancies, Commercial & Industrial Bin Provision and Replacement and Council owned properties (refer Kerbside Waste & Recycling Collection Service Policy for definitions).

5.6 REBATES**5.6.1 Mandatory Rate Rebates**

Council is required under the Act to rebate rates payable on some land. Council has determined that rebates of rates will be granted when the applicant satisfies the requirements for mandatory rebates under Sections 159 to Section 165 of the Act.

Council has developed a Rate Rebate Policy which provides the full details regarding rate rebates permissible under the Act. This policy document supports the main Rating Policy.

5.6.2 Discretionary Rebates

The Council may grant a rebate of rates, up to 100%, pursuant to Section 166 of the Act in specific circumstances on such conditions as the Council thinks fit. Council will give reasonable consideration to the granting of rebates with consideration of applications for rebates on their merits.

Council's Rate Rebate Policy sets out those provisions applicable to the Council granting a rebate of rates to persons or bodies. The policy is intended to provide guidance to the community as to the grounds upon which a person or body is, or may be, entitled to receive a rebate of rates and service charges and the matters that the Council will take into account in deciding an application for a rebate.

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5.7 STATE GOVERNMENT CONCESSIONS – CONCESSIONS FOR CWMS/SEWER

To check eligibility contact the DCSI Concessions Hotline 1800 307 758 or by email concessions@sa.gov.au . For further details go to www.sa.gov.au/concessions

5.8 POSTPONEMENT OF RATES

5.8.1 Postponement of Rates – Hardship

Section 182 of the Act permits the Council, on the application of the ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship. Where a ratepayer is suffering hardship in paying rates he/she is invited to contact the Council to discuss the matter.

Council has a Hardship Policy to assist in identifying customers who are experiencing payment difficulties due to hardship, and assist those customers to better manage their bills on an ongoing basis.

This policy sets out:

- processes to identify customers experiencing payment difficulties due to hardship, including identification by Council, self-identification by a customer, identification by an accredited financial counsellor, or welfare agency
- an outline of a range of processes or programs that we will use, or apply, to assist our customers who have been identified as experiencing payment difficulties.

5.8.2 Assistance with Payment of Rates

Individual payment arrangements can be an alternative for ratepayers experiencing financial difficulties and as such enquiries are treated confidentially by the Council.

5.8.3 Postponement of Rates – Seniors

Under Section 182A of the Local Government Act 1999 application in the prescribed form may be made to Council for a postponement of the payment of any amount of rates in excess of \$500 for the current or a future financial year by:

- A ratepayer who holds a current State Seniors Card issued by the State Government (prescribed ratepayer) or the spouse of a prescribed ratepayer
- The rates are payable on the principal place of residence
- The land is owned by the prescribed ratepayer
- The prescribed ratepayer and his or her spouse, and no other person has an interest, as owner, in the land.

Any rates which are postponed will become due and payable:

- When the title to the land is transferred to another person

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- Failure to comply with a condition of postponement
- Interest will accrue on the amount postponed at the prescribed rate per month until the amount is paid
- Postponement is available as a right and can only be refused when the applicants have less than 50% equity in the property.

5.9 RATE CAPPING

Council is continually improving its rating system to have the most equitable and fairest distribution across the community, while providing relief for those ratepayers who have limited incomes and ability to pay.

A Rate Cap is to apply to eligible residential ratepayers' principal place of residence to protect individuals against increased rates brought about by substantially increased property valuations. For the 2018/19 financial year Council will apply a rate cap to Residential 1, Residential 2 and Primary Production properties affected by the increases.

A rebate of general rates will be granted to the Principal Ratepayer where the amount of any increase in rates is greater than 12.5%.

To provide further protection for ratepayers on limited incomes, who hold a State Concession Card and are eligible for the maximum pensioner concession, a lower cap of 4% will apply.

A rebate of general rates will only be granted upon application by the ratepayer and where the conditions as set out in Section 153(4) of the Act and this Policy are met.

Rate capping rebates must be \$10 and over to be applicable.

Easy steps to see if you are eligible for a rate capping rebate

1	Have both your Rate Notices from this year and last year at hand	
2	From last year's Rate Notice Write down your General Rate only (do not include any concessions, levies or rebates)	\$ 1,200.00 A
3	Work out 12.5% of A (The Rate Recap Rebate this year is 12.5%)	\$ 150.00 B
4	Add them together A + B	\$ 1,350.00 C
5	From your current Rate Notice Write down your General Rate only (do not include any concessions, levies or rebates)	\$ 1,400.00 D
6	If D is less than C you will NOT be eligible for a rebate	
7	If D is more than C you will be eligible for a rebate D - C	\$ 50.00

The rebate will not apply where:

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- any such increase is due in whole or part to an increase in valuation of the land in the assessment because of improvements made to it worth more than \$20,000 since 1 July 2017
 - any such increase is in whole or part because the zoning of the land has been changed since 1 July 2017
 - any such increase is due in full or part to the use of the land being different for rating purposes on the date Council declared its general rates for the 2018/19 financial year, than on the date the Council declared its general rates for the 2017/18 year
 - the ownership of the rateable property has changed since 1 July 2017
 - the land use classification is Commercial, Industrial or Vacant Land.

Where a ratepayer believes that they may be eligible for a rate capping rebate, they must lodge an application in writing to the Rates Department before the 31 October 2018.

5.10 PAYING YOUR RATES

Council provides the quarterly payment of rates in September, December, March and June each year.

Payments can be made via B-Pay, Australia Post, credit card by phone or via Council's website (www.mountbarker.sa.gov.au), cash/cheque/EFTPOS over-the-counter at the Local Government Centre office. To view all payment methods refer rear of Rates Notice.

For ratepayers who no longer want paper bills and would prefer to receive their rate notices via email, Council offers two alternatives

BPay View.

Rates Notices can be sent straight to the ratepayer's online bank for payment, rather than receiving a hard copy in the mail. For further information on how to receive, pay and store your rates notice in your online banking, go to www.Bpay.com.au/bpayview.

Ezybill

Electronic distribution solution that meets the needs of both the private (single owner) and the commercial (multi-owner) customers. Ezybill utilises the resources of the Internet to provide a secure, effective and efficient distribution service that preserves the relationship that the Council has with their rate payer in a direct and transparent process.

To register go to Council's website <https://mountbarker.ezybill.com.au/> and follow the prompts.

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5.11 LATE PAYMENT OF RATES

Council has determined that penalties for late payments will be imposed in accordance with the provisions of Section 181(8) of the Act and relevant Council procedures.

Fines and interest for late payment are levied in accordance with the provisions of Section 181(8) of the Act. These provisions are the only provisions available to Council to ensure that all ratepayers pay promptly.

The Act provides that:

If an instalment of rates is not paid on or before the date on which it falls due:

- (a) the instalment will be regarded as being in arrears
- (b) a fine of two percent of the amount of the instalment is payable
- (c) on the expiration of each full month from that date, interest of the prescribed percentage of the amount in arrears (including the amount of any previous unpaid fine and including interest from any previous month) accrues.

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard instalments and due dates can contact Council to discuss alternative payment arrangements. It should be noted that fines and interest are still levied in accordance with the Act under any payment arrangement.

Council will consider applications for remission of fines in certain extenuating circumstances. A request for waiver of fines should be made in writing, setting out detailed reasons why a fine remission has been requested.

5.12 RECOVERY OF OUTSTANDING RATES

In accordance with sound financial management principles, the Rates Department will apply prudent debt management practices to Rate Debtors. This includes an on-going review of rates in arrears and following a systematic debt recovery approach.

Rates that remain in arrears for a period exceeding 30 days will be subject to recovery action in accordance with Council's normal debt recovery procedures.

Section 184 of the Act provides that Council may sell any property where any rates have been in arrears for three years or more. Council is required to notify the owner of the land of its intention to sell the land if payment of the outstanding amount (by cash or bank cheque) is not received within one month. Except in extraordinary circumstances, Council will enforce the sale of land for arrears of rates.

5.13 OBJECTIONS

Council rates are imposed under the provisions of the Act, and within the Mount Barker District Council are based on the Capital Valuation and the Land Use Category applied for the current financial year.

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Where a ratepayer believes the level of rates charged on an assessment is excessive, the avenues for appeal are to lodge a formal objection to the Capital Value or the Land Use.

It is important to note that the lodgement of any objection does not change the due date for payment of rates. Rates must be paid in accordance with the Rates Notice until otherwise notified by Council.

The following provides information on lodging objections.

5.13.1 Valuation Objections

If a ratepayer is dissatisfied with a property valuation then an objection may be made to the State Valuation Office in writing, within 60 days of receiving notice of the valuation, explaining the basis for the objection – provided they have not:

- previously received a notice of this valuation, under the Act, in which case the objection period is 60 days from the receipt of the first notice, or
- previously had an objection to the valuation considered by the State Valuation Office in the current financial year.

It should be noted that under the *Valuation of Land Act 1971* the Valuer General has the discretion to extend the allowable objection period where it can be shown there is reasonable cause.

Objections to valuations should be addressed to:

State Valuation Office

GPO Box 1354

Adelaide SA 5001

Email lsgobjections@sa.gov.au

Telephone 1300 653 345

The Mount Barker District Council has no role in this process and it is important to note that the lodgement of an objection does not change the due date for payment of rates. Rates must be paid in accordance with the rate notice until otherwise notified by Council.

5.13.2 Objection to Land Use Category

If a ratepayer believes that a particular property has been wrongly classified as to its land use, then an objection in writing may be made to Council within 60 days of being notified of the land use classification.

The objection must set out the basis for the objection and details of the land use that (in the opinion of the ratepayer) should be attributed to that property. The Council may then decide the objection as it sees fit and notify the ratepayer. The objection must be made to Council.

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A ratepayer also has the right to appeal against the Council's decision to the Land and Valuation Court. ***It is also important to note that the lodgement of an objection does not change the due date for the payment of rates. Penalties apply to unpaid rates.***

5.14 COMMUNITY ENGAGEMENT

In accordance with Council's Community Consultation Policy, and in keeping with good practice, a community engagement process will be undertaken annually on the development of budget and rating processes and policy.

Community engagement is undertaken when developing the annual budget and rating policies as part of the annual business plan to ensure that transparency of the process is maintained and to provide an avenue for the community to contribute their opinion.

6. REVIEW

This Policy will be reviewed annually or earlier in the event of changes to legislation or related Policies and Procedures or if deemed necessary by the Manager Rates, Property and Records.

7. ACCESS TO THE POLICY

This Policy is available for public inspection at the Customer Service Centre, at the Local Government Centre, 6 Dutton Road, Mount Barker, South Australia and on the Council's website www.mountbarker.sa.gov.au.

8. FURTHER INFORMATION

For further information on this Policy, please contact:

Title: Manager Rates, Property and Records

Address: PO Box 54, Mount Barker
South Australia, SA, 5251

Telephone: 08 83917207

Email: ngay@mountbarker.sa.gov.au

12.2	REPORT TITLE:	BUDGET REVIEW AS AT 30 APRIL 2018
	DATE OF MEETING:	4 JUNE 2018
	FILE NUMBER:	DOC/18/51900
	ATTACHMENTS	DOC/18/52529 BUDGET REVIEW AS AT 30 APRIL 2018 FOR YEAR ENDED 30 JUNE 2018

Strategic Plan Ref:

Governance and Leadership

GL:1 – Manage assets and liabilities through a planned, long term approach.

Purpose:

To provide the Council with information on the actual results compared to the budget figures for the financial year ending 30 June 2018 as at 30 April 2018.

Summary – Key Issues:

The purpose of the budget review as at 30 April 2018 is to provide Council, the community and other interested parties, a record of the budgeted financial activities and the financial position of the Council, compared to the adopted annual budget for the year ending 30 June 2018.

Recommendation:

That Council adopts the attached revised budget for the year ending 30 June 2018 as at 30 April 2018.

Background:

The budget adopted by Council in July 2017 had an operating surplus before capital revenue of \$1,153k, capital revenue for new assets of \$4,491k, capital expenditure of \$21,894k and a net budget deficit (Net Borrowing) of \$7,508k.

The first review of the budget for the 2017/18 financial year as at 30 September 2017 had an operating surplus before capital revenue of \$692k, capital revenue for new assets of \$4,789k, capital expenditure of \$23,917k and a net budget deficit (Net Borrowing) of \$9,676k.

The second review of the budget for the 2017/18 financial year as at 31 January 2017 had an operating surplus before capital revenue of \$1,628k, capital revenue for new assets of \$6,713k, capital expenditure of \$24,613k and a net budget deficit (Net Borrowing) of \$7,512k.

Discussion:

1. The operating result as at 30 April 2018 before capital revenue is a surplus of \$2,919k, capital expenditure of \$20,427k and a net budget surplus (Net lending) of \$5,196k. This report reflects ten months of the financial year and

includes an update of operating revenue and expense and changes to the budgeted capital revenue and expenditure for the financial year.

Forecast Operating Income and Expenditure

2. The forecast net operating result before capital revenues for Council is a surplus of \$842k, an unfavourable variance of \$786k on the 31 January 2018 estimates. The major variances since 31 January 2018 contributing to the operating forecast include;
 - a. Income – Favourable \$109k in the last quarter (\$1,352k on original budget)
 - i. Rates - Update of wastewater service charge revenue received - favourable \$63k,
 - ii. User Charges - Update of recycled water sales forecast revenue – favourable \$108k, less net unfavourable \$13k in Tourist Park and Transfer Station fees,
 - iii. Grants - Unfavourable movement of \$320k in Roads to Recovery budgeted funding to 2018/19 with programmed works re-budgeted, and favourable HACC funding of \$58k,
 - iv. Favourable increase in interest income \$38k,
 - v. Favourable increase in other income & reimbursement \$93k, for minor funded projects (excludes net Managed Recreation Facilities).
 - b. Expenditure – Unfavourable \$887k in the last quarter (\$1,654k on original budget)
 - i. Employee Costs - A favourable variance of \$135k (\$363k full year) reflects the savings due to YTD vacancies and insurance recovery.
 - ii. Contracts, Material & Other Expenditure - Additional \$643k in Field Services forecast expenditure for operating & maintenance. This year Council has still been catching up with storm related damage to the road network eg drainage, unsealed road sheeting, sealed road patching, trees etc. There has been a requirement to purchase more materials, hire contractors and plant and equipment to complete these tasks, which is now at a point where most of the backlog has been cleared.
 1. \$159k for Storm-water drainage maintenance,
 2. \$33k for Public Conveniences maintenance,
 3. \$75k in Fire Prevention works,
 4. \$40k for Parks & Gardens maintenance, and
 5. \$340k for roads and footpath maintenance.
 - iii. The net unfavourable balance of Managed Recreation Facilities (AHRC and Pool) is \$64k including transfer process from YMCA to Belgravia Leisure.

Forecast Capital Expenditure and Income

1. The total forecast capital budget is \$28.5m, an increase of \$4m on the last budget review with the major variance from the purchase of portion of the “Woolworths” land. Current capital expenditure on infrastructure assets is

65% of the forecast budget with \$2.1m completed in April and a balance of \$7.6m remaining.

2. The current forecast includes a number major projects not expected to be completed by 30 June 2018 with potential capital works in progress at that time of around \$3.6m.
3. Major proposed and actual variations to the capital budget include;
 - a. Proposed Flaxman Culvert Upgrade - Flaxman / Mills St (Meadows) culvert upgrade is to remedy a long standing flooding and road safety issue at the junction of Mill and Flaxman. The upgrade is being facilitated as a part of the adjacent Devine land division construction obligation to extend the culvert. - unfavourable \$132k,
 - b. Re-budget Shared Path Hurling Drive to Laratinga Trail Stage 2 PAC's. - favourable \$700k,
 - c. Woolworths Land (portion) Acquisition - unfavourable \$4,950k,
 - d. Re-budget RTR 2017/18 Townships Sealing Program - favourable \$370k,
 - e. Review to the DPTI Freeway Interchange contribution budget - favourable \$524k,
 - f. Replacement of Littlehampton Gravity Main Stage 4/5 - increase in budget to cover increased scope, initially planned to be funded from contingency over this and the Western Sector Trunk Main project. Difficulties experienced during construction (including significant rock and some asbestos material) over both projects has used all contingency funds. - unfavourable \$300k,
 - g. Proposed Wistow Park Sewer Extension Council Contribution – budget was allocated in 2016/17 towards upsizing the Wistow Park Extension Trunk Main. The physical works to be undertaken by a developer were delayed and provision for the contribution to then occur in 2017/18 was not made, this being an oversight. The works have now been completed - unfavourable \$130k.

Asset Class	YTD	Budget 2017/18	Budget Review One	Budget Review Two	Forecast	Variance to Original
	\$,000	\$,000	\$,000	\$,000	\$,000	
Roads	6 020	8 549	9 205	9 627	8 638	(89)
Footpaths	1 563	2 372	2 707	2 989	2 354	18
Bridges	104	450	185	170	302	148
Drainage	318	280	679	761	761	(481)
Wastewater	4 869	6 307	6 416	6 602	7 032	(725)
Recreation & Open Space	797	1 559	1 705	1 656	1 657	(98)
Land	5 158	83	144	268	5 152	(5 069)
Water Assets	22	20	50	50	50	(30)
Buildings & Other Structures	695	1 535	1 622	1 198	1 198	337
Plant & Equipment	1 026	739	1 203	1 291	1 291	(552)
Grand Total	20 572	21 894	23 917	24 613	28 435	(6 541)

3. Favourable increase in capital revenue of \$261k in the last quarter(\$2.5m on original);
 - a. Favourable \$430k from State Government for Hurling Trail, Adelaide Rd Bus Shelter and trails,
 - b. Favourable \$66k from Adelaide Hills Council & other sources for Roads and footpaths,
 - c. Favourable \$170k for reimbursement of purchase of Bollen Rd land for future recreation area, and
 - d. Unfavourable \$405k for the MDPA transport rate as Newenham in kind contribution applied primarily to DPTI infrastructure (Flaxley Road).

Forecast Financial Indicators

4. A comparison of the forecast key financial indicators which measure the financial sustainability and performance of Council, show small variances in all ratios.
 - a. Operating surplus ratio - A positive ratio indicates the percentage of total rates available to fund capital expenditure over and above the level of depreciation expense without increasing Council’s level of net financial liabilities. A net operating surplus may be used for capital expenditure or reduction of net financial liabilities.
 - b. Net financial liabilities ratio - This ratio indicates the extent to which total liabilities less financial assets can be met by the Council’s total operating revenue.
 - c. Asset sustainability ratio - This ratio indicates whether the Council is renewing or replacing infrastructure assets at the rate of consumption.

Financial Indicator	Budget	Forecast
• Operating surplus ratio favourable	2.59%	1.83%
• Net financial liabilities ratio favourable	17.18%	22.15%
• Asset sustainability ratio favourable	118.74%	123.99%

Forecast Uniform Presentation of Finances

5. The forecast budget as at 30 April 2018 for the Mount Barker District Council for the year ending 30 June 2018 is net borrowing of \$11.8 million, an unfavourable variance of \$4.3 million on the original budget. The major driver of this variance is the recent purchase of land and a reduction in the net operating surplus.

Community Engagement:

Informing only	The budget is available on Council’s website
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Policy:

The Annual Business Plan assesses the financial requirements of the Council for the financial year and sets out a summary of its proposed operating expenditure, capital expenditure and sources of revenue and takes into account Council's long-term financial plan.

Budget:

This is the last budget review for the 2017/18 financial year prior to the post 30 June 2018 annual comparison.

Statutory/Legal:

The *Local Government Financial Regulations 2011* Part 2 Section 9 requires Council to reconsider its budget at least three times between 30 September and the 31 May.

Staff Resource Requirements:

As per budget/strategic plan – no comment applicable to this report.

Environmental:

As per budget/strategic plan – no comment applicable to this report.

Social:

As per budget/strategic plan – no comment applicable to this report.

Risk Assessment:

The *Local Government Act 1999* requires that Council assesses the financial requirements of the Council for the financial year and sets out a summary of its proposed operating expenditure, capital expenditure and sources of revenue and takes into account the Council's long-term financial plan and relevant issues relating to the management and development of infrastructure and major assets by the Council.

Asset Management:

The Annual Estimates address issues relating to the management and development of infrastructure and major assets of Council.

Conclusion:

It is a legislative requirement that Council reconsiders its budget at regular intervals during the year. The budget assesses the financial requirements of Council for the financial year, it provides stability and certainty of financial outcomes and ensures continuation of delivery of essential community services and the efficient operation of infrastructure while maintaining a sound financial position.

Although Council's surplus from operations has been reduced, the planned operating surplus for the Roads to Recovery program of \$843k has been

maintained. Additional capital revenue received has contributed to reducing the level of borrowing required to maintain a positive cash balance for 30 June 2018.

Regular review of Council's financial position remains crucial as Council plans to deliver several significant strategic projects over the next ten to twenty years, and regular monitoring of the long term impact of any changes to budgets and forecasts is required.

Key Contact

Anne Mooney, Manager Finance

Manager or Sponsor of Project

Andrew Stuart, Chief Executive Officer

Attachment 1 to Item 12.2



MOUNT BARKER
DISTRICT COUNCIL

Budgeted Financial Statements

for the Period ended 30 April 2018

Mount Barker District Council

Statement of Comprehensive Income
for the Period ended 30 April 2018

YTD 2017		YTD 2018	Budget 2018	Budget Review Two 2018	Forecast 2018	Forecast Variance %
	\$ '000					
Income						
29 394	Rates Revenues	30 880	36 925	37 008	37 071	0.4%
968	Statutory Charges	1 113	1 253	1 293	1 286	3%
2 148	User Charges	2 198	2 493	2 491	2 586	4%
2 589	Grants, Subsidies and Contributions	2 509	3 066	3 818	3 558	16%
144	Investment Income	215	120	191	228	90%
321	Reimbursements	396	447	441	551	23%
316	Other Income	548	252	557	627	149%
35 881	Total Income	37 859	44 556	45 799	45 908	3%
Expenses						
11 512	Employee Costs	11 870	15 271	15 043	14 908	2%
15 169	Materials, Contracts & Other Expenses	15 836	19 000	20 063	21 133	(11%)
6 771	Depreciation, Amortisation & Impairment	6 911	8 439	8 439	8 432	0%
337	Finance Costs	324	519	432	432	17%
-	Net loss - Equity Accounted Council Businesses	-	174	194	160	8%
33 789	Total Expenses	34 940	43 403	44 171	45 066	(4%)
2 091	Operating Surplus / (Deficit)	2 919	1 153	1 628	842	(27%)
(743)	Asset Disposal & Fair Value Adjustments	22	(2 626)	(2 626)	(2 626)	(0%)
3 996	Amounts Received Specifically for New or Upgraded Asset	5 030	4 491	6 713	6 974	55%
6 834	Physical Resources Received Free of Charge	-	7 536	7 536	7 536	0%
12 179	Net Surplus / (Deficit)	7 970	10 554	13 251	12 726	21%

Mount Barker District Council

Statement of Financial Position
for the Period ended 30 April 2018

2017	\$ '000	2018	Budget 2018	Budget Review Two 2018	Forecast 2018
ASSETS					
Current Assets					
11 465	Cash & Cash Equivalents	6 394	5 646	3 720	587
4 739	Trade & Other Receivables	11 925	4 505	4 505	4 681
3	Inventories	6	13	13	9
16 207	Subtotal	18 325	10 164	8 238	5 277
Non-Current Assets Held for Sale					
16 207	Total Current Assets	18 325	10 164	8 238	5 277
Non-Current Assets					
1 515	Financial Assets	1 515	12	1 518	1 518
384	Equity Accounted Investments In Council Business	384	207	190	224
490 496	Infrastructure, Property, Plant & Equipment	484 219	499 993	512 195	516 363
2 944	Other Non-Current Assets	22 534	2 404	4 014	4 165
495 339	Total Non-Current Assets	508 651	502 616	517 917	522 270
511 546	TOTAL ASSETS	526 976	512 780	526 155	527 547
LIABILITIES					
Current Liabilities					
4 698	Trade & Other Payables	6 172	4 659	4 656	5 185
325	Revenue in Advance	6 494	-	-	-
199	Borrowings		548	374	585
1 989	Provisions	2 109	1 833	1 833	2 108
7 211	Total Current Liabilities	14 774	7 040	6 863	7 879
Non-Current Liabilities					
7 251	Non Current Borrowings	7 148	10 416	7 633	8 483
381	Non Current Provisions	381	362	362	413
7 632	Total Non-Current Liabilities	7 529	10 778	7 995	8 896
14 843	TOTAL LIABILITIES	22 303	17 818	14 858	16 775
496 703	Net Assets	504 673	494 962	511 298	510 772
EQUITY					
176 358	Accumulated Surplus	184 328	189 701	197 364	196 839
304 549	Asset Revaluation Reserves	304 549	297 877	306 549	306 549
15 796	Other Reserves	15 796	7 385	7 385	7 385
496 703	Total Council Equity	504 673	494 962	511 298	510 772

Mount Barker District Council

Statement of Cash Flows
for the Period ended 30 April 2018

2017	\$ '000	2018	Budget 2018	Budget Review Two 2018	Forecast 2018
Cash Flows from Operating Activities					
Receipts					
42 043	Operating Receipts	36 952	44 844	44 109	45 595
177	Investment receipts	215	120	191	228
Payments					
(32 862)	Operating payment to suppliers & employees	(26 440)	(32 290)	(33 995)	(36 814)
(348)	Finance payment	(324)	(519)	(432)	(432)
9 010	Net Cash provided by (or used in) Operating Activities	10 403	12 155	9 872	8 576
Cash Flows from Investing Activities					
Receipts					
5 463	Amounts Specifically for New or Upgraded Assets	5 030	4 491	6 713	6 974
362	Proceeds from Sale of Replaced Assets	146	221	221	280
810	Proceeds from Sale of Surplus Assets	225	83	100	146
-	Repayment of Loans by Community Groups	-	3	3	3
Payments					
(4 635)	Expenditure on Renewal/Replacement of Assets	(5 595)	(8 316)	(7 888)	(8 196)
(3 741)	Expenditure on New/Upgraded Assets	(14 978)	(13 439)	(16 724)	(20 279)
(1 497)	Loans Made to Community Groups	-	-	-	-
(3 238)	Net Cash provided by (or used in) Investing Activities	(15 172)	(16 958)	(17 576)	(21 073)
Cash Flows from Financing Activities					
Receipts					
-	Proceeds from Borrowings	66	4 012	318	2 000
-	Proceeds from Bonds & Deposits	-	-	-	-
Payments					
(290)	Repayment of Borrowings	(368)	(523)	(359)	(382)
(290)	Net Cash provided by (or used in) Financing Activities	(302)	3 489	(41)	1 618
5 482	Net Increase (Decrease) in Cash Held	(5 071)	(1 314)	(7 745)	(10 878)
5 983	Cash & Cash Equivalents at Beginning of Period	11 465	6 960	11 465	11 465
11 465	Cash & Cash Equivalents at end of period	6 394	5 646	3 720	587

Mount Barker District Council

Notes to and forming part of the
Financial Statements
for the Period ended 30 April 2018

Financial Indicators

2017	\$ '000	Forecast 2018	Budget 2018	Budget Review Two 2018	Forecast 2018	Forecast Variance
<p>These Financial Indicators have been calculated in accordance with <i>Information paper 9 - Local Government Financial Indicators</i> prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.</p>						
1. Operating Surplus Ratio						
2.84%	Operating Surplus	842	2.59%	1.56%	1.83%	(1%)
	Total Operating Revenue	45 908				
<p><i>This ratio expresses the operating surplus as a percentage of total operating revenue</i></p>						
2. Net Financial Liabilities Ratio						
(6.54%)	Net Financial Liabilities	9 989	17.18%	10.33%	21.76%	(5%)
	Total Operating Revenue	45 908				
<p><i>Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.</i></p>						
3. Asset Sustainability Ratio						
78.71%	Net Asset Renewals	8 051	118.74%	122.65%	123.99%	5%
	Infrastructure & Asset Management Plan required expenditure	6 493				
<p><i>Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.</i></p>						

Mount Barker District Council

Notes to and forming part of the
Financial Statements
for the Period ended 30 April 2018

Uniform Presentation of Finances

2017	\$ '000	2018	Budget 2018	Budget Review Two 2018	Forecast 2018	Forecast Variance
<p>The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.</p> <p>All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.</p> <p>The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.</p>						
43 947	Income	37 859	44 556	45 799	45 908	3%
(42 697)	less Expenses	(34 940)	(43 403)	(44 171)	(45 066)	(4%)
1 250	Operating Surplus / (Deficit)	2 919	1 153	1 628	842	(27%)
less Net Outlays on Existing Assets						
Capital Expenditure on Renewal and Replacement of						
(4 635)	Existing Assets	(5 595)	(7 716)	(7 888)	(8 196)	(6%)
8 389	less Depreciation, Amortisation and Impairment	6 911	8 439	8 439	8 432	0%
362	less Proceeds from Sale of Replaced Assets	146	221	221	146	34%
4 116	Subtotal	1 462	943	771	382	(60%)
less Net Outlays on New and Upgraded Assets						
(3 741)	Capital Expenditure on New and Upgraded Assets less Amounts Received Specifically for New and	(14 832)	(14 178)	(16 724)	(20 279)	(43%)
5 463	Upgraded Assets	5 030	4 491	6 713	6 974	55%
810	less Proceeds from Sale of Surplus Assets	225	83	100	225	171%
2 532	Subtotal	(9 577)	(9 604)	(9 911)	(13 080)	(32%)
7 898	Net Lending / (Borrowing) for Financial Year	(5 196)	(7 508)	(7 512)	(11 856)	(58%)

Mount Barker District Council

Capital Expenditure
for the Period ended 30 April 2018

2017	\$ '000	2018	Budget 2018	Budget Review Two 2018	Forecast 2018	Forecast Variance
8 337	Grand Total	20 427	21 894	24 613	28 475	(30%)
	Capital Renewal					
112	Bridges & Culverts	81	400	130	130	68%
188	Buildings Asset	236	425	447	447	(5%)
-	Drainage Asset	127	80	206	229	(187%)
473	Footpaths	872	688	944	944	(37%)
698	Plant & Equipment	807	666	1 072	1 072	(61%)
24	Recreational Assets	24	220	20	20	91%
50	Recycled Water	22	20	50	50	(150%)
1 786	Roads	1 737	2 030	2 030	2 015	1%
858	Unsealed Roads	665	922	908	908	2%
408	Wastewater	1 048	2 265	2 081	2 381	(5%)
4 596	Total Capital Renewal	5 595	7 716	7 888	8 196	(6%)
	New Capital					
	Bridges & Culverts	23	50	40	172	(244%)
201	Buildings Asset	458	1 110	752	752	32%
306	Drainage Asset	191	200	555	532	(166%)
595	Footpaths	691	1 684	2 045	1 410	16%
102	Land Assets	5 012	83	268	5 192	(6155%)
98	Plant & Equipment	219	73	219	219	(200%)
518	Recreational Assets	797	1 339	1 636	1 637	(22%)
1 467	Roads	3 618	5 596	6 689	5 714	(2%)
454	Wastewater	3 821	4 043	4 521	4 651	(15%)
3 741	Total New Capital	14 832	14 178	16 724	20 279	(43%)

12.3	REPORT TITLE:	REVIEW OF POLICIES: - CARETAKER POLICY AND GUIDELINES; - REVIEW OF ACCESS TO INFORMATION POLICY; AND PROCEDURE - REMOVAL OF LIQUOR LICENCE APPLICATION MANAGEMENT POLICY
	DATE OF MEETING:	4 JUNE 2018
	FILE NUMBER:	DOC/18/52986
	ATTACHMENTS:	1 - DOC/18/51464 - REVISED CARETAKER POLICY AND GUIDELINES 2 - DOC/18/51954 - ACCESS TO INFORMATION POLICY 3 - DOC/18/51953 - ACCESS TO INFORMATION PROCEDURE 4 - 10/30865 - LIQUOR LICENCE APPLICATION MANAGEMENT POLICY
	<u>Key Contact</u>	Ros McDougall, Risk and Governance Officer, Deputy CEO / General Manager Infrastructure and Projects
	<u>Manager/Sponsor</u>	Brian Clancey, Deputy CEO / General Manager Infrastructure and Projects

Mount Barker 2035 – District Strategic Plan:

5. Governance and Leadership

GL2: Corporate capacity and leadership

GL2.1 Demonstrate accountability through clear, relevant and easily accessible policies and corporate reporting

Annual Business Plan 2017/2018:

Nil

Purpose:

To provide revised policies related to the Caretaker period; Access to Information by Council Members and to remove an irrelevant policy.

Summary – Key Issues:

- Irrelevant policies should be removed
- Two Policies and procedures/guidelines have been revised

Recommendation:

That Council:

- o Adopt the revised Caretaker Policy and note the Caretaker Guidelines
- o Adopt the revised Access to Information Policy and note the Procedures
- o Remove the Liquor Licence Application Management Policy

Background:

1. It is good administrative practice to revise Policies (as necessary) as their review date arises.
2. Council has in place the following Policies and Procedures that require a review:
 - Caretaker Policy
 - Access to Information Policy and Procedure
3. Council is required to have a Caretaker Policy and the existing Policy has been revised based on the LGA template.

Discussion:

4. The Caretaker period is proposed to begin at the close of nominations on 18 September 2018 and will cease when the general election has concluded.
5. Council is unable to make designated decisions during this period including any contract or arrangement that exceeds \$352,640 other than for road works, road maintenance or drainage works (with some exceptions as detailed in the Policy).
6. The Caretaker Policy (Attachment 1) maintains avoidance of other significant or major policy decisions as detailed in 7.3 of the Policy.
7. Information at point 9 has been deleted (noted as strikethrough) as it is more clearly articulated and expanded upon in the attached Guidelines. Other minor additions are the inclusion of the start date and the 1% of Council revenue (noted in red).
8. The Access to Information Policy (Attachment 2) has required only minor changes – noted in red.
9. The Access to Information Policy and Procedure has been revised to be more concise and to include reference to use of the Extranet for members as a source of information.
10. A review of Policies also requires consideration of the relevance of current policies. This has resulted in the Liquor Licencing Application Management Policy being removed as significant changes to legislation have occurred and a Policy is no longer required.

Community Engagement:

Informing only	Information is provided via this report which is publicly available on Council’s website. Updated policies will be loaded to the website.
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Policy:

There is existing:

- Caretaker Policy and Guidelines
- Access to Information Policy and Procedure
- Liquor Licence Application Management Policy

Budget:

There is no budgetary impact.

Statutory/Legal:

The Caretaker Policy is required under the Local Government (Elections) Act.

Staff Resource Requirements:

There is no impact on staff resources

Environmental:

N/A

Social:

Refraining from designated and significant decisions prior to an election is expected by the community.

Risk Assessment:

An updated Caretaker Policy should minimise the risk of making a decision which is contrary to legislative requirements. The provision of a Policy related to Access to Information should reduce the risk of Council Members lack of provision of information.

Asset Management:

N/A

Conclusion:

The revised Policies should be adopted and procedures/guidelines noted.

Previous Decisions By/Information Reports to Council

Meeting Date	16 June 2014	HPRM Reference	14/43062
Title	Revised Caretaker Policy		
Purpose	To provide a revised Caretaker Policy.		

Meeting Date	5 May 2014	HPRM Reference	14/33087
Title	Revised Access to Information Policy and Procedure		
Purpose	To provide a revised Council Members' Access to Information Policy and Procedure.		

Attachment 1 to Item 12.3



MOUNT BARKER
DISTRICT COUNCIL

TITLE: CARETAKER POLICY

REFERENCE NUMBER:	Doc/18/51464
RESPONSIBLE DEPARTMENT:	Deputy CEO / General Manager Infrastructure and Projects
APPLICABLE LEGISLATION:	Local Government (Elections) Act 1999
MOUNT BARKER 2035 – DISTRICT STRATEGIC PLAN:	Governance and Leadership
RELATED POLICIES:	<ul style="list-style-type: none"> • Code of Conduct for Council Members • Code of Conduct for Employees
SUPPORTING PROCEDURES:	LGA Caretaker Guidelines (attached)
ENDORSED BY COUNCIL:	
NEXT REVIEW DATE:	May 2022

1. POLICY STATEMENT

This policy satisfies the statutory caretaker period requirements under Section 91A of the *Local Government (Elections) Act 1999*.

2. POLICY OBJECTIVES

This policy applies throughout the election period for a general election. For the purposes of the Local Government Elections of November 2014, the policy commences on **18 September 2018** and ends at the conclusion of the election, when results have been declared.

This policy applies to:

- the Council; and
- Council staff.

3. DEFINITIONS

In this Policy:

Chief Executive Officer means the appointed Chief Executive Officer or Acting Chief Executive Officer or nominee.

council staff means any person that is employed full-time, part-time or casually by the Council who receives remuneration for their work.

Council Member means an elected member of the Mount Barker District Council.

election period means the period commencing on the day of the close of nominations (18 September 2018) for a general election and expiring at the conclusion of the general election.

designated decision means a decision:

- (a) relating to the employment or remuneration of the Chief Executive Officer, other than a decision to appoint an acting Chief Executive Officer or to suspend the Chief Executive Officer for serious and willful misconduct;
- (b) to terminate the appointment of the Chief Executive Officer;
- (c) to enter into a contract, arrangement or understanding (other than a contract for road works, road maintenance or drainage works) the total value of which exceeds whichever is the greater of \$100,000 or 1% of the Council's revenue from rates in the preceding financial year (**\$352,640**), except if the decision:
 - (i) relates to the carrying out of works in response to an emergency or disaster within the meaning of the *Emergency Management Act 2004* (SA), or under section 298 of the *Local Government Act 1999* (SA);
 - (ii) is an expenditure or other decision required to be taken under an agreement by which funding is provided to the Council by the Commonwealth or State Government or otherwise for the Council to be eligible for funding from the Commonwealth or State Government;
 - (iii) relates to the employment of a particular Council employee (other than the Chief Executive Officer);
 - (iv) is made in the conduct of negotiations relating to the employment of Council employees generally, or a class of Council employees, if provision has been made for funds relating to such negotiations in the budget of the

- Council for the relevant financial year and the negotiations commenced prior to the election period; or
- (v) relates to a Community Wastewater Management Systems scheme that has, prior to the election period, been approved by the Council; or
- (d) allowing the use of Council resources for the advantage of a particular candidate or group of candidates (other than a decision that allows the equal use of Council resources by all candidates).

general election means a general election of council members held:

- (a) under section 5 of the Local Government (Elections) Act; or
- (b) pursuant to a proclamation or notice under the *Local Government Act 1999* (SA).

Minister means the Minister for Local Government or other minister of the South Australian government vested with responsibility for the Local Government (Elections) Act.

4. ROLES & RESPONSIBILITIES

Council:

- Approve a Policy that clarifies Council's responsibilities during the Caretaker period.

Chief Executive Officer:

- Avoid scheduling significant decisions for consideration during the election period

General Managers:

- Ensure staff are aware of their responsibilities within the Caretaker Policy

5. PROHIBITION ON DESIGNATED DECISIONS

5.1 The Council is prohibited from making a 'designated decision' during an election period.

5.2 A decision of the Council includes a decision of:

- a Committee of Council; and
- a delegate of Council

6. CONSEQUENCE OF CONTRAVENING THIS POLICY

- 6.1 A designated decision made by Council during an election period is invalid, except where an exemption has been granted by the Minister.
- 6.2 Any person who suffers loss or damage as a result of acting in good faith on a designated decision made by the Council in contravention of this policy is entitled to compensation from the Council for that loss or damage.
- 6.3 A breach of this Policy is a breach of the Code of Conduct for Council Members and Code of Conduct for Council Employees.

7. TREATMENT OF OTHER SIGNIFICANT DECISIONS

- 7.1 So far as is reasonably practicable, the Chief Executive Officer should avoid scheduling significant decisions (including major policy decisions) for consideration during an 'election period' and ensure that such decisions:
- 7.1.1 are considered by Council prior to the 'election period'; or
 - 7.1.2 are scheduled for determination by the incoming Council.
- 7.2 A 'significant decision' is any major policy or other decision which will significantly affect the Council area or community or will bind the incoming Council.
- 7.3 A 'major policy' decision includes any decision (not being a designated decision):
- 7.3.1 to spend unbudgeted monies;
 - 7.3.2 to conduct unplanned public consultation;
 - 7.3.3 to endorse a new policy;
 - 7.3.4 to dispose of Council land;
 - 7.3.5 to approve community grants or ward donations
 - 7.3.6 to progress any matter which has been identified as an election issue; and
 - 7.3.7 any other issue that is considered a major policy decision by the Chief Executive Officer.

- 7.4 The determination as to whether or not any decision is significant will be made by the Chief Executive Officer, after consultation with the Mayor.
- 7.5 Where the Chief Executive Officer has determined that a decision is significant, but circumstances arise that require the decision to be made during the election period, the Chief Executive Officer will report this to the Council.
- 7.6 The aim of the Chief Executive Officer's report is to assist Council Members assess whether the decision should be deferred for consideration by the incoming Council.
- 7.7 The Chief Executive Officer's report to Council will address the following issues (where relevant):
 - 7.7.1 why the matter is considered 'significant';
 - 7.7.2 why the matter is considered urgent;
 - 7.7.3 what are the financial and other consequences of postponing the matter until after the election, both on the current Council and the incoming Council;
 - 7.7.4 whether deciding the matter will significantly limit options for the incoming Council;
 - 7.7.5 whether the matter requires the expenditure of unbudgeted funds;
 - 7.7.6 whether the matter is the completion of an activity already commenced and previously endorsed by Council;
 - 7.7.7 whether the matter requires community engagement;
 - 7.7.8 any relevant statutory obligations or timeframes; and
 - 7.7.9 whether dealing with the matter in the election period is in the best interests of the Council area and community.
- 7.8 Council will consider the Chief Executive Officer's report and determine whether or not to make the decision.

8 APPLICATION FOR EXEMPTION

- 8.1 If the Council considers that it is faced with extraordinary circumstances which require the making of a designated decision during an election period, the Council may apply in writing to the Minister for an exemption to enable the making of a designated decision that would otherwise be invalid under section 91A of the Local Government (Elections) Act and this policy.
- 8.2 If the Minister grants an exemption to enable the making of a designated decision that would otherwise be invalid under section 91A of the Local Government (Elections) Act and this policy, then the Council and Council staff will comply with any conditions or limitations that the Minister imposes on the exemption.

~~**9 CONTINUING THE FUNCTIONS OF THE COUNCIL DURING THE CARETAKER PERIOD**~~

- ~~9.1 Nothing in this policy prevents the Mayor, Council Members and staff carrying on the business of the Council during the caretaker period.~~
- ~~9.2 The Mayor and Council Members will continue to accept invitations to attend community functions, particularly when those functions are in recognition of activities of community groups whether having gained the support of the Council through grants or not.~~
- ~~9.3 The CEO will ensure as far as is practical that Council initiatives will not be launched during the caretaker period.~~

9. REVIEW

This Policy will be reviewed every four years or earlier in the event of changes to legislation or related Policies and Procedures or if deemed necessary by the Risk & Governance Officer.

10. ACCESS TO THE POLICY

The Policy is available for public inspection at the Customer Service Centre, at the Local Government Centre, 6 Dutton Road, Mount Barker, South Australia and on the Council's website www.mountbarker.sa.gov.au.

12. FURTHER INFORMATION

For further information on this Policy, please contact:

Title: Risk & Governance Officer
Address: PO Box 54, Mount Barker
South Australia, SA, 5251
Telephone: 8391 7231
Email: rmcdougall@mountbarker.sa.gov.au

LGA Caretaker Guidelines 2018

Introduction

The Local Government (Elections) Act 1999 (SA) was amended in 2009 to require each Council to prepare and adopt a caretaker policy to govern the conduct of the Council and its staff during the election period for a general election. Section 91A of the Elections Act stipulates that the caretaker policy must at a minimum prohibit the making of certain designated decisions by the Council during an election period.

The Local Government Association of SA (LGA) has prepared a model caretaker policy on the basis of meeting the minimum legislative obligations under section 91A of the Elections Act.

These guidelines are a supplement to the model caretaker policy and provide an overview of the scope and meaning of the legislative requirements under section 91A of the Local Government (Elections) Act. Terms which are defined in the model caretaker policy have the same meanings in these guidelines.

These guidelines also examine the difference between decisions by a Council during an election period allowing the use of Council resources for the advantage of a candidate or particular candidate in a general election and the use by a person of Council resources for personal benefit.

1. Section 91A, Local Government (Elections) Act

1.1. Overview

Under the Local Government (Elections) Act, a Council's caretaker policy must at a minimum prohibit the Council from making designated decisions during an election period.

There are three elements to this prohibition:

- (a) a decision of the Council;
- (b) during an election period
- (c) which is a designated decision.

Each of these elements is described below.

The Local Government (Elections) Act stipulates that any designated decision made by a Council during an election period without a ministerial exemption is invalid.

Any person who suffers loss or damage as a result of acting on a designated decision made in contravention of section 91A of the Local Government (Elections) Act is entitled to compensation from the Council for that loss or damage.

1.2. Decision of the Council

Section 91A of the Local Government (Elections) Act only applies to a decision of the Council. This will include decisions made directly by the Council or indirectly through a Council committee or delegate.

A personal decision of a Council Member, or a Council employee who is not acting under a delegation, is not a decision of a Council and, consequently, cannot be a designated decision for the purposes of section 91A of the Local Government (Elections) Act.

1.3. Election Period

During an election period Councils are prohibited from making designated decisions, unless an exemption has been granted by the Minister.

Section 91A of the Local Government (Elections) Act prohibits the making of designated decisions during an election period. An election period:

- (a) commences on either:
 - (i) the day on which nominations for a general election close; or
 - (ii) if a Council's caretaker policy specifies an earlier date, that date;and
- (b) expires at the conclusion of the general election.

A decision which is made prior to the election period, but announced during the election period, will not be a designated decision for the purposes of section 91A of the Local Government (Elections) Act.

1.4. Designated Decisions

Only specific types of decision will be designated decisions under section 91A of the Local Government (Elections) Act. The designated decisions are outlined below.

Designated decisions

- (a) A decision relating to the employment or remuneration of the Chief Executive Officer, other than a decision to appoint an acting Chief Executive Officer or to suspend the Chief Executive Officer for serious and wilful misconduct.
- (b) A decision to terminate the appointment of the Chief Executive Officer.
- (c) A decision to enter into a contract, arrangement or understanding (other than a contract for road works, road maintenance or drainage works) the total value of which exceeds whichever is the greater of \$100,000 or 1% of the Council's revenue from rates in the preceding financial year, except if the decision:
 - (i) relates to the carrying out of works in response to an emergency or disaster within the meaning of the Emergency Management Act 2004 (SA) or under section 298 of the Local Government Act 1999 (SA);
 - (ii) is an expenditure or other decision required to be taken under an agreement by which funding is provided to the Council by the Commonwealth or State Government or otherwise for the Council to be eligible for funding from the Commonwealth or State Government;

- (iii) relates to the employment of a particular Council employee (other than the Chief Executive Officer);
 - (iv) is made in the conduct of negotiations relating to the employment of Council employees generally, or a class of Council employees, if provision has been made for funds relating to such negotiations in the budget of the Council for the relevant financial year and the negotiations commenced prior to the election period; or
 - (v) relates to a Community Wastewater Management Systems scheme that has, prior to the election period, been approved by the Council.
- (d) A decision allowing the use of Council resources for the advantage of a particular candidate or group of candidates (other than a decision that allows the equal use of Council resources by all candidates for election).

2. Decisions relating to the employment of the Chief Executive Officer

Scope of Designated Decision

Certain Council decisions regarding the Chief Executive Officer made during an election period will be designated decisions.

Any decision relating to the employment or remuneration of the Chief Executive Officer, other than a decision to:

- (a) appoint an acting Chief Executive Officer; or
- (b) suspend a Chief Executive Officer for serious and wilful misconduct, will be a designated decision.

3. Specific contracting decisions

3.1. Scope of Designated Decision

Certain Council decisions regarding specific types of contracts made during an election period will be designated decisions.

Generally, a decision to enter into a contract, arrangement or understanding (other than a prescribed contract) the total value of which exceeds whichever is the greater of \$100,000 or 1% of the Council's revenue from rates in the preceding financial year. However, there are exclusions from this general position provided in section 91A of the Local Government (Elections) Act and the Local Government (Elections) Regulations 2010 (SA).

3.2. 'Prescribed Contracts'

Prescribed contracts are expressly excluded from the types of contracts which are able to be the subject of a designated decision. A 'prescribed contract' is defined in section 91A of the Local Government (Elections) Act to mean a contract entered into by a Council for the purpose of undertaking road construction, road maintenance or drainage works.

3.3. Exemptions

Other types of contracts are excluded from being the subject of a designated decision by the Local Government (Elections) Regulations. These types of decision are decisions:

- (a) relating to the carrying out of works in response to an emergency or disaster within the meaning of the Emergency Management Act or under section 298 of the Local Government Act;
- (b) for an expenditure or other decision required to be taken under an agreement by which funding is provided to the Council by the Commonwealth or State Government or otherwise for the Council to be eligible for funding from the Commonwealth or State Government;
- (c) relating to the employment of a particular Council employee (other than the Chief Executive Officer);
- (d) made in the conduct of negotiations relating to the employment of Council employees generally, or a class of Council employees, if provision has been made for funds relating to such negotiations in the budget of the Council for the relevant financial year and the negotiations commenced prior to the election period; or
- (e) relating to a Community Wastewater Management Systems scheme that has, prior to the election period, been approved by the Council.

4. Decisions concerning the use of Council resources

4.1. Scope of Designated Decision

A decision of Council allowing the use of Council resources for the advantage of a particular candidate or group of candidates (other than a decision that allows the equal use of Council resources by all candidates for election) made during an election period is a designated decision.

Designated decisions do not include individual decisions of Council Members or Council staff to utilise Council resources for personal benefit. For example, the use of Council resources by a Council Member for the purposes of his or her election campaign is not a designated decision for the purposes of section 91A of the Local Government (Elections) Act.

There are constraints on the personal use of Council resources under the Local Government Act and the gazetted code of conduct applying to council members.

These provisions are discussed in Part 7 of these guidelines.

4.2. Council Resources

'Council resources' is a broad concept which is undefined in the Local Government (Elections) Act. A general definition of the term 'resources' provided in the Macquarie Dictionary is 'the collective wealth and assets of a country, organisation, individual'. Applying this definition, any asset or information owned or controlled by a Council is a 'Council resource'.

Council resources may include:

- (a) materials published by Council;
- (b) facilities and goods owned by the Council;
- (c) attendance and participation at functions and events;
- (d) access to Council information; and
- (e) media services.

Council staff and contractors engaged by a Council are also Council resources.

4.3. Meaning of 'Advantage'

The concept of 'advantage' is broad and is defined in the Macquarie Dictionary as 'any state, circumstance, opportunity, or means especially favourable to success, interest, or any desired end'. In the context of section 91A of the Local Government (Elections) Act, the relevant advantage is in respect of being elected or re-elected.

An advantage will be conferred where a decision allowing the use of Council resources favours one candidate over another. An advantage arises when a candidate utilises resources, information or support that is not available to a candidate in an election who is not an existing Council Member.

The Ombudsman has given 'advantage' a broad interpretation. The Ombudsman's view is that any activity that gives a perception of favouring one candidate over another is an advantage. Whether the scope of the 'advantage' under section 91A of the Local Government (Elections) Act extends to a perceived advantage is likely to be a matter for debate. Councils should, however, be aware of this view when making decisions during an election period.

4.4. Normal Council Business or Campaigning?

There is no relevant advantage where Council resources are used exclusively for normal Council business during an 'election period' and are not used in connection with a candidate's election campaign.

Where Council Members are standing for re-election, the Council should consider whether a decision to use Council resources made during the election period will provide an advantage to existing Council Members (or other particular candidates) in their election campaigns. Where there will be an advantage then the decision is a designated decision and is prohibited by section 91A of the Local Government (Elections) Act.

Where a decision to use Council resources for the ordinary business of the Council is made during the election period then, provided that no particular candidate or candidates are favoured in their campaigning, this will not be a designated decision.

Reasonable minds are likely to differ over whether the use of particular Council resources will advantage particular candidates. Due propriety and appropriate judgment should be exercised in making decisions to use Council resources during election periods to ensure that the Council and its Members are not open to criticism.

5. Use of Council resources for personal benefit

The use of Council resources for personal benefit is distinct from a designated decision of a Council regarding the use of Council resources for the advantage of a particular candidate or group of candidates.

The use of Council resources for personal benefit is regulated by legislation other than section 91A of the Local Government (Elections) Act. The use of Council resources by a Council Member for the purposes of an election campaign will be a use of those resources for personal benefit. Council Members standing for re-election to Council must take care that they only use Council resources for normal Council business and not to assist them in campaigning.

The general duties on Council Members under section 62 of the LG Act include offences for improper use of information or position to gain personal advantage for the Council Member or another person. A maximum penalty of \$10,000 or imprisonment for two years applies to these offences.

Section 78 of the Local Government Act provides for the use of Council resource by Council Members. Section 78(3) of the Local Government Act states:

A member of a council must not use a facility or service provided by the council under this section for a purpose unrelated to the performance or discharge of official functions or duties (unless the use has been approved by the council and the member has agreed to reimburse the council for any additional costs or expenses associated with this use).

The Code of Conduct for Council Members also prohibit the use of Council resources for private purposes without authorisation.

The use of Council resources for personal benefit in breach of these requirements could be corruption or misconduct for the purpose of the Independent Commissioner Against Corruption Act 2012 (SA) and be the subject of a complaint to the office of Public Integrity (OPI).

Conduct of a public officer that results in a substantial mismanagement of public resources may also be the subject of a complaint to the OPI.

Disciplinary consequences or prosecutions may ultimately result from the unauthorised use of Council resources for private purposes.

6. Specific Council resource scenarios

The business of a Council does not cease during an election period. Council resources will continue to be used during the election period. There is a distinction between the use of Council resources in the ordinary course of Council operations and the use of Council resources by a candidate or group of candidates for campaigning purposes. Where resources are used for campaign purposes, this will be the use of Council resources for personal benefit.

During an election period, Council Members and Council staff must take care that Council resources are not used for the purpose of election campaigning. Some specific scenarios are discussed below where this issue may arise.

6.1. Council publications during an 'election period'

A decision by a Council to publish information for the advantage of a particular candidate or group of candidates (other than a decision which allows for the equal use of Council resources by all candidates for election) is a designated decision and is prohibited by section 91A of the Local Government (Elections) Act. Publishing includes publication by any medium, including but not limited to leaflets, newspapers, posters, email, websites, radio or television.

Councils have a statutory responsibility to publish certain information regarding general elections. Under section 12(b) of the Local Government (Elections) Act, each Council is responsible for the provision of information, education and publicity designed to promote public participation in the electoral processes for its area, to inform potential voters about the candidates who are standing for election in its area and to advise its local community about the outcome of the elections and polls conducted in its area.

All election materials published by a Council should fall within the types of material described in section 12(b) of the Local Government (Elections) Act and not contain any material which would advantage a particular candidate or candidates.

'Electoral material' is defined in the Local Government (Elections) Act as '*an advertisement, notice, statement or representation calculated to affect the result of an election or poll*'. Given that the purpose of electoral material is to persuade voters towards a particular candidate or group of candidates, it will not be appropriate for a Council to publish electoral material.

Councils may publish other material during an election period. If Council is considering making a decision during the election period to publish material, the Council should consider whether or not the material would confer an advantage on a particular candidate or group of candidates for election. If an advantage would be conferred then the decision would be a designated decision.

Where a Council publication made in the ordinary course of Council operations would be published during an election period (and this is not the subject of a Council decision made during the election period), the publication will not contravene section 91A of the Local Government (Elections) Act. Care should be taken, however, as to the contents of these publications to ensure that the Council and Council Members are not criticised for publishing information which may assist Council Members to be re-elected.

Council Members are able to publish electoral material on their own behalf (provided that they comply with sections 27 and 28 of the Local Government (Elections) Act)). Council Members should not assert or imply that the electoral material originates from or is endorsed by the Council. A Council Member also should not use Council resources to create or distribute his or her electoral material, including through the use of Council

stationary, computers, printers, photocopiers or staff or the application of the Council's logos.

6.2. Attendance at Events and Functions

Events and functions can take many forms including conferences, workshops, forums, launches, promotional activities, and social occasions (such as dinners, receptions and balls).

Council Members can continue to attend events and functions during an election period provided that their attendance is consistent with the ordinary course of the Council Member's duties and is not used for campaigning.

Council Members should consider whether or not their attendance at an event or function is likely to be viewed as campaigning. In part, this may depend on the conduct of the Council Member while in attendance at the event or function.

Care should particularly be taken by Council Members if they are asked to give a speech at an event or function during an election period.

6.3. Access to Council Information

Section 61 of the Local Government Act provides Council Members with a right to access Council documents in connection with the performance or discharge of the functions or duties of the member. This right of access continues during an election period.

Council Members should take care that access to Council documents is in connection with the performance or discharge of their functions or duties of the member. Access to Council documents for the purpose of campaigning or to gain an advantage in an election is an improper use of information gained by virtue of the Council Member's position as a member of Council.

Council Members can be prosecuted for the improper use of Council information to gain an advantage for themselves or another person. Maximum penalties of \$10,000 or two years imprisonment apply.

6.4. Media Services

Council's media services should be used to promote Council activities or initiatives or community activities or initiatives which are endorsed or otherwise supported by Council. Media services should, during the election period, be used in the ordinary course of Council operations. Care should be taken that media services will not be used to advantage a particular Council Member in his or her re-election campaign by profiling that member or activities which are closely associated with that member.

Council Members should not use their position as an elected representative or their access to Council staff and other Council resources to gain media attention in support of an election campaign. To do so, would contravene section 62(4) of the Local Government Act which prohibits a Council Member improperly using his or her position as a Council member to gain,

directly or indirectly, an advantage for himself or herself or for another person. Council Members can be prosecuted for this offence. Maximum penalties of \$10,000 or two years imprisonment apply.

6.5. Public Consultation During an Election Period

Public consultation must be undertaken during an election period if the consultation is mandated by legislation.

Where consultation is discretionary then the consultation can occur during the election period. Consideration should be given prior to the consultation being scheduled as to whether or not the consultation will influence the outcome of the election. If the matter subject to the consultation is likely to be closely associated in the minds of voters with a particular candidate or group of candidates then it may be prudent to delay the consultation until after the election period.

6.6. Expenses Incurred by Council Members

Payment or reimbursement of costs relating to Council Members' out-of-pocket expenses incurred during an election period will only apply to necessary costs that have been incurred in the performance of normal Council duties. This is consistent with general requirements applying to the reimbursement of Council Members under section 77 of the Local Government Act.

No reimbursements should be provided for campaign expenses or for expenses that could be perceived as supporting or being connected with a candidate's election campaign.

6.7. Council Branding and Stationery

Councils should not endorse particular candidates for election. Council logos, letterheads, or other Council branding or Council resources or facilities should not be used for a candidate's election campaign.

6.8. Support Staff to Council Members

Council staff who provide support to Council Members should not be asked to undertake any tasks connected directly or indirectly with an election campaign for a Council Member, except where similar support is provided to all candidates.

6.9. Equipment and Facilities

Council resources such as Council computers, stationary and business cards can continue to be used by Council Members during an election period for normal Council business. Council resources should not be used for campaign purposes as this will contravene the Local Government Act and the Code of Conduct for Council Members (see discussion in Part 7).

7. Council staff activities during an election period

Council staff should not undertake any activity that may influence the outcome of an election, except where the activity relates to the election process and is authorised by the Chief Executive Officer.

Council staff should not authorise, use or allocate a Council resource for any purpose which may influence voting in the election, except where it only relates to the election process and is authorised by the Chief Executive Officer. This includes making Council resources available to Council Members for campaign purposes.

Council staff must not assist a Council Member with the Member's election campaign.

Where the use of Council resources could be construed as being related to a candidate's election campaign, the incident must be reported to the Chief Executive Officer.

All Council staff must also comply with the mandatory reporting directions and guidelines issued by the Independent Commissioner Against Corruption if these apply.

A breach of this policy is a breach of the Code of Conduct for Council Employees.

8. Equity of assistance to candidates

8.1. Candidate Assistance and Advice

Councils should not favour a candidate or group of candidates for election, over other candidates.

Any assistance or advice provided to candidates as part of the conduct of an election will be provided equally to all candidates. The types of assistance that are available will be documented and communicated transparently to all candidates in advance.

8.2. Election Process Enquiries

All election process enquiries from candidates, whether current Council Members or not, are to be directed to the Electoral Commissioner as the returning officer or, where the matter is outside of the responsibilities of the returning officer, to the Chief Executive Officer or his or her nominee.

Attachment 2 to Item 12.3

MOUNT BARKER
DISTRICT COUNCIL

TITLE: COUNCIL MEMBERS ACCESS TO INFORMATION POLICY

REFERENCE NUMBER:	Doc/18/51954
RESPONSIBLE DEPARTMENT:	Deputy CEO / Infrastructure and Projects
APPLICABLE LEGISLATION:	Local Government Act 1999 Freedom of Information Act 1991
MOUNT BARKER 2035 – DISTRICT STRATEGIC PLAN:	Governance and Leadership GL 1: Acting democracy and effective representation
RELATED POLICIES:	Code of Conduct – Council Members Caretaker Policy
SUPPORTING PROCEDURES:	<ul style="list-style-type: none"> Council Members Access to Information Procedure
ENDORSED BY COUNCIL:	<<Insert Date>>
NEXT REVIEW DATE:	May 2021

1. POLICY STATEMENT

To ensure that Council Members have access to **relevant documents and information** necessary to perform their functions and duties **to enable them to make informed decisions** pursuant to the *Local Government Act 1999*.

2. SCOPE

This policy is applicable to all requests for information by Council Members to staff of the Mount Barker District Council.

3. POLICY OBJECTIVES

To ensure Council Members are aware that they have access to information that will assist them to perform their duties and functions.

4. DEFINITIONS

Information shall mean any reports, correspondence, work papers or other items held by the Council.

Council Members shall mean the duly elected representatives of the community, including the Mayor and all Councillors.

Employee: Shall mean any person engaged by Council under an employment contract.

5. ROLES & RESPONSIBILITIES

Council

Adopt a policy that clarifies the ability to access information

Chief Executive Officer

- Ensure that sufficient Council resources are provided to fulfil the Policy;

General Managers and Managers

- Liaise with Council Members on the type of information requested

6. SPECIFIC POLICY INFORMATION

- 6.1 Pursuant to Section 61 of the *Local Government Act 1999*, a member of Council is entitled at any reasonable time, in connection with the performance or discharge of the functions or duties of a member, without charge, to have access to any relevant Council document including (but not limited) to:
- A copy of a written contract entered into by the Council, or a copy of a document relating to a contract that is proposed to be entered into by the Council;
 - Accounting records kept by the Council; and
 - Financial statements and other documents prepared by Council.
- 6.2 All Council Members will have equal access to information to assist them in performing their functions and duties and making informed decisions.
- 6.3 This Policy will take into consideration the need to maintain confidential, private or sensitive information, such as Whistleblower allegations and investigations.
- 6.4 Personal information regarding employees will not be provided to Council Members. However, Council Members have the ability to make a request to the Chief Executive Officer to inspect a staff Register of Interest as per Section 118 of the *Local Government Act 1999*.

7. REVIEW

This Policy will be reviewed every three years or earlier in the event of changes to legislation or related Policies and Procedures or if deemed necessary by the Risk and Governance Officer.

8. ACCESS TO THE POLICY

The Policy is available for public inspection at the Customer Service Centre, at the Local Government Centre, 6 Dutton Road, Mount Barker, South Australia and on the Council's website www.mountbarker.sa.gov.au.

9. FURTHER INFORMATION

For further information on this Policy, please contact:

Title: Risk & Governance Officer

Address: PO Box 54, Mount Barker
South Australia, SA, 5251

Telephone: 8391 7231

Email: rmcdougall@mountbarker.sa.gov.au

Attachment 3 to Item 12.3

MOUNT BARKER
DISTRICT COUNCIL

TITLE: COUNCIL MEMBERS' ACCESS TO INFORMATION PROCEDURE

REFERENCE NUMBER:	Doc/18/51953
RESPONSIBLE DEPARTMENT:	Deputy CEO/Infrastructure & Projects
APPLICABLE LEGISLATION:	<ul style="list-style-type: none"> Local Government Act 1999 Freedom of Information Act
MOUNT BARKER 2035 - DISTRICT STRATEGIC PLAN:	Governance and Leadership GL 1: Acting democracy and effective representation
RELATED POLICIES / CORPORATE GUIDELINE:	<ul style="list-style-type: none"> Code of Conduct – Council Members Caretaker Policy
APPROVED:	
NEXT REVIEW DATE:	

1. PURPOSE

The purpose of this procedure is to provide clear direction to Council Members and staff in relation to requests for access to information by Council Members and the manner in which information is to be provided by staff.

2. PROCEDURE

Requests for information by Council Members may be made via face-to-face contact, telephone, email or in writing. Council Members will be provided with the information unless there is a clear reason not to.

Requests for information are to be directed to the relevant Manager, General Manager or Chief Executive Officer who may determine that a member of their staff provide this information to the Council Member.

Requests for information are not permitted to be made directly to other Council staff (other than Customer Service staff). If this occurs, the staff member is required to refer it to their Manager.

Requests for information may relate to:

- ~~Routine Matters (Section 2.1.1);~~
- ~~Publicly Available Information (Section 2.1.2);~~
- ~~Discharge of Roles and Responsibilities (Section 2.1.3);~~

- ~~Council Reports (Section 2.1.4); or~~
- ~~Registers of Interest – Employees (Section 2.1.5).~~

~~Where appropriate, this information is to be provided by:~~

- ~~Verbal communication (Section 2.2.1);~~
- ~~Email (Section 2.2.2);~~
- ~~Memorandum (Section 2.2.3); or~~
- ~~Council Information Report (Section 2.2.4).~~

Council Members may inspect Council files but may not remove them from the Local Government Centre.

2.1 Requests for Information

2.1 Information relating to Routine Matters

All requests for information relating to routine / day-to-day matters may be resolved directly between the Council Member and the responsible Manager or General Manager.

This information will be provided verbally **or via email** to the requesting Council Member.

There is no requirement to provide this information to all Council Members.

2.2 Publicly Available Information

All requests for information that is ordinarily available to the public will be provided to the Council Member.

This information will be provided either verbally or via email , depending on the type and amount of information.

2.3 Information Relating to the Discharge of Roles & Responsibilities

All requests for information relating to the discharge of Council Members' roles and responsibilities under the *Local Government Act 1999* (Attachment A) may be provided to the Council Member.

If the request for information and the relationship to the Council Member's roles and responsibilities is unclear, the Manager is to refer the matter to the relevant General Manager for determination / clarification.

Approved information will be provided by Memorandum (Section 2.8).

2.4 Information Relating to a Council Report

All requests for information relating to a report published in the Agenda of a Council Meeting may be provided to the Council Member. Consideration needs to be given to commercial in confidence material.

If the request for information and the relationship to an item before Council for deliberation remains unclear, the Manager is to refer the matter to the relevant General Manager for determination / clarification.

Approved information will be provided by Memorandum (Section 2.8) **or email to all Council Members.**

2.5 Register of Interest - Employees

All requests for staff personal and / or employment information must be referred to the Chief Executive Officer.

The Chief Executive Officer will discuss the request and will provide the Council Member with the ability to inspect a staff member's Register of Interest pursuant to Section 118 of the *Local Government Act 1999*.

2.6 Staff Initiated Information

Where a staff member believes information may be of interest or use by all the Council Members they should first obtain approval of the relevant General Manager, and include **CGG** ~~the EA to CEO & Mayor~~ in the distribution list. Consideration is to be given to include other council staff in the distribution.

It may be provided by:

- **Loading to the extranet with an email to advise of this action**
- Email (Section 2.7)
- Memorandum (Section 2.8);
- Council Information Report (Section 2.9);
- ~~District~~ Hot Topics Email (Section 2.10); or
- Council **Informal Briefing Workshop** (Section 2.11).

~~2.2 Method of Communication~~

~~2.2.1 Verbal~~

~~Routine / day to day matters and information that is available to the public may be provided to the requesting Council Member verbally and may be confirmed via email (where relevant or requested).~~

~~This type of information does not need to be provided to all other Council Members.~~

2.7 Emails

~~Routine / day to day matters and information that is available to the public may be provided to the requesting Council Member via email.~~

Emails must be addressed to the Council Member using their formal title, for example Mayor Bill or Councillor Smith with a cc to the Manager or General Manager (if they are not the author of the email).

All email correspondence must be concise and provide supporting information as an attachment to the email.

If the information is of relevance to all Council Members the information should be loaded to the Council Members' Extranet and an email sent notifying of this addition.

The email must be saved in the Council's record management system (Container: relevant subject file).

2.8 Memorandum

Information relating to the roles and responsibilities of Council Members, Council Reports (requested sufficiently in advance of a Council Meeting) and all other matters to be communicated to Council Members ~~must~~ may be via Email or Memorandum .

Memorandums must be authorised by the relevant General Manager and signed by either the relevant Manager or General Manager and scanned with the signature.

The "Information Memorandum" - ~~(printed on white paper) (Attachment B – Trim doc/15/88763)~~ or "Action Memorandum" ~~(printed on yellow paper) (Attachment C – Trim doc/15/90057)~~ templates must be used and addressed to all Council Members. **If via Email it should be provided to all Council Members. Attachments must be loaded to the Extranet and not sent via email.**

Memorandums **should be loaded to the Extranet and** must be no more than two (2) pages in length and provide supporting information as an attachment(s). **An email must be sent notifying Council Members of the addition and copied to CCG of this addition.**

~~An electronic copy of the signed Memorandums is to be emailed to all Council Members, the Chief Executive Officer, General Managers, Executive Assistant to the Chief Executive Officer & Mayor and other relevant staff.~~

The scanned signed Memorandum must also be saved in the Council's record management system in the relevant subject file.

2.9 Council Information Report

Council Information Reports should be used to provide information to Council Members, which would also be of interest or benefit to the community.

The Council Information Report Template (~~doc/18/21126~~ Standard Operating Procedure ~~DOC/17/49457~~ DOC/18/21097 and workflow DOC/17/47042 and normal processes should be followed. ~~TRIM 10/30125~~

2.10 ~~District~~ Hot Topics Email

A short summary of the information (2 – 3 sentences) may be provided in the fortnightly ~~District~~ Hot Topics email with the relevant staff members contact details. This information must be emailed to the ~~Administration Officer Corporate Services Executive Assistant to the CEO and Mayor~~ before close of business on the Thursday of the week **it is loaded to the Extranet** ~~an email is to be sent out.~~ **CGG Members** ~~General Managers~~ will confirm the content.

The Standard Operating Procedure: ~~TRIM 10/47740~~ DOC/18/53594.

2.11 Council Informal Briefing/Gathering Workshop

Council **Informal Briefing Gatherings are held pursuant to Section 90(8),8(a) – 8(d)** ~~Workshops (informal gatherings of Council) may be used to provide training, information and feedback on various topics.~~

The use of Council ~~Workshops~~ **Informal Gatherings** must first be approved by the relevant General Manager prior to booking. ~~the workshop.~~

To book a Council ~~Informal Gathering Workshop~~, ~~the Informal Gathering Template must first be completed (doc/18/17667)~~ ~~an email must be sent to the Executive Assistant to the Chief Executive Officer and Mayor (copied to the relevant General Manager) with the template for Informal Gatherings completed~~ A memo to Council Members will be prepared from the CEO or General Manager including who will be presenting, contact details for further information, and if interactive will identify key matters on which Members' input is being sought. An informal gathering will only be arranged if there is sufficient demand.

~~Council Member Informal Gathering Procedure DOC/18/15310.~~

~~The Proposed Council Member Informal Gathering: TRIM 11/10112.~~

2.2 Freedom of Information ("FOI")

This Procedure does not remove the ability for a Council Member to request information held by Council under *Freedom of Information Act 1991*.

More information on the Freedom of Information process is available under the Council Documents / Freedom of Information menu on the Council's website or from the Records Team.

2.3 Fees & Charges

Council Members will not be charged any fees or charges for access to information provided for within this Procedure, excluding requests made under the FOI provisions.

3. REVIEW

This Standard Operating Procedure will be reviewed every 4 years or earlier in the event of changes to legislation or related Policies and Procedures or if deemed necessary by the Risk and Governance Officer.

4. ACCESS TO THE PROCEDURE

The Standard Operating Procedure is available on Council's website under Council/Documents/Policies and By-Laws and:

- to staff via the Policies & Operating Guidelines section of the Intranet.
- To Council Members via the Code, Policies & Procedures button on the Extranet
-

6. FURTHER INFORMATION

For further information on this Standard Operating Procedure, please contact:

Title: Ros McDougall, Risk & Governance Officer
Extension: 8391 7231
Email: rmcdougall@mountbarker.sa.gov.au

ATTACHMENT A – Extracts from the Local Government Act 1999:**59—Roles of members of councils**

- (1) The role of a member of a council is—
 - (a) as a member of the governing body of the council—
 - (i) to participate in the deliberations and civic activities of the council;
 - (ii) to keep the council's objectives and policies under review to ensure that they are appropriate and effective;
 - (iii) to keep the council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery, under review;
 - (iv) to ensure, as far as is practicable, that the principles set out in section 8 are observed;
 - (b) as a person elected to the council—to represent the interests of residents and ratepayers, to provide community leadership and guidance, and to facilitate communication between the community and the council.
- (2) A member of a council may, with the principal member's authorisation, act in place of, or represent, the principal member.
- (3) A member of a council has no direct authority over an employee of the council with respect to the way in which the employee performs his or her duties.

61—Access to information by members of councils

- (1) A member of a council is entitled at any reasonable time, in connection with the performance or discharge of the functions or duties of the member (whether under this or another Act), without charge, to have access to any relevant council document, including (but not limited to)—
 - (a) a copy of a written contract entered into by the council, or a copy of a document relating to a contract that is proposed to be entered into by the council;
 - (b) accounting records kept by the council;
 - (c) financial statements and other documents prepared by the council under Chapter 8.
- (2) A request for access to a document under subsection (1) should be directed to the chief executive officer, or another officer specified by the chief executive officer for the purposes of this section.
- (3) The chief executive officer or another officer providing access to a document under subsection (1) may indicate to the member that information contained in the document is, or should be considered as, confidential.

62—General Duties

- (1) A member of a council must at all times act honestly in the performance and discharge of official functions and duties.
- (2) A member of a council must at all times act with reasonable care and diligence in the performance and discharge of official functions and duties.
- (3) A member or former member of a council must not, whether within or outside the State, make improper use of information acquired by virtue of his or her position as a member of the council to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the council.
Maximum penalty: \$10 000 or imprisonment for two years.
- (4) A member of a council must not, whether within or outside the State, make improper use of his or her position as a member of the council to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the council.
Maximum penalty: \$10 000 or imprisonment for two years.
- (5) If a person is convicted of an offence against this section, the court by which the person is convicted may, if it thinks that action under this subsection is warranted, in addition to (or in substitution of) any penalty that may be imposed under a preceding subsection, by order do one or more of the following:
 - (a) require the person to attend a specified course of training or instruction, or to take other steps;
 - (b) suspend the person from any office under this Act for a period not exceeding two months;
 - (c) disqualify the person from any office under this Act;
 - (d) disqualify the person from becoming a member of a council, a committee of a council or a subsidiary of a council for a period not exceeding five years.
- (6) If a person is disqualified under subsection (5)(c), the office immediately becomes vacant but proceedings for a supplementary election to fill the vacancy (if required) must not be commenced until the period for appealing against the conviction of an offence against this section has expired or, if there is an appeal, until the appeal has been determined.
- (7) The provisions of this section extend—
 - (a) to committees and to members of committees established by councils as if—
 - (i) a committee were a council; and
 - (ii) a member of a committee were a member of a council; and
 - (b) to subsidiaries and to board members of subsidiaries as if—
 - (i) a subsidiary were a council; and
 - (ii) a board member of a subsidiary were a member of a council.

Attachment 4 to Item 12.3

10.4 TITLE: Liquor Licence Application Management Policy

RESPONSIBLE DEPARTMENT:	VISION AND COMPLIANCE
ASSOCIATED PROCEDURE(S):	NIL
ASSOCIATED DELEGATION(S):	MANAGER – VISION AND COMPLIANCE ADMINISTRATION ASSISTANT TO VISION AND COMPLIANCE SENIOR PLANNER DEVELOPMENT OFFICER (PLANNING) DEVELOPMENT OFFICER (BUILDING)
DATE OF LAST REVIEW BY COUNCIL	1 FEBRUARY 2010

Purpose

The purpose of this policy is to outline the procedure of notification that should be followed when applications for Liquor Licences are being considered and Council approval/comment is sought.

Legislative Framework

There is no legislative requirement for Council to have a policy relating to this area because it is the Liquor and Gambling Commissioner who has the legislative responsibility for such matters. However Council will be indirectly involved as comment is sought from Council as a planning authority or as the property owner. Council has a role under the Liquor Licensing Act and the Development Act, as a license can't be granted without building and planning consent and will be subject to conditions of that consent.

Policy

Applications are considered to require consultation with elected members if the closing time is later than 1am.

If it is considered that an application is reviewable (i.e. beyond 1am) the following should occur:

- Advise the Elected Members of the proposal with an allowance of five (5) business days to respond.
- Write to adjoining residents to inform them of a Application, advise of the procedure if they wish to object to the Application, send a copy of the Application received by Council, and direct the residents to contact the Liquor and Gambling Commissioner within the designated 28-day

deadline. This procedure does not over-ride the opportunity for the community to respond to the Notice placed on public notification required under the Liquor Licensing Act.

In the event that the Council receives correspondence from the community relating to the notice, they should be advised to bring this to the attention to the Office of Liquor and Gambling.

In the event that there are planning conditions attached to a development approval, which specifically relate to hours of operations and number of people, Council will forward a copy of the development approval to the Commissioner in order to ensure the same hours, if the license is approved. In the event that approved trading hours conflict from the hours stated in a development application or stated by conditions, Council would have a basis to not support the application.

Hours approved should consider the use of the premises together with the proximity of residential development to the premise.

The hours should also be consistent with other licensed premises in the locality.

When providing comments before a formal application has been lodged with the Office of Liquor and Gambling, care should be taken to specify the specific type of licence, hours and defined area that Council is commenting on in order to ensure that the preliminary comments and formal application are the same.

Limited Licence Applications

A short term licence, known as a limited licence, may be required for “one off” special occasions/events where alcohol is to be sold, supplied or consumed.

The Office of Liquor and Gambling requires a minimum of 14 days (60 days for longer events) notice to respond to any approval being sought. This includes applications from lessees, permit holders and hirers of Council owned facilities where they require the approval of the landowner.

Limited Licenses are acknowledged as an exception to the above provisions as the Council recognizes that that these applications are usually made within a very short period of the time before the date of the event. Therefore, these licenses are to be assessed under a delegation process whereby the staff are responsible for the usage arrangements, the setting of conditions for use and can approve/refuse the requests.

It is considered Council should not support applications that seek to carry on liquor licensing activities on Council land beyond 12.00p.m., unless it can be demonstrated the proposal will not impact on adjoining residents. In addition where the application(s) is in close proximity to residential areas it

should be considered in (determining appropriate) hours – in line with policies concerning permanent applications.

In instances when premises have requested five or more multiple licenses for “one-off” events in a year other than on Council land, an investigation will occur as to whether a change in use is required. If this is the case then a response will be sent to the Liquor and Gambling Commission advising that no further applications are to be granted until the issue of land use is resolved.

Complaints

Council can make a complaint “where an activity on or the noise emanating from a licensed premises, or the behaviour of persons making their way to or from licensed premises, is unduly offensive, annoying, disturbing or inconvenient to nearby residents, workers or worshipers”. The Commissioner will then attempt to conciliate between parties in order to reach a settlement. If a settlement is not possible, the application will then proceed to a contest hearing, either before the Commissioner or the Court.

If a complaint is received by Council on behalf of a member of the public investigation should occur as to whether the complaint highlights a breach of a Development Approval or can be addressed in regards to noise issues. If this is the case then an appropriate compliance investigation should occur, which includes consultation with the Office of Liquor and Gambling. If there is no breach of a Development Approval a response should be drafted outlining that any complaints should be addressed to the Office of Liquor and Gambling, rather than Council.

12.4	REPORT TITLE:	SOUTHERN AND HILLS LOCAL GOVERNMENT ASSOCIATION ANNUAL ACTION PLAN AND BUDGET
	DATE OF MEETING:	4 JUNE 2018
	FILE NUMBER:	DOC/18/51103
	ATTACHMENTS:	1 - DOC/18/46071 - SHLGA ANNUAL ACTION PLAN 2 - DOC/18/51415 - SHLGA BUDGET 2018/19
	<u>Key Contact</u>	Ros McDougall, Risk and Governance Officer, Infrastructure and Projects
	<u>Manager/Sponsor</u>	Brian Clancey, Deputy CEO / General Manager Infrastructure and Projects

Mount Barker 2035 – District Strategic Plan:

5. Governance and Leadership

GL2: Corporate capacity and leadership

GL2.7 Participate in regional governance planning and service sharing arrangements

Annual Business Plan 2017/2018:

Nil

Purpose:

To provide the Southern & Hills Local Government Association:

- draft key action plan 2018/19 and subscription for approval; and
- budget for noting

Summary – Key Issues:

- Council is a member of the SHLGA regional subsidiary which has provided its draft Key Action Plan and subscription for approval and budget for noting.

Recommendation:

That Council:

- notify the Southern & Hills Local Government Association that it approves the draft Key Action Plan and Membership Fee for 2018/19; and
- note the budget for 2018/19

Background:

1. Mount Barker District Council is one member of the Southern & Hills Local Government association (“SHLGA”) which is a regional subsidiary. Other Constituent Councils are Adelaide Hills, Alexandrina, Kangaroo Island, Victor Harbor and Yankalilla.
2. The SHLGA has a 4 year business plan for the period ending-2021 and from this each year an Annual Action Plan is developed.
3. Council has derived benefits from participating in the SHLGA, for example being grant funded for specified roads via the Special Local Roads Program.

4. The Executive Officer of SHLGA presented at an informal briefing to Council on 3 April 2018.
5. Council receives an annual report from SHLGA which is then incorporated into Council’s annual report.

Discussion:

6. The Mayor and the CEO are Council’s representatives on the SHLGA Board.
7. Bi-monthly meetings are held and additionally there are regular CEOs meetings.
8. The SHLGA plays a key advocacy and liaison role between Councils, the RDA and government.
9. Some key points in the Action Plan are to:
 - advocate for Councils to have a greater influence on NRM expenditure;
 - to investigate whether a Regional Development Assessment Panel is supported;
 - develop a Regional Priority Infrastructure Plan to better position the region for grant funding;
 - review and update of a study by GHD into the Northern Freight Bypass Project;
 - develop a Regional Waste Management Plan; and
 - finalise the review of the SHLGA Charter.

Community Engagement:

Informing only	Information is provided via this report which is available on Council’s website. SHLGA information can be found on its website.
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Policy:

Not applicable.

Budget:

The Council’s contribution for 2018/19 is \$14,888.50. Comprising an annual levy paid by each Council based on the number of electors – for Mt Barker this is \$2,335. The annual levy reduces the reliance on grants from the LGA. All Member Councils pay the same subscription of \$11,200. The Subscriptions have increased by 1.8%.
The attached budget is provided to give context to the Council’s contribution.

Statutory/Legal:

The SHLGA is a regional subsidiary under Section 43 of the Local Government Act 1999.

Staff Resource Requirements:

There are no resource implications.

Environmental:

The SHLGA includes some environmental objectives related to the Regional Climate Change Adaptation Plan Implementation.

Social:

SHLGA provides leadership and advocacy for member Councils on regional issues.

Risk Assessment:

There is a medium risk that some of the identified actions will not be completed.

Asset Management:

Council has benefited from Special Local Roads program funding.

Conclusion:

The draft Action Plan for 2018/19 should be approved.

Previous Decisions By/Information Reports to Council

Meeting Date	5 June 2017	HPRM Reference	DOC/17/43206
Title	Southern & Hills Local Government Association		
Purpose	To provide the Southern & Hills Local Government Association draft key action plan, budget and subscription for 2017/18		

Attachment 1 to Item 12.4



SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

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

DRAFT S&HLGA KEY ACTION PLAN

2018 - 2019

Address: 13 Ringmer Dr. Burnside, South Australia 5066
Telephone: 0418 502 311
Email: graeme@shlga.sa.gov.au
Web Site: www.shlga.sa.gov.au

CONTEXT

The Business Plan 2017 – 2021 has been prepared in accordance with Clause 18 of the Charter, and to comply with Clause 24 of Schedule 2 of the Local Government Act 1999, was adopted on 1 September 2017.

The Business Plan should be read in conjunction with the Budget of each of the Financial Years covered by the plan. These provide the resources for the Plan.

An Annual Key Action Plan is prepared based on a framework of the Business Plan that incorporates the Key Issues identified by the Councils and the Executive Officer in various Board meetings and forums during the preceding period.

The Key Action Plan is the framework for review and reporting against the Business Plan.

This report format will facilitate the reviews required by Clause 18.3 of the Charter to be conducted by the Board during the course of the year.

The Executive Officer will report to Ordinary Board meetings against the following criteria:

1. To keep maintained the business office of the Authority
2. To prepare the Business Plan, Budgets and reports in a timely manner
3. To liaise with Councils, and Stakeholders to foster the outcomes of the Business Plan and subsequent annual Key Action Plans
4. To attend all meetings of the Authority, to prepare agendas, minutes and correspondence as required.

AND against recognised and documented success indicators.

Notes on the 2013-2017 S&HLGA Business Plan:**Major issues:**

The major issues looming ahead for the region are identified as:

- Community capacity to pay in the face of very tough economic conditions and growing household cost pressures
- Restricted Mobile Communications due to geography and the very slow rollout of new towers into the region
- The continuing importance of the Adelaide Hills Watershed region and Murray Darling Basin future particularly for irrigators and the environment
- Energy security and supply in the transitioning state market and the drive to clean/alternative energy
- The growing impact of Climate change and the implementation of the regional Adaptation Plan
- Infrastructure development and maintenance and the provision of public transport
- Health facilities and service provision in an aging population base
- Regional Development against the headwind of very constrained State and Commonwealth Government expenditure Budgets
- Member Council's heavy reliance on Rates as the primary source of Council Revenue (85%) in the face of restrained rate growth.
- Sustainable agriculture in a sea change/tree change environment

Key focus/project areas have been identified as:

- Sustainability of rate revenue dependent Councils and the continuing work with the LGA and other key stakeholders focusing on improving Local Government long term sustainability
- Implementing and monitoring the S&HLGA regional Health Plan in accordance with the State Health Plan
- Consider Climate change effects and risks on the region and continue to implement and monitor the regional Climate change adaptation plan
- Revise the regional 2020 Transport Plan and continue advocating for the key recommendations around freight routes, The Hills Rail re-alignment project and regional public transport
- Continue the progress on the development of the S&HLGA regional infrastructure plan
- Research and Evaluate opportunities in regional CWMS efficiencies and Procurement opportunities
- capturing and measuring temporary population data so as to influence Grant funding to ensure adequate resource allocation
- Maximising the regional opportunities in Regional Planning and Boundary reform

KEY CATEGORIES & THEMES

THE 2017-2021 S&HLGA BUSINESS PLAN

OBJECTIVE
1. To provide leadership and advocacy for Member Councils on regional issues.
2. To market & promote the Southern & Hills Local Government Association
3. To support sustainable economic, environmental and social development in the region
4. To improve infrastructure to meet the community's needs.
5. To strengthen the capacity of the Association to meet its service obligations.

THE 2018-2019 S&HLGA ANNUAL KEY ACTION PLAN

Theme	Items & Actions
General Administration (sound financial and compliance management)	Budget, Charter Review, Board meetings, Subscriptions and Levies, Key Actions, Audit, Annual Report, Grant reporting & acquittals
Projects and support (sustainability and development)	Regional Public Health Plan, Resilient Hills & Coast Climate adaptation Plan, Northern Freight Bypass Project, Fleurieu Futures Pilot, Regional Transport Plan
Leadership, advocacy and marketing	LGA Governance review, New Government Policies (e.g Rate Capping), Relationship building with new Government MPs, Website maintenance
Opportunities (capacity and infrastructure)	CWMS, Waste, Regional Infrastructure Plan, Regional Procurement, External Funding, Regional Development Assessment Panel

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
1. To provide leadership and advocacy for Member Councils on regional issues.	S&HLGA Board Meetings	Bi-Monthly Meetings to focus on Local Government issues that support Councils to achieve their Business Plan outcomes by: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Meetings to include presentations, workshops and forums on Key Issues <input checked="" type="checkbox"/> Respond as necessary to State and Federal Government Policies which impact on the region 	To maintain a vibrant responsive format for the S&HLGA Board	<i>Leader:</i> Key issues are addressed and format of meetings constantly meet the needs of the Association's members.	Annual Board meeting program (date and location) developed and agreed Strategies that give priority to S&HLGA issues Feedback data on the meeting format, speakers Number of policy responses	
2. To promote & market the Southern & Hills Local Government Association	S&HLGA Website	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensure the new website is current and marketed appropriately <input checked="" type="checkbox"/> Update the website as required and review 	Maintain an informative, current and appealing S&HLGA website	<i>Leader:</i> EO responsibility	all licences and registrations are current and compliant Website has up to date & current information	

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
	To provide sound financial management and manage resources effectively	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> To prepare annual Budget and review as required <input checked="" type="checkbox"/> To prepare the annual Key Action Plan <input checked="" type="checkbox"/> Oversee Annual Audit <input checked="" type="checkbox"/> Produce Annual Report 	To manage the financial affairs within budget and to prepare reporting within the required timeframes. Business Plan objectives and actions are addressed.	<i>Leader:</i> EO responsibility	Budget is maintained and reports meet timelines. Key Action Plan adopted and monitored Audit completed by end of August 2018 Mid Year Budget review undertaken in Feb 2019 Annual Report adopted & published	
	Regular CEO's meetings	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Review the format and operation of the CEO's forum <input checked="" type="checkbox"/> CEO's to inform EO of issues for each meeting 	Aim to host a regular CEO meeting prior to the S&HLGA Board meetings with the objective of working through key issues in more depth for presentation to the Board.	<i>Facilitator /Initiator</i>	CEO meeting recommendations and feedback. Improved information flow to S&HLGA Board	

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
	Strengthen interaction with State government and opposition MP's and all regional Stakeholders	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Meet regularly and as necessary with key MPs, <input checked="" type="checkbox"/> Ensure each regional MP is invited to S&HLGA meetings <input checked="" type="checkbox"/> Allocate key Stakeholders presentation spots at S&HLGA Board meetings 	Management of key stakeholder relationships and regional MPs with the S&HLGA Board	<i>Facilitator / Initiator</i>	Key Stakeholder feedback and Board satisfaction	
	Regional issues to be raised with LGA directly or through SAROC/GAROC	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Attend SAROC meetings <input checked="" type="checkbox"/> Attend LGA Forums and Meetings <input checked="" type="checkbox"/> Develop SAROC and LGA reports as necessary 	The S&HLGA EO will maintain regular attendance at SAROC and LGA meetings and events	<i>Advocate</i>	Regular SAROC attendance. Regular LGA Forums attended Number of issues raised with LGA / SAROC / Agencies Number of LGA/SAROC Task groups and Committees involved in Improved prominence of S&HLGA region & issues with LGA	

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
	<p>research Explore (with the LGA) research and /or pilot programs for the Region.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Complete LGA R&D applications as necessary <input checked="" type="checkbox"/> Undertake Regional issues review and identify potential sources of grants 		<i>Advocate/Influence</i>	Successful Research or funding applications or projects facilitated in the region	
	<p>Public Health Complete all compliance requirements of the regional Health Plan in accordance with the State Public Health Plan</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed reporting and monitoring implementation aspect of the Regional Health Plan <input checked="" type="checkbox"/> Maintain Working Group membership and provision of administrative services <input checked="" type="checkbox"/> Advocate for implementation of Regional Community Well Being Project 	Report progress of the S&HLGA Regional Public Health Plan	<i>Leader/Control</i>	<p>Individual Council Action Plans monitored and evaluated through the S&HLGA PH Working Group</p> <p>Compliance reporting successfully completed</p>	

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
	Planning Regional Planning Reform	<ul style="list-style-type: none"> ☑ Successful S&HLGA/RDA partnership rollout of the RDA/PIRSA funded Regionalisation project during 2018-19 (delayed from 2016-2017) 	S&HLGA contribution to a review of Regional Planning policies with a view to regional harmonisation and response to the new Planning Development and Infrastructure Act	<i>Partner/Influence</i>	To obtain feedback of constituent Councils on whether they support a Regional DAP	
	Regional Development Support the RDA in all regional economic issues and projects	<ul style="list-style-type: none"> ☑ Regular meetings with the RDA ☑ Assist the RDA in reporting to the S&HLGA Board against the agreed KPIs ☑ Consider attending an RDA Shanghai/ Singapore outward bound mission 	Continue to foster the relationship with the primary regional Economic Development agency	<i>Partner/Influence</i>	Improved economic outcomes for the region Stronger Regional RDA	

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
4. To improve infrastructure to meet the region's needs	Infrastructure Partner with RDA and regional Economic Development Officers	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Development of the Regional Infrastructure Plan via membership of the Regional Economic Development Officers Forum 	The constituent Councils Economic Development Officers in conjunction with the RDA & S&HLGA have created a Working Group to assess economic opportunities and develop a Regional Infrastructure priority list	Partner/Influence	Regional Priority Infrastructure Plan presented to the S&HLGA Board	
	Telecommunication	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Liaise with the regional NBN co-ordinator <input checked="" type="checkbox"/> Advocate to the LGA on regional Mobile issues 	Monitor regional NBN rollout & continue to lobby for equitable access for the region for digital technology including Broadband upgrades and extended mobile telephone coverage	Partner/Influence	Completed Mobile Blackspot submissions and NBN requests Improved regional telecommunications	

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
	Transport S&HLGA 2020 Regional Transport Plan	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Develop a new Roads database funding priority list <input checked="" type="checkbox"/> Advocate and drive the key Freight and Public transport priorities of the Plan <input checked="" type="checkbox"/> Apply to SLRP for Regional Funding 	Continue to work with HDS and the S&HLGA Roads Works Party to evolve the S&HLGA 2020 Transport Plan	<i>Partner/Control</i>	<p>Improved Road infrastructure in the region</p> <p>Successful annual SLRP funding and levy implementation</p> <p>Agreement and recognition by State Government of the key regional Freight Routes</p> <p>Agreement and recognition by State Government of the key regional Public Transport initiatives</p>	
	Northern Freight Bypass project	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> EO to continue membership of the Northern Freight Bypass Committee <input checked="" type="checkbox"/> Report to S&HLGA Board on progress <input checked="" type="checkbox"/> Advocate with the State Government on the next steps 	Partner with regional key Stakeholders to review the Northern Freight Bypass options	<i>Partner/Influence</i>	<p>Comprehensive review and update of the 2010 GHD study</p> <p>Improved freight and Public Transport outcomes for the region</p>	

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
	CWMS	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Liaise with Member Councils and key Stakeholders <input checked="" type="checkbox"/> Activate S&HLGA CWMS User Group. 	In conjunction with experts in the field develop a plan for the regional CWMS reviewing options around critical mass and efficient operations as well as modelling future demand and supply	<i>Partner/Influence</i>	Sustainable regional CWMS Optimal CWMS strategy adopted for each member Council	
	Rubble Royalties	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Liaise with LGA on this issue <input checked="" type="checkbox"/> Invoice LGA as necessary <input checked="" type="checkbox"/> Assess regional projects worthy of RR funding <input checked="" type="checkbox"/> Work with other Regions to review and develop an optimal system for the LG sector 	Manage the region's annual revenue and expenditure from the Rubble Royalty scheme	<i>Leader/Influence</i>	Regional projects advanced from RR funding	

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
5. To strengthen the capacity of the Association to meet its service obligations.	LGA Grants	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Acquit and apply for the LGA Regional Capacity Building Grant <input checked="" type="checkbox"/> Acquit and apply for any other potential external Grant funding 	The Executive Officer to work with the Council CEO's, LGA and Key Stakeholders to explore identified opportunities to share resources that will build capacity in the region and its networks	<i>Advocate/Control</i>	LGA Regional Capacity Building Grant successfully applied for Identified external Grants successfully applied for	
	Revenue & Membership	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> S&HLGA future Membership negotiations with LGA around best fit for S&HLGA – SAROC /GAROC 	Continue to Review the membership base of the S&HLGA and explore the possibility of a Peri Urban Region or identify additional members	<i>Information Provider/Concern</i>		

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
	Sustainability	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Benchmarking with Workshop participation and Progress and Outcome Reports to the Board <input checked="" type="checkbox"/> Continued Project implementation & management with LKS Quairo of the Fleunieu Futures Project (FFP) <input checked="" type="checkbox"/> Plan for Rate Capping implementation 	Benchmark and review the Long term financial sustainability of Councils including future growth trends, alternative revenue options and optimal size and boundaries FFP Pilot shared service model pursued with LGA	<i>Information /influence</i>	Improved financial performance by member Councils LGA Pilot agreed and commenced Successful negotiations with ESCOSA for best regional outcome	
	Charter	Complete comprehensive review of the S&HLGA Charter	Review the Charter and benchmark /model against other Regional Organisations	<i>Owner/Custodian</i>	Charter reviewed and amendments adopted by the constituent Councils Target date Dec 2018	

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
	State Government & opposition Policies	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Participate in SAROC/LGA task groups, reports and negotiations <input checked="" type="checkbox"/> Keep the S&HLGA Board fully informed via EO reports 	Partner LGA in efforts to progress action on Rate capping, NRM levy collection and Funding, Elected member and Council staff Training, Waste Levy freeze, Rate rebates for Community Housing and PD and Financial Assistance Grants indexing	<i>Partner/Concern</i>	State Government policies reflect the wishes of the region	
	Temporary Population impacts	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Participate and/or lead presentations, workshops and submissions 	Lead the Region in action on a review of FAGs methodology to better incorporate temporary population impact	<i>Information /Concern</i>		
	Waste	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Liaise with Regional Waste Management Authorities to develop regional plan 	Lead the region in response to the China Waste Ban	<i>Partner/Influence</i>	Regional Waste Management Plan developed and presented to the S&HLGA Board	

2017-2021 Business Plan	Action Plan 2018 - 2019					Progress & Achievements
Objective	Item	Key Actions	Description	Role & Responsibility	Key Outputs & Outcomes	
	Procurement	<input checked="" type="checkbox"/> Work with the LGA to develop appropriate procurement advantages for the region	Work with the LGA to identify procurement opportunities and provide critical regional information, assist in the governance and implementation	<i>Information /influence</i>	Identify key procurement opportunities	



SHLGA Draft Budget 2018-2019

Attachment 2 to Item 12.4

Profit & Loss Southern & Hills Local Government Association For the month ended March 2018					Draft Budget				
	YTD Actual	YTD Budget	Var AUD	Var %	Comment	2017-2018 Budget	2018-19 Budget	Note	Comment
Income									
Annual Levy	\$9,173.00	\$9,173.00	\$0.00	0.0%		\$9,173.00	\$9,173.00	1	Based on 2017 elector numbers
Annual Subscriptions	\$66,000.00	\$66,000.00	\$0.00	0.0%		\$66,000.00	\$67,200.00	2	Members and Subscription rates up by 1.8%
Grants - LGA Capacity	\$39,777.99	\$39,896.00	-\$118.00	-0.3%		\$39,698.00	\$40,493.00	3	Regional Capacity Grant subject to LGA Board approval May 2018
Grants - LGA Outreach	\$50,000.00	\$50,000.00	\$0.00	0.0%		\$50,000.00	\$0.00		Outreach Grant subject to LGA Board approval May 2018 but indications are unlikely to be granted
Grants - LGA R&D	\$0.00	\$0.00	\$0.00			\$0.00	\$0.00	4	Not anticipating any new R&D applications for 2018-2019
Interest Income	\$2,476.00	\$1,220.00	\$1,256.00	103.1%		\$1,500.00	\$1,500.00	5	Carryover initial Cash in Bank drawing down and Low interest rate regime
Misc Revenue	\$62,818.00	\$36,000.00	\$26,818.00	73.7%		\$36,000.00	\$36,000.00	6	Rubble Royalty return based on actual Dec return \$38k plus est \$38k next period
Project Leases	\$27,761.00	\$18,350.00	\$9,411.00	51.3%		\$18,350.00	\$20,050.00	7	Estimated management fee of 1% on SLRP funding
Total Income	\$287,767.66	\$220,639.00	\$67,128.66	30.4%		\$226,719.00	\$194,323.00		
Gross Profit	\$157,707.66	\$75,639.00	\$82,068.66	108.4%		\$78,716.00	\$194,323.00		
Less Operating Expenses									
Accounting	\$450.00	\$450.00	\$0.00	0.0%		\$700.00	\$700.00		
Audit	\$3,482.00	\$3,500.00	-\$18.00	-0.5%		\$3,500.00	\$3,500.00		
Bank Fees	\$0.00	\$50.00	-\$50.00	-100.0%		\$50.00	\$50.00		
Board & Meeting Expenses	\$1,175.00	\$1,500.00	-\$325.00	-21.7%		\$2,000.00	\$2,000.00		
Consulting - Contract	\$196,920.00	\$105,219.00	\$91,701.00	86.7%		\$140,290.00	\$143,750.00		
General Expenses	\$581.00	\$1,100.00	-\$519.00	-47.2%		\$1,500.00	\$1,500.00	8	Computer costs & fees for Charter review/publication
Insurance	\$4,431.00	\$4,425.00	\$6.00	0.1%		\$5,500.00	\$5,500.00		
Marketing - Promotion Expenses	\$0.00	\$360.00	-\$360.00	-100.0%		\$500.00	\$250.00		
Travel Expenses	\$4,727.00	\$5,125.00	-\$398.00	-7.8%		\$7,000.00	\$7,000.00		
Office Expenses	\$0.00	\$200.00	-\$200.00	-100.0%		\$250.00	\$100.00		
Postage, Printing & Stationery	\$33.00	\$380.00	-\$347.00	-91.3%		\$500.00	\$150.00		
Project 1 (Public Health) Expenses	\$0.00	\$180.00	-\$180.00	-100.0%		\$250.00	\$750.00	9	Public Health Plan reporting/marketing
Project 2 (Transport) Expenses	\$2,699.00	\$5,000.00	-\$2,301.00	-46.0%		\$13,000.00	\$27,050.00	10	RWP meetings & applications & Transport Plan review
Project 3 (Outreach) Expenses	\$900.00	\$3,000.00	-\$2,100.00	-70.0%		\$5,000.00	\$1.00		
Project 4 (Rubble Royalties)	\$6,160.00	\$20,000.00	-\$13,840.00	-69.2%		\$20,000.00	\$40,000.00	11	Rubble Royalty projects
Project 7 FFP	\$12,662.00	\$0.00	\$12,662.00	-100.0%		\$0.00	\$250.00		
Training & Development - Seminars & Conferences	\$200.00	\$3,550.00	-\$3,350.00	-94.4%		\$8,000.00	\$5,000.00	12	2 x LGA conferences, ALGA, Esca Development RDA China
Total Operating Expenses	\$144,345.66	\$153,752.00	-\$9,406.34	-6.1%		\$288,440.00	\$284,656.00		
Net Profit	\$113,361.99	\$66,887.00	\$46,474.99	69.5%		\$112,276.00	-\$43,727.00		
Notes									
1. 2018 official elector numbers confirmed from 2017 LGA Directory 2. Potential new members for 2019-2020 to be identified. Subs up by 1.8% v LGPI 1.8% and CPI 1.5% 3. SHLGA have received their grants in the recent past from the LGA which represented 40% of total revenue. Only one of these regional Grants is expected for 2018-2019. 4. No obvious R&D projects are on the radar 5. SHLGA estimated carried forward Bank will be approx \$1100k but LGFA investment interest rate is lower than previous years 6. Rubble Royalty returns from LGA based on KJ Borrow pit estimated return of \$26,000 for the period July-Dec 2017 and \$50,000 for Jan-Jun 2018. There is a 6 month lag for receipt of payment from Treasury. 7. SHLGA have a 1% management fee on successful SLRP applications to build reserve fund for future Regional Transport Plan. 8. SHLGA will incur some legal and Gazetting fees for its recommended Charter review. The balance is on computer & IT expenses 9. The SHLGA Regional Public Health Plan has on going meeting costs for the Working Group 10. Annual RWP meeting costs with HDR to discuss the next round of SLRP funding and the region's applications (est \$4k). Incremental update to Transport plan (est \$14k) and 2019 Roads database (est \$9k). 11. Estimated Rubble Royalty projects. Note the RR program may cease in the near future if negotiations to remove it are successful. As it lags by 6 months the impact will not be immediate on this Budget. 12. Estimate for annual LGA conferences, ALGA and RDA China deputation									

12.5	REPORT TITLE:	ADELAIDE HILLS REGION WASTE MANAGEMENT AUTHORITY: - PROPOSED ANNUAL BUSINESS PLAN AND BUDGET; - APPOINTMENT OF STAFF BOARD MEMBER
	DATE OF MEETING:	4 JUNE 2018
	FILE NUMBER:	DOC/18/50144
	ATTACHMENTS:	1 - DOC/18/50461 – DRAFT AHRWMA ANNUAL BUSINESS PLAN AND BUDGET
	<u>Key Contact</u>	Ros McDougall, Risk and Governance Officer, Infrastructure and Projects
	<u>Manager/Sponsor</u>	Brian Clancey, Deputy CEO / General Manager Infrastructure and Projects

Mount Barker 2035 – District Strategic Plan:

5. Governance and Leadership

GL4: Effective management and financial sustainability

To conduct Council business in a financially sustainable way

GL4.3 Strive for efficiencies, collaboration and partnerships to reduce the cost of delivering services

Annual Business Plan 2017/2018:

The AHRWMA has its own Annual Business Plan.

Purpose:

To seek Council approval of the 2018/19 Adelaide Hills Region Waste Management Authority (AHRWMA) Annual Business Plan and to note the budget.

To appoint a Council staff member as a Board Member of the AHRWMA following the resignation of the General Manager Corporate Services.

Summary – Key Issues:

- The draft Annual Business Plan has been received for Council approval and associated budget for noting;
- Council is required to appoint a staff member to the Board following the recent resignation of the General Manager Corporate Services

Recommendation:

That Council:

- Approve the draft AHRWMA Annual Business Plan 2018/19 (attached);
- Note the draft AHRWMA Budget 2018/19 (attached);

- Notify the AHRWMA of the staff appointment of Greg Parker, General Manager Council Services to the AHRWMA board for a term of 4 years
-

Background:

1. The AHRWMA is a regional subsidiary established pursuant to the Local Government Act.
2. The constituent Councils are Mount Barker, Alexandrina, Adelaide Hills and Rural City of Murray Bridge.
3. The AHRWMA is governed by a Board, the current Mount Barker nominees on the Board are Cr Lindsay Campbell (Chairperson), Cr Greg Morrison (Deputy Member). The Charter requires one Board Member from each Council to be a staff member. Council will need to appoint a staff member following the resignation of the General Manager Corporate Services.
4. The draft AHRWMA Annual Business Plan was the subject of an informal briefing for Council Members on 14 May 2018.

Discussion:

5. The draft Annual Business Plan and Budget 2018/19 (attachment 1) was considered by the AHRWMA Board at their May meeting.
6. High priorities for 2018/19 include:
 - completing the review of the Charter;
 - undertaking a review of the 10 year Strategic Plan;
 - continuing to complete the Governance Audit Action Plan
 - Completing the Capping and Closure Plan for the Brinkley Landfill including the final Brinkley landform for cells 6,7,8 and 9.
 - Manage the impacts of the final court ruling of AHRWMA v SWRCo legal proceedings
 - Monitor the recycling market and assist Member Councils with understanding and managing changing markets and their impacts
7. Mount Barker District Council Draft 2018/19 Budget for waste disposal includes an \$80,000 increase based on the charges detailed in the draft AHRWMA Annual Business Plan 2018/19 (attached). Council will recover the additional costs within the 2% increase in the Waste Management annual service charge and in fees charged at the Windmill Hill Transfer Station.
8. The review and revision of the AHRWMA Charter is an important process. This presents the opportunity for the constituent councils to critically assess those provisions in the Charter that are needing to be changed so as to ensure that there is clear purpose and sound governance and accountability arrangements to meet the expectations and needs of the constituent councils. This will be the subject of a future Council meeting agenda item.
9. Quarterly reports to Council are provided by AHRWMA on the outcomes of the Board and key matters for Council to be aware of.
10. The General Manager Corporate Services was Council's staff representative and following his resignation the appointment of the General Manager Council Services for a period of 4 years is recommended.

Community Engagement:

Informing only	Information is provided to the community via this report which
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	is available on Council's website.
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Policy:

Not applicable

Budget:

The Authority has a draft 18/19 budget that projects a surplus of \$36,000 - the impact on Council will be an \$11,000 increase in equity.

Statutory/Legal:

The AHRWMA is obliged to meet both the requirements of the Local Government Act and the AHRWMA Charter. The draft Annual Business Plan is required to be provided to each constituent Council for consultation and approval.

Under the Local Government Act 1999, liabilities incurred by the AHRWMA are guaranteed by the constituent Councils.

Staff Resource Requirements:

Mount Barker Council is continuing to assist the AHRWMA in non-operational areas of activity like governance requirements.

Environmental:

The AHRWMA is required to meet strict environmental standards to fulfil licence and other obligations.

Social:

Not applicable

Risk Assessment:

Risk identification and management is an ongoing requirement and will be incorporated into the regular performance reporting of the Board and the constituent Councils.

Asset Management:

Not applicable

Conclusion:

It is recommended that Council approve the AHRWMA 2018/19 Annual Business Plan.

Previous Decisions By/Information Reports to Council

Meeting Date	5 June 2017	HPRM Reference	DOC/17/46113
Title	AHRWMA - Proposed Annual Budget 2017/18		
Purpose	To seek Council approval of the 2017/18 Adelaide Hills Region Waste		

	Management Authority Annual Budget and Business Plan.
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Attachment 1 to Item 12.5

ADELAIDE HILLS REGION WASTE MANAGEMENT AUTHORITY DRAFT Annual Business Plan and Budget 2018/19

ADELAIDE HILLS COUNCIL



MOUNT BARKER DISTRICT COUNCIL



ALEXANDRINA COUNCIL



RURAL CITY OF MURRAY BRIDGE



"Sustainable Waste Management Through Shared Services"

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Introduction

The annual business plan sets out the Adelaide Hills Region Waste Management Authority's proposed services, programs and projects for 2018/19. It aims to maintain efficient services for its Member Councils and their communities. Specific objectives proposed for the year are consistent with the Authority's long term financial plan and asset management plans to ensure the long-term sustainability of the Authority's financial performance and position.

About the Adelaide Hills Region Waste Management Authority

The Adelaide Hills Region Waste Management Authority (The Authority) is a Local Government Regional Subsidiary established under Section 43 of the Local Government Act 1999. The Authority is governed by a Charter and is established to facilitate, co-ordinate and undertake waste management including collection, treatment, disposal and recycling within the Region.

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

The Constituent Councils are:

- Mount Barker District Council;
- Adelaide Hills Council;
- Rural City of Murray Bridge; and
- Alexandrina Council.

The Authority's Strategic Plan and Charter

The Authority's direction is determined by its 10 Year Strategic Plan, in parallel with the Long Term Financial Plan and the Authority's Charter. The Authority regularly reviews its Long Term Financial Plan, while the 10 year Strategic Plan and Charter are currently undergoing review, which is due to be finalised in the 18/19 financial year.

The Authority's Annual Business Plan and budget was formulated within the guiding principles and priorities detailed in this suite of Strategic Plans.

Our Vision

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

Our Mission

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

Strategic Plan Objectives

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

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

The independently-resourced Authority will continue to evaluate all waste and recycling services throughout the region and determine where it can add value to Member Councils by applying a resource sharing model.

We will continue to develop our resource recovery operations where economically viable, along with the benefit and value that the Authority adds to its Member Councils in the context of a changing environment.

This Business Plan sets out the specific actions and performance measures to achieve the objectives of the 10 Year Strategic Plan - "Sustainable Waste Management through Shared Services for the communities of Adelaide Hills, Alexandrina, Mt Barker and Murray Bridge".

Financial Overview and Key Assumptions within the Plan

- A CPI increase as per December 2017 (1.8%) has been applied to landfill disposal fees. In addition to CPI, a \$4 increase per tonne has been applied to the Member Council disposal fee, enabling the Authority to commence a recovery process, following the legal case.
- Landfill tonnages have been reviewed according to recent trends.
- Salaries have been increased in accordance with the Enterprise Bargaining Agreements to which they align. With the recent Administration changes within the Authority the wages budget has increased and the Admin Management budget has decreased, as this budget previously included the EO and Operations Manager.
- The Solid Waste Disposal levy is predicted to increase to \$100 for metropolitan waste and \$50 for non-metropolitan waste, which will be subject to State Government announcement.
- Interest on CAD facility at 4% as per LGFA circular.
- Capital Expenditure
 - Change over vehicle \$24,000
 - Change over Loader \$55,000
 - Convert Dump truck to water truck \$15,000
 - Replace 3 Hook Truck Bins \$30,000
 - Forklift \$10,000
 - IT \$7,000

- ABNORMAL ITEMS
 - Legal fees \$150,000. The legal case has concluded, and we are pending an outcome. An amount for legal fees has been included within the budget. The budget requirement will very much depend on the outcome of the case.
- The Transfer Station operations will continue, on behalf of Member Councils who opt to utilise this service. The Transfer Stations have a cost neutral outcome on the AHRWMA overall budget as they are provided on an at cost basis direct to those Councils.
- The Waste Strategy Coordinator role will continue on behalf of Member Councils who opt to utilise this service. The Waste Strategy Coordinator is 90% funded by the Councils that use the service and 10% funded by the Authority.
- The hooklift transport operation will continue for Member Councils and non-members who opt to utilise this service. The hooklift operation has a cost neutral outcome on the AHRWMA overall budget as it is provided on an at cost basis direct to the Councils that use the service.
- On this basis the AHRWMA is budgeted to return a small surplus in 2018/19 and will continue to pay down loans over the next 6 years, with all loans paid out in 2025.

Strategic Direction

Our Achievements

The Authority has continued to defend the legal claim, with the case coming to a close in 2017. An outcome on this matter is expected in late 2018 or early 2019.

A new compactor was purchased, enabling the Authority to continue to achieve high compaction rates and use the waste cells as efficiently as possible.

Filling of cell 6 was completed, while cell 8 construction was undertaken, and the quality assurance plan was approved by the EPA for filling to commence.

EPA approval was gained to utilise the old cell 7, which was previously impacted by fire, for disposal of waste material that has been processed through the transfer stations.

EPA approval was gained for receiving asbestos at the Brinkley Transfer Station site.

A long-term lease for the Brinkley landfill was arranged and entered into with the Murray Bridge Council.

A review of the hooklift transport service was undertaken and a new hooklift truck has been purchased, replacing a dated vehicle and enabling continued transport services.

The Charter review process continued and will be completed in the second half of 2018.

The review of the Authority's 10-year Strategic Plan has commenced.

An action plan regarding the Governance Review has been established and is being progressively worked through.

Outline of Activities for the Year to June 2019

High Priority Targets

- Complete the review of the Adelaide Hills Region Waste Management Authority Charter.
- Undertake a review of the 10-year Strategic Plan.
- Continue to complete the Governance Audit Action Plan.

- Complete the Capping and Closure Plan for the Brinkley Landfill, including the final Brinkley landform for cells 6,7, 8 and 9.
- Manage the impacts of the final court ruling of the AHRWMA v SWRCo legal proceedings.
- Monitor the recycling market and assist Member Councils within understanding and managing changing markets and their impacts.

Business as Usual Targets

- Maintain effective relationships with constituent Councils.
- Ensure delivery of the 2018/19 Annual Business Plan and Budget.
- Continue to explore options to coordinate Member Council waste services where cost savings can be identified and progressively implement approved shared services across Member Councils.
- Increase Resource Recovery activities where economically viable at Authority managed facilities at Brinkley and Heathfield. This includes expanding the resource recovery of Construction and Demolition materials and increased steel recovery from commercial loads. Further, it will also continue to focus on recovering cardboards and plastics utilising both fixed and mobile baling plants and our mobile crusher all part funded by Green Industries SA.
- Further develop waste and recycling education programs across the region.
- Plan for identified required buffer zones for future cell expansions.
- Continue to market and expand the Hooklift Truck collection network within the region in order to improve economies of scale.
- Continue to advocate for research and promote best practice waste management and actively represent Member Councils in all forums.

Link to Strategic Plan and Target Indicators

Strategic Plan Objective	Target	Indicator
To take a leadership role in resource recovery and community education	Increase Resource Recovery activities where economically viable at Authority managed facilities at Brinkley and Heathfield. Continue to focus on recovering cardboards and plastics utilising both fixed and mobile baling plants and our mobile crusher all part funded by Green Industries SA.	Increased diversion of material where viable. Funding sourced where available.
	Further develop waste and recycling education programs across the region.	Education programs implemented. Funding sourced where available.
Responsibly develop and manage the Authority's landfill to be a model regional landfill meeting all legislative requirements and operating benchmarks	Complete the Capping and Closure Plan for the Brinkley Landfill, including the final Brinkley landform for cells 6,7, 8 and 9.	Submit the closure plan to the EPA and obtain EPA approval. Report the outcome to the Board.

	Plan for identified required buffer zones for future cell expansions.	Plan developed regarding future cells at the Brinkley Landfill site.
Financial sustainability in waste services for Member Councils by pursuing a shared services model.	Continue to explore options to coordinate Member Council waste services where cost savings can be identified and progressively implement approved shared services across Member Councils.	Improved services and cost savings.
	Continue to market and expand the Hooklift Truck collection network within the region in order to improve economies of scale.	Reduced cost & better outcomes for transfer station operations.
Advocate, research and promote best practice waste management and actively represent Member Councils in all forums.	Maintain effective relationships with constituent Councils.	Regular and relevant communications and meetings with constituent Councils.
	Monitor the recycling market and assist Member Councils with understanding and managing changing markets and their impacts.	Member Councils informed of recycling market conditions.
A fully compliant Regional Subsidiary that meets the highest standards in governance, financial and human resource management.	Complete the review of the Adelaide Hills Region Waste Management Authority Charter.	Final draft charter presented to constituent Councils for approval.
	Undertake a review of the 10 year Strategic Plan.	Final Draft 10 year Strategic Plan presented to constituent Councils for approval.
	Continue to complete the Governance Audit Action Plan.	Update report on the Governance Audit Action Plan is submitted to the Board on a regular basis.
	Manage the impacts of the final court ruling of the AHRWMA v SWRCo legal proceedings.	The outcome is well communicated and actions taken to manage the impacts of the court decision.
	Ensure delivery of the 2018/19 Annual Business Plan and Budget.	Regular reporting to the Board on the Authority performance against the Annual Business Plan.

Budget 2018/2019

Underlying Assumptions

- CPI all groups 'December 2017' (1.8%).
- Landfill gate fees including fees increased by CPI. In addition to CPI, a \$4 increase per tonne has been applied to the Member Council disposal fee.
- Tonnages reviewed according to recent trends.
- Labour Price Index.
 - White Collar salaries 1.75% increase.
 - Blue Collar salaries 3% increase.
 - Future years increments LPI Dec 17 (2.4%)
 - Superannuation frozen at 9.5% until 2021. Increases to 10% in 2022 and increases half a percent until 12% reached
- EPA Levy for 18/19 – Metro \$100 & Rural \$50.
- Interest on CAD facility at 4% as per LGFA circular.
- Capital Expenditure
 - Change over vehicle \$24K
 - Change over Loader \$55K
 - Convert Dump truck to water truck \$15K
 - Replace 3 Hook Truck Bins \$30K
 - Forklift \$10K
 - IT \$7K
- ABNORMAL ITEMS
 - Legal fees \$150K.

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2018/19 Budget & LTFP

UNIFORM PRESENTATION OF FINANCES

Note	YTD Jan 18 2017/18 \$000	BR 2 2017/18 \$000	Y1 2018/19 \$000	Y2 2019/20 \$000	Y3 2020/21 \$000	Y4 2021/22 \$000	Y5 2022/23 \$000	Y6 2023/24 \$000	Y7 2024/25 \$000	Y8 2025/26 \$000	Y9 2026/27 \$000	Y10 2027/28 \$000
OPERATING ACTIVITIES												
Operating Revenues	3,203	5,382	5,692	5,903	6,138	6,385	6,641	6,909	7,185	7,473	7,790	8,118
less Operating Expenses	(3,800)	5,922	(5,674)	(5,859)	(6,023)	(6,213)	(6,460)	(6,634)	(6,875)	(7,059)	(7,375)	(7,648)
Operating Surplus/ (Deficit)	(597)	(540)	18	44	115	172	181	275	310	414	415	470
CAPITAL ACTIVITIES												
less Net Outlays on Existing Assets												
Capital Expense on renewal and replacement of Existing Assets	697	1,010	179	172	245	122	1,218	154	348	373	22	1,244
less Depreciation, Amortisation and Impairment	(363)	(555)	(579)	(668)	(664)	(678)	(708)	(669)	(685)	(632)	(696)	(708)
less Proceeds from Sale of Replaced Assets	-	(75)	(53)	(53)	(130)	(68)	(193)	(37)	(53)	(163)	(50)	(98)
Net Outlays on Existing Assets	334	380	(453)	(549)	(549)	(624)	317	(552)	(390)	(422)	(724)	438
less Net Outlay on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets	511	511	15	700	-	-	-	600	600	600	-	-
less Amounts received specifically for New and Upgraded Assets	-	-	-	-	-	-	-	-	-	-	-	-
less Proceeds from Sale of Surplus Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Outlays on New and Upgraded Assets	511	511	15	700	-	-	-	600	600	600	-	-
Net Lending/ (Borrowing) for Financial Year	(1,442)	(1,431)	456	(107)	664	796	(136)	227	100	236	1,139	32
Financing transactions associated with the above net overall deficit, or applying the overall net funding surplus are as follows:												
New Borrowings	1,250	1,250	-	250	-	-	100	-	-	-	-	-
Repayment of Principal	-	-	(500)	-	(500)	(700)	-	(200)	(100)	-	-	-
(Increase)/Decrease in Cash and Investments	(59)	181	59	7	(14)	(13)	36	(27)	-	14	(901)	(32)
Net Balance Sheet funding (debtors & creditors etc)	251	-	(15)	(150)	(150)	(83)	-	-	-	(250)	(238)	-
Financing Transactions	1,442	1,431	(456)	107	(664)	(796)	136	(227)	(100)	(236)	(1,139)	(32)

AHRWMA
2018/19 Budget & LTFP

STATEMENT OF COMPREHENSIVE INCOME

	YTD Jan 18 2017/18 \$000	BR 2 2017/18 \$000	Y1 2018/19 \$000	Y2 2019/20 \$000	Y3 2020/21 \$000	Y4 2021/22 \$000	Y5 2022/23 \$000	Y6 2023/24 \$000	Y7 2024/25 \$000	Y8 2025/26 \$000	Y9 2026/27 \$000	Y10 2027/28 \$000
INCOME												
User Charges	2,085	3,423	3,734	3,913	4,103	4,303	4,512	4,731	4,957	5,194	5,458	5,732
Investment Income	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	1,118	1,959	1,958	1,990	2,035	2,082	2,129	2,178	2,228	2,279	2,332	2,386
TOTAL INCOME	3,203	5,382	5,692	5,903	6,138	6,385	6,641	6,909	7,185	7,473	7,790	8,118
EXPENSES												
Employee Costs	483	890	1,126	1,228	1,265	1,310	1,357	1,406	1,457	1,509	1,557	1,606
Materials, contracts & other expenses	2,938	4,438	3,923	3,907	4,058	4,217	4,383	4,555	4,733	4,918	5,122	5,334
Depreciation, amortisation & impairments	363	555	579	668	664	678	708	669	685	632	696	708
Finance Costs	16	39	46	56	36	8	12	4	-	-	-	-
Net loss - joint ventures & associates	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	3,800	5,922	5,674	5,859	6,023	6,213	6,460	6,634	6,875	7,059	7,375	7,648
OPERATING SURPLUS/(DEFICIT)	(597)	(540)	18	44	115	172	181	275	310	414	415	470
Amounts specifically for new or upgraded assets	-	-	-	-	-	-	-	-	-	-	-	-
Asset disposal & fair value adjustments	-	19	18	5	8	-	17	2	-	-	-	-
NET SURPLUS/(DEFICIT)	(597)	(521)	36	49	123	172	198	277	310	414	415	470
Abnormal Items - Legal Fees	727	724	150	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME EXCLUDING ABNORMAL ITEMS	130	203	186	49	123	172	198	277	310	414	415	470

AHRWMA
2018/19 Budget & LTFP

STATEMENT OF FINANCIAL POSITION

	YTD Jan 18	BR 2	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2017/18	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
ASSETS												
Current Assets												
Cash & Cash Equivalents	353	113	54	47	61	74	38	65	65	51	952	984
Trade & Other Receivables	482	318	318	318	318	318	318	318	318	318	318	318
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	835	431	372	365	379	392	356	383	383	369	1,270	1,302
Non-current Assets												
Infrastructure, Property, Plant & Equipment	3,331	3,821	3,416	3,587	3,063	2,455	2,805	2,872	3,083	3,706	2,996	3,449
TOTAL NON-CURRENT ASSETS	3,331	3,821	3,416	3,587	3,063	2,455	2,805	2,872	3,083	3,706	2,996	3,449
Total Assets	4,166	4,252	3,788	3,952	3,442	2,847	3,161	3,255	3,466	4,075	4,266	4,751
LIABILITIES												
Current Liabilities												
Trade and Other Payables	1,155	737	737	735	736	736	735	734	734	735	734	735
Short Term Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Short Term Provisions	219	215	215	215	215	215	215	215	215	215	215	215
TOTAL CURRENT LIABILITIES	1,374	952	952	950	951	951	950	949	949	950	949	950
Non-Current Liabilities												
Trade and Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Long Term Borrowings	1,650	1,650	1,150	1,400	900	200	300	100	-	-	-	-
Long Term Provisions	794	1,226	1,226	1,093	959	892	909	927	928	1,122	899	913
TOTAL NON-CURRENT LIABILITIES	2,444	2,876	2,376	2,493	1,859	1,092	1,209	1,027	928	1,122	899	913
Total Liabilities	3,818	3,828	3,328	3,443	2,810	2,043	2,159	1,976	1,877	2,072	1,848	1,863
NET ASSETS	348	424	460	509	632	804	1,002	1,279	1,589	2,003	2,418	2,888
EQUITY												
Accumulated Surplus	348	424	460	509	632	804	1,002	1,279	1,589	2,003	2,418	2,888
TOTAL EQUITY	348	424	460	509	632	804	1,002	1,279	1,589	2,003	2,418	2,888

AHRWMA
2018/19 Budget & LTFP

STATEMENT OF CHANGES IN EQUITY

	YTD Jan 18 2017/18 \$000	BR 2 2017/18 \$000	Y1 2018/19 \$000	Y2 2019/20 \$000	Y3 2020/21 \$000	Y4 2021/22 \$000	Y5 2022/23 \$000	Y6 2023/24 \$000	Y7 2024/25 \$000	Y8 2025/26 \$000	Y9 2026/27 \$000	Y10 2027/28 \$000
Accumulated Surplus												
Balance at Beginning of Period	945	945	424	460	509	632	804	1,002	1,279	1,589	2,003	2,418
Change in financial position resulting from operations	(597)	(521)	36	49	123	172	198	277	310	414	415	470
TOTAL EQUITY AT END OF REPORTING PERIOD	348	424	460	509	632	804	1,002	1,279	1,589	2,003	2,418	2,888

STATEMENT OF CASH FLOWS

	YTD Jan 18 2017/18 \$000	BR 2 2017/18 \$000	Y1 2018/19 \$000	Y2 2019/20 \$000	Y3 2020/21 \$000	Y4 2021/22 \$000	Y5 2022/23 \$000	Y6 2023/24 \$000	Y7 2024/25 \$000	Y8 2025/26 \$000	Y9 2026/27 \$000	Y10 2027/28 \$000
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts	3,203	5,382	5,692	5,903	6,138	6,385	6,641	6,909	7,185	7,473	7,790	8,118
Payments	(3,186)	(5,367)	(5,095)	(5,191)	(5,359)	(5,535)	(5,752)	(5,965)	(6,190)	(6,427)	(6,679)	(6,940)
Net Cash provided by (or used in) Operating Activities	17	15	597	712	779	850	889	944	995	1,046	1,111	1,178
CASH FLOWS FROM INVESTMENT ACTIVITIES												
Receipts												
Amounts specifically for new or upgraded assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of replaced assets	-	75	53	53	130	68	193	37	53	163	50	98
Payments												
Purchase of Renewal/Replacement Assets	(697)	(1,010)	(179)	(172)	(245)	(122)	(1,218)	(154)	(348)	(373)	(22)	(1,244)
Purchase of New/Expansion Assets	(511)	(511)	(15)	(700)	-	-	(600)	(600)	(600)	(600)	-	-
Capping payments	-	-	(15)	(150)	(150)	(83)	-	-	-	(250)	(238)	-
Net Cash provided by (or used in) Investing Activities	(1,208)	(1,444)	(156)	(969)	(265)	(137)	(1,025)	(717)	(895)	(1,060)	(210)	(1,146)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Proceeds from Borrowings	1,250	1,250	-	250	-	-	100	-	-	-	-	-
Payments												
Repayment of Borrowings	-	-	(500)	-	(500)	(700)	-	(200)	(100)	-	-	-
Net Cash provided by (or used in) Financing Activities	1,250	1,250	(500)	250	(500)	(700)	100	(200)	(100)	-	-	-
Net Increase (Decrease) in Cash Held	59	(181)	(59)	(7)	14	13	(36)	27	-	(14)	901	32
Cash & cash equivalents at beginning of period	294	294	113	54	47	61	74	38	65	65	51	952
Cash & cash equivalents at end of period	353	113	54	47	61	74	38	65	65	51	952	984

12.6	REPORT TITLE:	ASSET MANAGEMENT PLANS FOR COMMUNITY CONSULTATION
	DATE OF MEETING:	4 JUNE 2018
	FILE NUMBER:	DOC/18/40944
	ATTACHMENTS:	1. DOC/18/45720 Strategic Asset Management Plan
	<u>Key Contact</u>	Marcus Smith, Manager Assets and Contracts, Council Services
	<u>Manager/Sponsor</u>	Phil Burton, Group Manager Infrastructure, Council Services

Mount Barker 2035 – District Strategic Plan:

5. Governance and Leadership

GL4: Effective management and financial sustainability

GL4.1 manage assets liabilities through a planned, long term approach.

Annual Business Plan 2017/2018:

5. Governance and Leadership

5.3.6 Assets

Continue to develop and implement asset management plans for all asset classes.

Purpose:

This report provides an update on the preparation of updated Asset Management Plans (AMP) and next steps including public consultation and adoption by Council.

Summary – Key Issues:

- The AMPs were last updated in 2011 and as a result they are out of date and Council is not compliant with the Local Government Act 1999
- Five (5) AMPs have been updated in readiness for Council endorsement for public consultation
- Public consultation will be for a mandatory six (6) weeks and will involve advertising in local media, through Council's website and public meetings.

Recommendation:

That Council:

1. Note the work undertaken to date to review and update the infrastructure asset management plans.
 2. Authorise the draft strategic asset management plan (summary) for public consultation for a period of six (6) weeks prior to final adoption in August 2018.
-

Background:

1. The preparation of infrastructure asset management plans is a statutory requirement under the Local Government Act 1999.
2. The AMPs were last updated in 2011 and as a result they are out of date and Council is non-compliant with the Local Government Act. An undertaking has been given to the Minister that the plans will be updated and adopted by Council in July 2018.
3. AMPs are critical for describing the services that Council provides to the community from its infrastructure assets and how much it costs to provide these services. It also describes future demand requirements, lifecycle costs and risks and funding strategies for providing services. Importantly the plans also identify any actions that can be taken to improve asset management practices.
4. Council's Infrastructure staff have led the review and update of the infrastructure AMPs over the past 12 months and a summary of these plans was provided to Council at a briefing on 7 May 2018.

Discussion:

5. The review and update of the following infrastructure AMPs has now been undertaken:
 - Transport
 - Stormwater
 - Wastewater
 - Buildings
 - Open Space and Recreation.
6. The Wastewater AMP was produced by an external consultant, Infrastructure Solutions Australia.
7. An AMP is also being prepared for Plant and Fleet incorporating ICT assets but this is excluded from public consultation at this point in time. This asset plan will be completed within the 2018/19 financial year.
8. It is proposed that an annual review and update (as necessary) of the plans occur once they are adopted so that they remain closely aligned to Council's Strategic Plan and long term financial plan.
9. The highly regarded International Infrastructure Management Manual (IIMM) 'Core' asset management plan template has been utilised for this review and update. Council is subscribed to the National Asset Management Framework and has utilised this body of knowledge to prepare these revised plans.
10. The draft AMPs have been prepared with due consideration to the current LTFP and asset sustainability indicators. The principle applied to the draft AMPs is to present the current known position (including asset health, service levels where known, demands and risk) and provide a scenario where services are matched as close as possible to the endorsed LTFP position.

11. Any short comings identified through this asset planning exercise will be documented in an improvement plan for each asset class and will be actioned over coming months and years by applying a principle of continuous improvement. It is believed that this will be looked upon favourably by external auditors.
12. The Local Government Act 1999 stipulates that AMPs must go to public consultation in-line with Council’s public consultation policy. Council’s policy outlines a minimum six (6) week period for public consultation and therefore it is proposed that this be adhered to strictly. Given the simplistic nature of these ‘core’ plans, the public will be engaged through public adverts in local media, the website and a public meeting.
13. The five infrastructure AMPs have been combined into a single summarised plan, called the Strategic Asset Management Plan, which will be used for effective public consultation.
14. This summarised plan will be brought back to Council in August 2018 for formal adoption.

Community Engagement:

Decision to be made	To endorse the infrastructure asset management plans for Council. These plans describe the level of service provided by infrastructure assets and the investment that is required over the next ten years to operate, maintain and renew infrastructure assets.
Key factors to be considered in decision (dot points)	<ul style="list-style-type: none"> • Community satisfaction with infrastructure services • Financial sustainability of providing infrastructure services to the community.
Area of community influence	<p>Aspects that are fixed:</p> <ul style="list-style-type: none"> • The long term financial plan is informed by asset management plans but is considered fixed for this consultation. <p>Key areas for community input:</p> <ul style="list-style-type: none"> • Satisfaction with levels of service for various infrastructure assets e.g. the condition of roads, the style of play grounds, the cleanliness of buildings, etc.
Method of consultation, informing community & cost	Adverts in local media, the website and a public meeting, aligned with the Annual Business Plan and Budget.
Feedback to stakeholders/Council	All feedback will be presented to Council in August 2018 when the asset management plans are adopted.
Timeframe for consultation	6 weeks commencing Tuesday 5 June 2018, concluding, 16 July 2018.

Community input (post consultation only)	
Recommendations (post consultation only)	

Policy:

The Asset Management Policy is relevant to this consultation and will only be reviewed subject to the feedback received from consultation.

Budget:

The preparation and publication of infrastructure asset management plans is included in the 2017/18 budget under the Council Services, Assets and Contracts responsibility area.

Statutory/Legal:

This is a requirement under the Local Government Act 1999.

Staff Resource Requirements:

Existing staff have been deployed to prepare the infrastructure asset management planning documentation and will manage the community consultation process.

Environmental:

The Open Space and Recreation Asset Management Plan addresses some environmental strategies.

Social:

All asset management plans serve the purpose of affording the community access to services and facilities.

Risk Assessment:

Community expectations of higher levels of service need to be weighed up against rate payment affordability.

Asset Management:

The asset management plans will ensure that infrastructure assets are sensibly managed over the long term and if adopted will ensure that adequate funding is provided to support the desired level of service.

Conclusion:

Asset Management Plans are a requirement under the Local Government Act 1999 and the endorsement of the plans for public consultation is an important step in ensuring the community is satisfied with the services we provide prior to formal adoption of the plans in August 2018.

Previous Decisions By/Information Reports to Council

Meeting Date	HPRM Reference	DOC/
Title		
Purpose		

Attachment 1 to Item 12.6

Strategic Asset Management Plan



Strategic Asset Management Plan

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Prepared by Adrian Stokes, Stokes Environmental and Editing, May 2018

Document Control

Rev No	Date	Revision Details	Author	Reviewer	Approver
0.1	23 May 2018	Initial Draft	Adrian Stokes	Council Officers	CGG

Strategic Asset Management Plan



1. Message from the CEO

We are lucky to live in the beautiful Mount Barker district. The mix of urban and rural settings provides a truly diverse lifestyle for our community.

At Council, we provide a vast range of services to support this varied lifestyle. To provide these services, we manage a suite of assets with a replacement value of more than half a billion dollars. It is vital that we manage these assets with great care, while also planning for future demands as our population grows and our community changes.

This Strategic Asset Management Plan provides that careful planning, identifying the maintenance needs of our current assets, assessing future demands and our responses to those demands, and considering our budget allocations.

I am greatly encouraged by the finding that our ten-year budget allocations are generally sufficient to maintain our existing assets at the current levels of service. Knowing that we are in a position to maintain current services, we can confidently plan for the future.



Strategic Asset Management Plan

2. Introduction

At Mount Barker District Council, we have a vision to be recognised as being highly liveable, prosperous and safe, built from a foundation of community spirit and energy, quality of lifestyle and unique heritage, environment and landscape¹.

We provide a wide range of services to our community, in urban and rural areas. To deliver these services and enable us to strive towards our vision, we own and manage many assets. These assets are in five classes: buildings, stormwater, transport, recreation and open space, and wastewater. The total replacement value of these assets is approximately \$500 million.

It is essential that we manage these assets responsibly, to maximise the value and services that we get from them. For this reason, we prepare ten-year asset management plans, following international best-practice², which assess the condition of our assets and determine the expenditure needed to operate, maintain, and renew or replace them. This also meets our obligations under the *Local Government Act 1999* to prepare infrastructure asset management plans.

Our asset management plans define the lifecycle costs of our assets, analyse risks associated with assets and their management, and establish funding strategies for providing the agreed services. Importantly, the plans identify any actions that can be taken to improve how we manage assets.

Our asset management plans also look ahead, analysing future demand and planning the new assets that will be required or those that we no longer need. This way we are confident that our current assets are well managed and that our budget is sufficient for their operations and maintenance, and that future budgets are also ready for the major changes that are occurring in our district.

This Strategic Asset Management Plan summarises the detailed asset management planning that has been undertaken for the five asset classes, and presents the overall investment plan for the next ten years.



¹ Mount Barker 2035 District Strategic Plan.

² International Infrastructure Management Manual (IIMM) 5th Edition

3. What do we own?

The following is a snapshot of the assets that we own so that we can provide services to the community.

Buildings and other structures

We have 301 buildings and structures on our books, which provide the community with spaces to meet, socialise, play sport or do business, and to conduct Council's business and provide other services.

Our buildings are diverse, and include 129 sports and recreation facilities, 46 parks and gardens buildings, 30 public conveniences, 26 council facilities, and 23 halls and institutes.

Stormwater

We have assets that provide stormwater drainage and flood mitigation services to the community. They include 142 km of stormwater pipes, 5,137 stormwater pits, 37 gross pollutant traps, 7.9 km of open drains, and 63 detention basins.



Transport

We have an extensive suite of assets that provide the community with safe and accessible transport. This includes 360 km of sealed roads, 456 km of unsealed roads, 159 km of footpaths, 320 km of kerb and channel, and 268 bridges, floodways and culverts.



Recreational and open space

We own a wide variety of assets that provide active and passive recreation and open space services to the community, including 126 playing fields (tennis / netball courts, cricket nets / pitches, ovals, etc), 35 playgrounds, 124 ha of parks and linear reserves, 166 ha of sports-related open space, and about 160 ha of natural area reserves. We also manage more than 20,000 street trees.

Strategic Asset Management Plan

Wastewater

Council operates four schemes that provide wastewater services and provides non-potable water services to Meadows township and other areas for irrigation and commercial business. Assets used to provide these services include three treatment facilities, nearly 10,000 connections, over 250 km of gravity mains and over 20 km of rising mains, 21 pump stations, the award-winning Laratinga Wetlands and several lagoons.



Strategic Asset Management Plan

4. How healthy are our assets?

To keep track of the health of our assets and effectively plan their management, we regularly assess their condition. Different techniques are used for the different types of assets—for example, sometimes a formal visual inspection is conducted, and sometimes it is simply based on the known age of the asset. We typically use a 1 to 5 condition rating:

- 1 Very good: only normal maintenance required
- 2 Good: planned to minor maintenance required
- 3 Fair: maintenance required to return to acceptable level of service
- 4 Poor: major maintenance required over next 3–5 years
- 5 Very poor: beyond maintenance and should be renewed or replaced in next 3 years

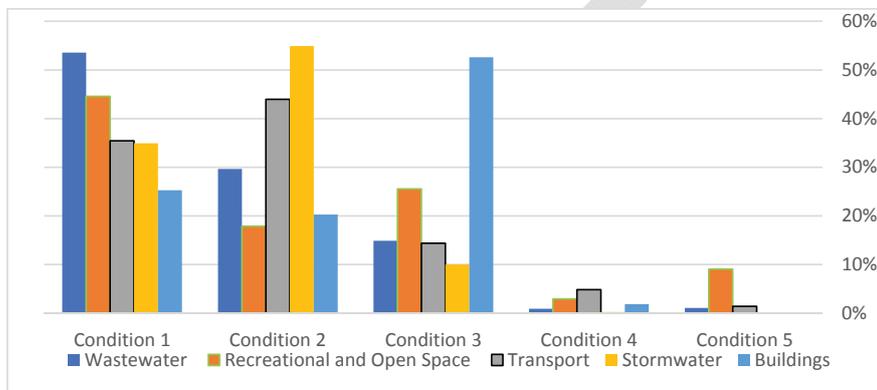


Figure 1: Chart showing the condition of all classes of asset

Buildings and other structures

98% of our building assets are in fair condition or better (Figure 1).

Stormwater

All of our stormwater assets are in fair condition or better (Figure 1). This is because they are long-lived assets and most were constructed in the 1960s and 1970s.

Transport

Transport assets are monitored every 4 years through a scheduled assessment program (Figure 1). More than 95% of our sealed roads, footpaths, bridges and culverts are in fair condition or better. However, the unsealed road assets are not performing as well: 43% are in poor or very poor condition.



Strategic Asset Management Plan

Recreation and open space

The breakdown of the condition of recreation and open space assets is presented according to the replacement value of the assets (Figure 1). 12% (by value) needs to be replaced or requires significant renewal; most of this (9% of the assets by value) is the Mount Barker Mountain pool, which is classified as in very poor condition.

Wastewater

98% of our wastewater assets are in fair condition or better based on age (Figure 1). Condition monitoring for these assets is not systematic; a ten-year pipe maintenance program for wastewater pipes will soon be undertaken, which will update, and make more comprehensive, the asset condition and performance data.



Valuations

Table 1 provides the replacement cost and the depreciated replacement cost for all assets in each asset class. The depreciated replacement cost is the current replacement cost less accumulated depreciation. This is represented differently in Figure 6, which shows how much of each asset class has been consumed/depreciated.

Asset Class	Replacement Cost \$,000	Depreciated Replacement Cost \$,000
Buildings	49,054	41,777
Recreation and Open space	19,856	12,970
Transport Assets	288,828	229,330
Stormwater	54,081	42,031
Wastewater	95,054	72,829
Total	506,873	398,936

Table 1: Replacement cost and depreciated replacement cost for all assets in each asset class as at 30/06/2017

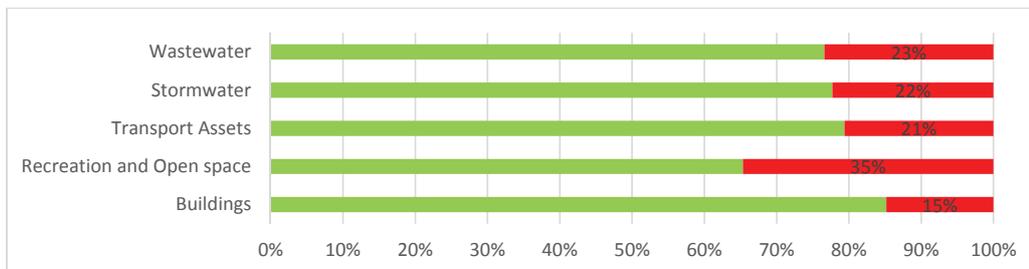


Figure 6: Chart showing what percentage of each asset category has already consumed/depreciated.

5. Levels of service: what do we provide and how are we performing?

We manage our assets to deliver services to our community. It is important that we establish expectations and performance measures around these services. We do this in two ways: customer levels of service and technical levels of service.

Council also undertakes detailed planning to identify the needs of vulnerable people in our community. We have recently completed an Age Friendly Community Plan and an Access and Inclusion Plan to better understand the needs of those in our community who are ageing or living with a disability and their carers.

These plans reference the World Health Organisation's criteria for Age Friendly Communities and the United Nations Convention on the rights of people with disabilities.

Customer levels of service seek to address the needs of these groups in our community, recognizing that improving access for people living with a disability also improves access for parents with young children and safety for all asset users.

Customer levels of service measure how the customer receives a service, and address quality (how good is the service?), function (is it the right service?), and capacity/use (do we need more or less of these assets?).

Technical levels of service are performance measures relating to how assets are managed to deliver customer services. They are linked to activities covering the operation, maintenance and renewal of assets, and to upgrading or acquiring new assets to deliver new services.

Technical levels of service are established using relevant technical specifications including the Disability Discrimination Act 1992 and the Building Code of Australia's Access Code. There are also a number of Australian Standards that apply to transport assets, recreation and open space and buildings.

Where are we going well?

- Our buildings are generally fit for purpose and well utilised with respect to up-keep and their original intent. However, there are deficiencies in functionality and serviceability around female specific facilities in sports grounds, DDA compliance.
- We have met our target for at least 80% of our footpaths, sealed roads, bridges and culverts to be in fair condition or better.
- We have met our target for at least 80% of our recreation assets to be in fair condition or better.
- We have also met our target for our wastewater system to have less than 15 failure events per 100 km of mains (5.18 in 2015/16).



Strategic Asset Management Plan

Where can we improve?

- Although we have a road safety record of less than one injury per year relating to road condition, we aim for this to be zero.
- We have not met our target for at least 80% of unsealed roads to be in fair condition or better.
- We did not meet our target for our non-potable water system to have less than 10 failure events per 100 km of mains (15 in 2015/16).
- Unsealed road condition is not performing well. We are currently revising the road hierarchy and establishing more detail around appropriate levels of service and intervention settings. Dust, ride quality and wash out issues are the primary cause for customer complaint. In this regard, we are looking at strategies around pavement stabilisation and durability of the running surface and drainage.
- There are deficiencies in functionality and serviceability in some buildings with respect to access for people living with a disability and in sports facilities for women participants. Council's Access and Inclusion Plan recommends 'a targeted audit of Council owned and operated buildings and facilities to assess their compliance with DDA standards'.
- Generally the condition of the stormwater systems in the district are good and indicative of an asset at its half-life however from time to time, a minority of drains have been found to be in worse condition than their age would suggest. Accordingly, we intend identifying the critical drainage systems and carrying out more detailed inspections of them.



6. Future demand: what are we planning for?

Because of our peaceful semi-rural environment, easy freeway access to Adelaide and relatively affordable housing, our district has seen significant population growth in recent years.

This growth is set to continue, with the district population expected to exceed 56,000 by 2036³, an increase of about 23,000 over 20 years. This will see the town of Mount Barker become the second biggest city in South Australia.

While Mount Barker’s growth has higher proportions of children under 14 and their parents aged 35-54, there are still significant proportions of people aged over 65 (15% in 2016) and people living with a disability requiring daily assistance (4.6% in 2016). Higher proportions of people will be living with a disability that limits their access to services and facilities. It is generally considered that 1 in 5 Australians are living with some form of disability. More than 11% of the Mount Barker population provide unpaid assistance to a person living with a disability, long-term illness and old age.



Table 2 provides some key statistics of this projected growth, and Figure 7 shows where much of it will occur.

Mount Barker District Council	Forecast year				
Summary	2016	2021	2026	2031	2036
Population	33,809	38,523	44,390	50,490	56,710
Change in population (5yrs)		4,714	5,867	6,101	6,220
Dwellings	13,723	15,754	18,217	20,765	23,337

Table 2: Key forecast population metrics for the Mount Barker District Council⁴

³ <https://forecast.id.com.au/mount-barker>

⁴ <https://forecast.id.com.au/mount-barker/Population-households-dwellings>

Strategic Asset Management Plan

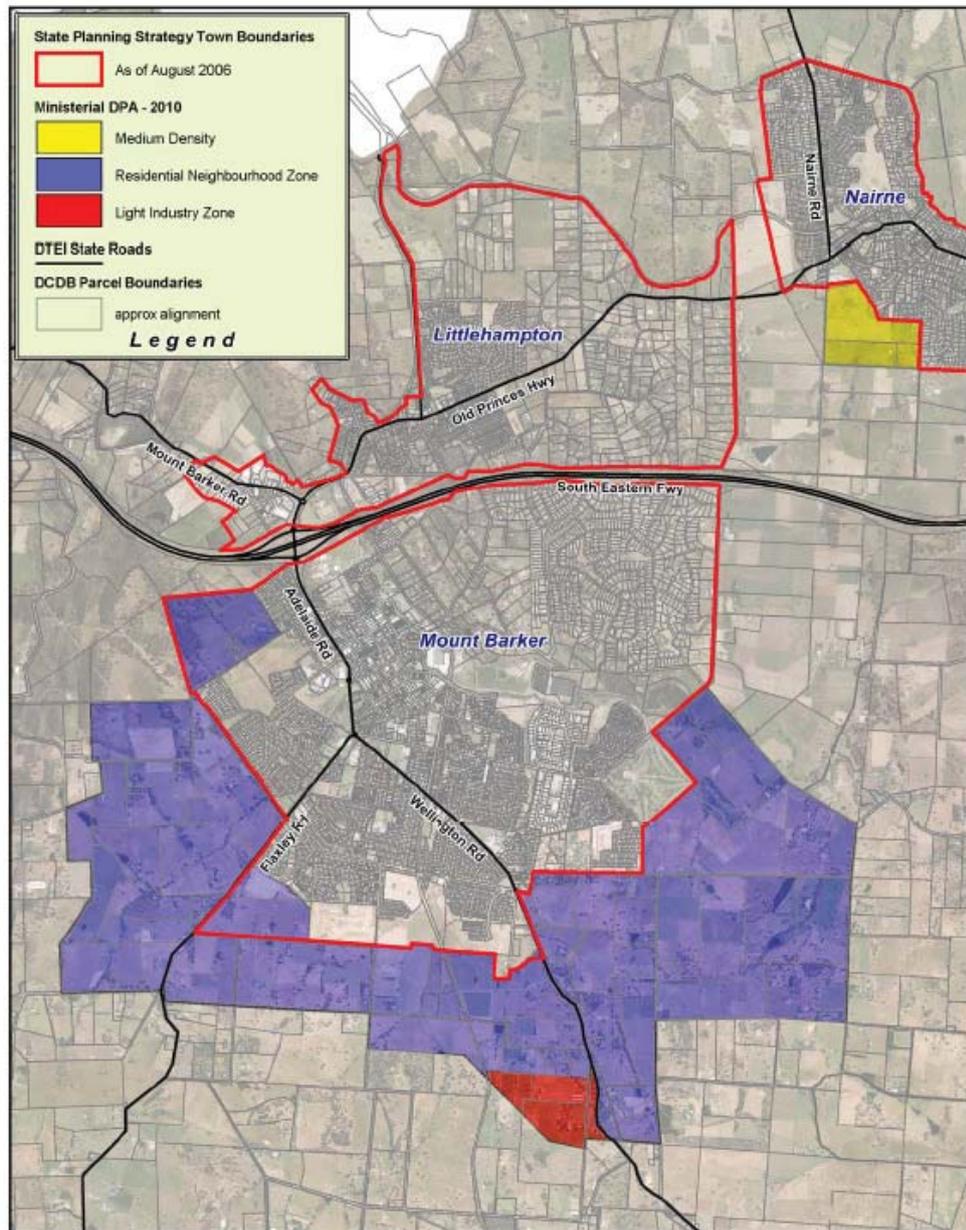


Figure 7: Mount Barker Ministerial Development Planning Approval (MDPA) Area location map

Clearly, these changes have significant implications for the demand for services and the assets required to deliver those services, which is why we are planning for it now.

Some of the major drivers of demand are:

- Population growth and expansion of townships will place strain on existing assets (buildings, stormwater, roads etc) and will require new assets.
- Increasing proportions of the population who are living with a disability and remaining in our community as they age will require improved access to built assets.

Strategic Asset Management Plan

- Community expectations will influence service delivery, especially with new residents expecting similar services to metropolitan Adelaide (stormwater, wastewater, all-season road access, etc).
- Most population growth will be in new developments, which will mean more gifted assets to Council, creating a new asset management burden.
- Higher density developments may lead to more impervious areas which may place demands on stormwater drainage infrastructure.
- There will be environmental impacts, such as more pollutants in run-off and removal of trees.
- There will be an increased volume of wastewater, and increased sewer load from converting Mount Barker Town Centre to sewer, and higher treated wastewater quality standards (from both customer demands and regulatory standards).

We are well prepared to manage these demands, through a combination of managing existing assets, upgrading existing assets, and planning for new assets. We will also put in place demand management other than asset management: solutions such as managing community expectations and influencing peoples' behaviour.



Some of the measures identified in our demand management planning are:

- Ensure that maintenance of existing Council buildings is up to date and seek to increase buildings' versatility during upgrades.
- Undertake flood mapping and stormwater management planning.
- Assess community expectations and management needs for the unsealed road network, especially with respect to condition, dust and winter access.
- Work with developers when planning new or upgraded assets, such as building facilities, footpaths and roads, and recreation and open space assets, to ensure that opportunities are maximised and appropriate infrastructure standards and development controls are met.
- Resource the new City Development team to work with developers during the planning phase.
- Develop infrastructure deeds with developers.

Strategic Asset Management Plan

- Upgrade Mount Barker Wastewater Treatment Plant to increase capacity and quality of treated water, and design and construct new major reticulation trunk mains.
- Upgrade Mount Barker Town Centre to sewer.
- There are a number of roads that will require upgrade/intervention to meet the demands placed upon the network by higher volumes attributable to population growth. The funding of these interventions is not catered for fully in our LTFP yet there are “user-pays” mechanisms to collect the necessary funds such as separate rates or Deeds of Agreement with the land developers.

DRAFT

7. Lifecycle management plan: what does it cost us?

In planning and allocating resources for managing our assets, we consider four categories of activities:

- **Operations:** regular activities to provide services such as public health, safety and amenity (e.g. cleaning, street sweeping, stormwater pit cleaning); these have no direct effect on asset condition.
- **Maintenance:** regular ongoing work to keep assets operating at required service levels, including repairs when portions of an asset fail (e.g. road patching, scheduled plant servicing).
- **Renewal/replacement:** major work to restore, rehabilitate, replace or renew an existing asset to its required service level; renewal does not increase an asset's design capacity.
- **Upgrades/new works:** works that create a new asset for providing services, or that improves an existing asset to have greater capacity to provide services. New and upgraded assets create a new requirement for operations and maintenance that must be planned and budgeted for, regardless of whether Council pays for the build or acquires it via some other means.

Figures 8 to 12 provide a chart for each of the five asset classes showing the estimated expenditure over the next ten years on operations, maintenance, renewal and upgrade/new. The charts also show the amounts that have been budgeted over the ten-year period in Council's Long Term Financial Plan.

Comparing the budgeted amount (solid line) with the anticipated expenditure (bars) in these charts informs discussions about the adequacy of funding and finding a balance between services, costs and risks to achieve the best value outcome.

KEY FINDING

Importantly, there is little divergence between the ten-year budgets and predicted expenditure needs for our current assets. This indicates that our ten-year budget allocations are sufficient to maintain our existing assets at appropriate levels of service.

Future reviews of this Plan will provide opportunities to consider finance strategies for upgrades and new assets and to respond to arising service needs from population growth.

Budgets will also need to be reviewed to accommodate the whole-of-life costs of new assets.

Strategic Asset Management Plan

Buildings and other structures

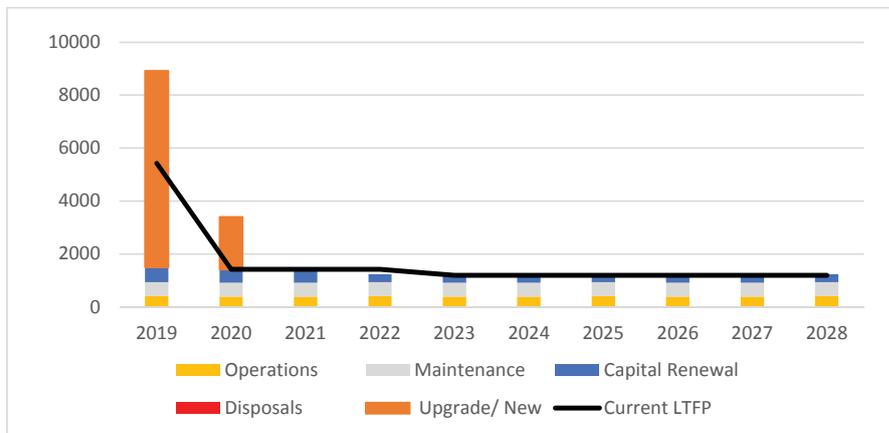


Figure 8: Estimated expenditure over the next ten years on management and upgrade/new works for building assets, and budgeted amounts in Long Term Financial Plan (LTFP)

There are sufficient funds budgeted to maintain the building assets at their current reasonable level of service. A large amount of expenditure is planned in 2019 and 2020, including a Environmental centre depot and a regional level sporting hub. These are not currently fully budgeted. Both projects will produce assets that have substantial maintenance and operational needs over their life time. There is currently no new capital planned beyond 2021, however this is likely to change in future revisions of this document.

Stormwater

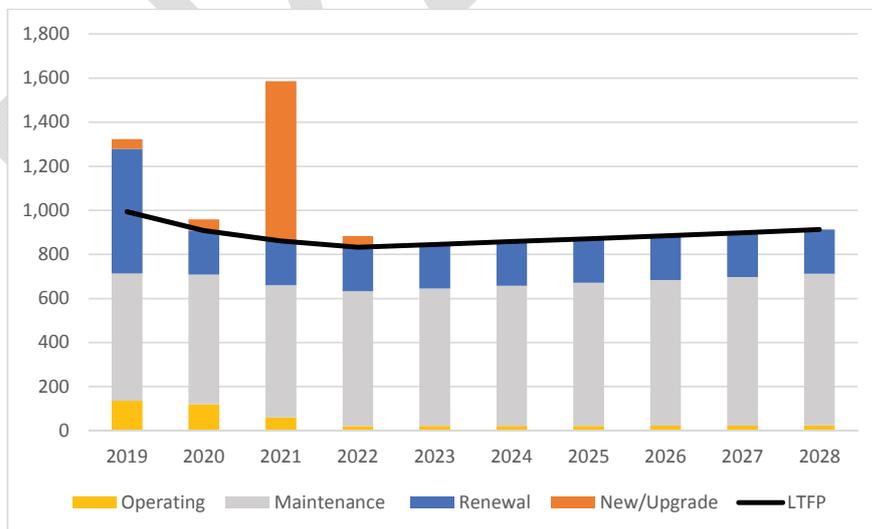


Figure 9: Estimated expenditure over the next ten years on management and upgrade/new works for stormwater assets, and budgeted amounts in Long Term Financial Plan (LTFP).

The spike in 2021 New/Upgrade is an outcome of the SMP and relates to flood mitigation works in Mount Barker

Strategic Asset Management Plan

Transport

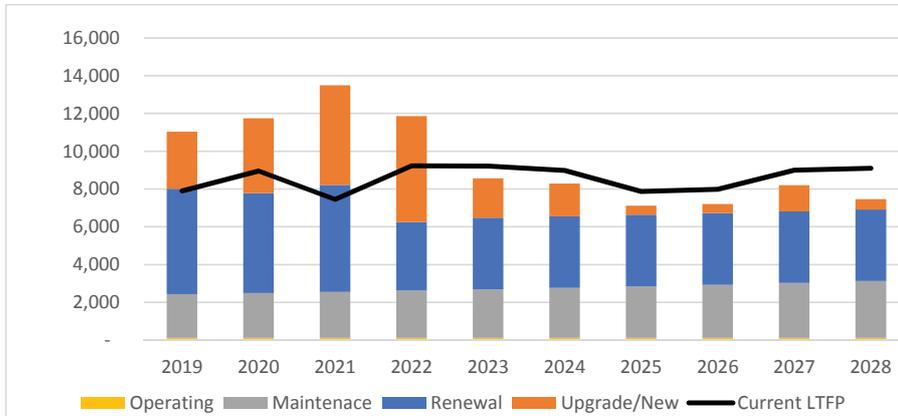


Figure 10: Estimated expenditure over the next ten years on management and upgrade/new works for transport assets, and budgeted amounts in Long Term Financial Plan (LTFFP)

The cost to maintain our current transport assets is sustainable over 5–10 years. Gifted assets will create additional operations and maintenance demands, which will be addressed in later versions of this plan. A review of the capital expenditure will be undertaken, to weigh up the costs and benefits of seeking increased allocation or rationalising the program to meet the budget.

Recreation and open space assets

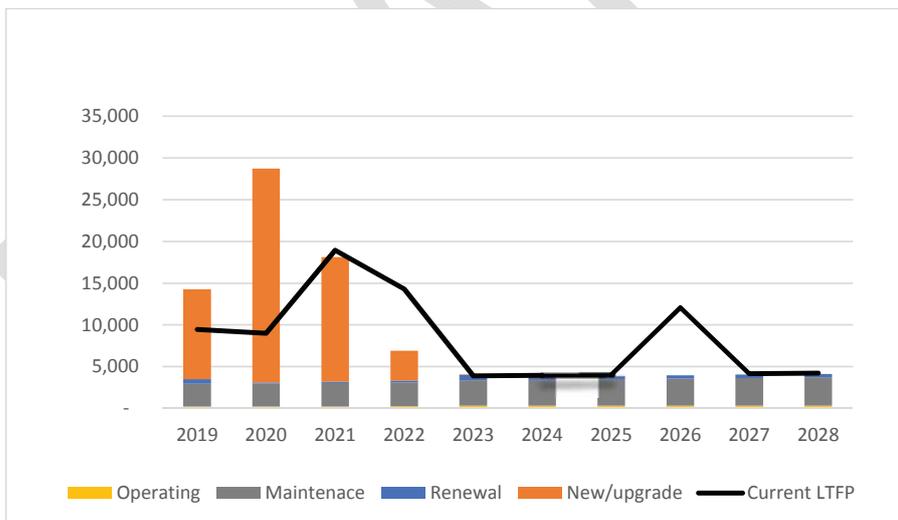


Figure 11: Estimated expenditure over the next ten years on management and upgrade/new works for recreational and open space assets, and budgeted amounts in Long Term Financial Plan

There are sufficient funds to maintain current assets at a reasonable level of service. A large amount of expenditure is planned between 2019 and 2022, including a regional aquatic/indoor facility and regional level sporting hub. Note that not all of this expenditure is budgeted, therefore a funding strategy will be developed.

Strategic Asset Management Plan

Wastewater

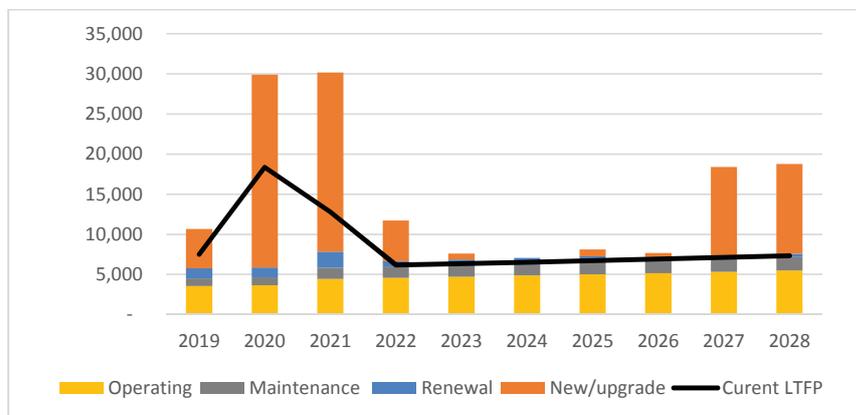


Figure 12: Estimated expenditure over the next ten years on management and upgrade/new works for wastewater assets, and budgeted amounts in Long Term Financial Plan

There are sufficient funds to maintain current wastewater assets at a reasonable level of service. Significant expenditure will be required to upgrade the Mount Barker Wastewater Treatment Plant; Figure 12 includes an eastern sector sewer trunk main and Nairne to Mount Barker sewer pipe and pump stations a funding strategy is being developed to accommodate these upgrade works.

Disposals

There are usually costs associated with disposing of assets when they reach their end of life and can no longer efficiently provide services. Major disposals proposed are:

- Field services depot
- Callington Oval clubroom
- Some components of the Mount Barker Wastewater Treatment Plant
- Pump stations that are redundant due to the new eastern sector trunk mains.
- Mountain pool

No significant disposals are proposed from the transport or stormwater asset classes.

8. Financial: how will we pay for these services?

This section contains the financial requirements resulting from all the information presented in the previous sections of this Plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

Our annual budget and Long Term Financial Plan determine how much funding will be provided to asset management. This Strategic Asset Management Plan, informed by detailed asset management plans for different asset classes, communicates how and when this budget allocation will be spent, along with the service and risk consequences of differing options.

We have several other options for funding asset management, and we will actively pursue these to seek optimal services and value for money for our ratepayers. Options include developer contributions and gifting, grants, separate rates, partnerships, or commercial approaches.

Funding and the sustainability of service delivery

We use two key indicators for assessing the sustainability of service delivery.

The **asset renewal funding ratio** is the most important indicator and measures the percentage of the funds required for the optimal renewal and replacement of assets that is available over the next 10 years under the Long Term Financial Plan. 100% means that the anticipated expenditure is fully budgeted.

The **medium term budgeted expenditure/projected expenditure** measures the percentage of the funds required for the projected operations, maintenance and capital renewal expenditures that is available over the next 10 years under the Long Term Financial Plan. 100% means that the anticipated expenditure is fully budgeted. This excludes upgrades and new assets.

These two indicators are provided for each asset class in Table 3.

Asset Class	Asset renewal funding ratio	Budgeted and projected expenditure ratio
Buildings	91%	100%
Recreation and Open space	65%	99%
Transport	93%	100%
Stormwater	23%	100%
Wastewater	65%	100%

Table 3: Asset renewal funding ratio and medium term budgeted expenditure/projected expenditure for the five asset classes

For some asset classes, the asset renewal ratio is well below 100%, generally indicating that there are ageing assets with increasing renewal demands. These will be addressed in the next version of this plan.

Stormwater condition is based on age with the majority been concrete with a useful life's of 100 years, the asset renewal ratio will increase over time. Recreational asset include a number of playing fields funded by grants and the sporting clubs. This expenditure is not included in the renewal expenditure.

9. Risks: what do we need to closely manage?

It is important that we identify risks associated with delivering services from infrastructure and respond where needed. These risks can be in many forms, including risks related to operating the assets, risks to Council business, and risks associated with the failure of important assets.

One recurring risk that we are attentive to is the risk that funding will be inadequate to operate and maintain assets to provide required services. The processes followed in this Plan are essential to ensuring that we manage this risk, and accordingly we are confident that our budgets are sufficient for operating and maintaining our current assets to agreed service levels.

Council's Risk Management Policy establishes a logical process for risk assessment that is based on international standards. Using this process, we identify credible risks, assess the likelihood of the risk event occurring and the consequences should the event occur, develop a risk rating, evaluate the risk, and develop a risk treatment plan for non-acceptable risks.

Critical risks

As part of the risk assessment, we identify critical risks that will result in significant loss, financial shock or a reduction in service. The critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings.

One critical risk has been identified:

- Proposed regional sports hub: affordability and the ability for Council to fund both the capital and ongoing operating costs. The risk will be addressed by a detailed funding strategy / business case assessment that includes funding options, long term financial planning and prudential review.

Although there have been no critical risks identified with our building, stormwater, transport or wastewater assets, there are inconsistencies in how rigorously this critical risk assessment has been done; we will improve our practices in this area to ensure that all critical risks are identified.

Critical assets

We also identify critical assets: those which have a high consequence of failure in terms of a significant loss or reduction of services. For each of these we identify their typical failure mode. We can then target our condition inspection programs and maintenance and capital expenditure plans at these critical areas.

Critical assets are:

- Field services depot
- Adelaide Hills Recreation Centre
- Library
- Local Government Centre
- Bushfire refuge areas.
- Gawler Street Bridge

A formal critical asset analysis has not yet been completed for our wastewater schemes; however, given the nature of the services provided, many components are deemed critical, including wastewater treatment plant pump stations, rising mains, connections, lagoons, switchboard and controller system.

10. Improvement Plan: how could we do better?

In every asset management plan, we include an improvement plan that identifies ways in which we will improve what we are doing.

The following improvement actions will apply across asset classes:

- Develop and implement improved condition assessment methodologies.
- Review levels of service in key areas, including surveys of community expectations and consultation with other stakeholders.
- Develop proactive maintenance programs and measure performance using Asset Maintenance Management System.
- Implement a mobile technology for works management, including maintenance inspections and defect recording.
- Review risk assessment and re-do for some asset classes if required, including a thorough assessment for critical risks.
- Additional specific improvement actions are:
 - Undertake a targeted audit of Council owned and operated buildings and facilities to assess their compliance with DDA Standards.
 - Develop a schedule of building and facility upgrades that meet or exceed DDA standards. Identify access and inclusion priorities and cost these for the next four years.
 - Adapt and use the Access Checklist for Public Spaces and Places for All when planning the design and delivery of new capital works projects, building and public realm upgrades and significant maintenance programs.
 - Develop a DDA (Disability Discrimination Act 1992) plan for buildings.
 - Develop conservation management plans for existing heritage stone buildings.
 - Commission a stormwater management plan for Hahndorf.
 - Prepare natural areas management plans and audit natural areas more systematically.
 - Continue to implement a tree audit to identify any public risks.
 - Upgrade reserves and review playing surfaces.
 - Integrate universal design and access guidelines into open space strategy.
 - Review and update design guidelines and standards to ensure access and inclusion outcomes for Main Street projects.
 - Develop a schedule of public realm upgrades and projects. Identify access and inclusion priorities and cost these for the next 4 years.
 - Initiate a review and upgrade schedule of playgrounds to increase access to children and families living with a disability.
 - Continue building linear trail network with universal guidelines in place.
 - Initiate a major projects review process that includes scrutiny from a Disability Access and Inclusion Panel (to be established by Council) during the planning phase.
 - Revalue some assets (including recreation and open space assets).
 - Update the operations and maintenance manual and corresponding schematics for wastewater assets.

Strategic Asset Management Plan

11. Investment plan: how much are we planning to spend?

Table 4 provides the ten-year projected expenditures across all asset classes.

These expenditure are broken down into the following classifications as defined below

Operations – the regular activities to provide services (e.g. sweeping streets, cleansing, inspections, etc.)

Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, footpath repairs),

Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. road resurfacing and pavement reconstruction.),

Upgrade/New – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, new footpath) or a new service that did not exist previously

Disposal - includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation

Financial Year	Operations \$,000	Maintenance \$,000	Renewal \$,000	Upgrade/ New \$,000	Disposals \$,000
2019	4,462	7,073	8,794	29,033	-
2020	4,535	7,222	8,393	60,827	-
2021	5,268	7,750	8,466	41,772	100
2022	5,384	7,925	4,957	14,291	20
2023	5,583	8,228	5,595	2,893	-
2024	5,728	8,422	5,365	1,815	-
2025	5,897	8,625	5,395	1,344	-
2026	6,031	8,838	5,095	984	-
2027	6,189	9,064	5,135	12,389	-
2028	6,373	9,301	5,095	11,731	-
Totals	55,450	82,447	77,470	161,898	120

Table 4: Projected expenditures (in 2017/18 real values) across all asset classes for the ten-year period 2019–2028.

12. References

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM.
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- Mount Barker District Council Biodiversity Strategy 2016, <https://www.mountbarker.sa.gov.au/biodiversity>.
- Mount Barker Landscape Standards and Guidelines for New Developers.
- Mount Barker 2035 District Strategic Plan, <https://www.mountbarker.sa.gov.au/strategicplan>.
- Mount Barker District Council, Annual Business Plan, <http://www.dcmtbarker.sa.gov.au>.
- Mount Barker District Council, Long Term Financial Plan, <http://www.dcmtbarker.sa.gov.au>.
- Mount Barker District Council, Access and Inclusion Plan (Draft 2018)
- Mount Barker Age Friendly Community Plan (2018)
- Risk Management Policy, <http://www.mountbarker.sa.gov.au>.
- Population data, <https://forecast.id.com.au/mount-barker>.
- Stormwater Master Plan, <http://www.mountbarker.sa.gov.au>.
- Trails Master Plan, <http://www.mountbarker.sa.gov.au>.
- Transport Management Master Plan, <http://www.mountbarker.sa.gov.au>.

12.7	REPORT TITLE:	COMMERCIAL POLICY
	DATE OF MEETING:	4 JUNE 2018
	FILE NUMBER:	FOL/18/539
	ATTACHMENTS:	1 DOC/18/52404 - Commercial Policy 2 DOC/18/53450 – DRAFT Commercial Strategy
	<u>Key Contact</u>	Greg Waller, General Manager Planning & Development:
	<u>Manager/Sponsor</u>	Andrew Stuart, CEO

Mount Barker 2035 – District Strategic Plan:

5. Governance and Leadership

GL: 4. Effective management and financial sustainability

GL4.3 Strive for efficiencies, collaboration and partnerships to reduce the cost of delivering services.

High priorities 2015-2019

Achieve financial sustainability whilst going through a prolonged period of high urban growth.

Purpose:

To adopt a policy that will create a culture across the organisation of business-like thinking, processes and decision making; to enhance financial sustainability and positive, value for money outcomes for our community.

Summary – Key Issues:

1. The report recommends the adoption of a Commercial Policy
2. Commercial is clearly defined as thinking and behaving in a business-like manner to achieve positive and sustainable financial, social and environmental outcomes for our community.
3. The policy should drive a commercial culture across the entire organisation.

Recommendation:

That Council:

1. Endorse the Commercial Policy (Attachment 1)
2. Note the draft Commercial Strategy (attachment 2) and authorise the Chief Executive Officer to finalise and implement the Strategy

Background:

1. The Mount Barker District is approaching an annual population growth rate of 3% making it one of the fastest growing in land regions in Australia. Mount Barker Township population growth rate is approaching 5% per annum which will make Mount Barker the second largest City in South Australia behind Adelaide.

2. Population growth comes with challenges of infrastructure, facilities and services. Whilst council strive for government grants and a system of user pays through separate rates, the long term financial plan illustrates significant capital expenditure over a relatively short period of time.
3. An increasing demand for services from existing and new residents places further financial demands on council.
4. Mount Barker is not unique. Whilst Mount Barker is driven by the pressure of population growth, local council's in the UK have experienced significant reductions in funding from Central Government resulting in income reducing by as much as 50%. Through necessity, local government in the UK has transformed itself by adopting a commercial, business-like culture ensuring every dollar spent provides value for money services.
5. The Mount Barker 2032- District Strategy Plan recognises the need for financial sustainability. Under Goal Area – Governance and Leadership the desired outcome includes the following sentence:

“It (council) manages finances effectively and efficiently and uses innovative solutions to achieve long term financial sustainability”

A high priority action is:

“Achieve financial sustainability, whilst going through a prolonged period of high urban growth”

Discussion:

6. It will be recommended that council adopt a Commercial Policy. It is important to note the definition of commercial in the context of the policy. In summary, commercial means, thinking and behaving in a business-like manner, reducing costs, stream lining processes, focusing on customers and ensuring value for money service and facilities.
7. In many respects, council already behave in a commercial, business-like manner. Examples of large scale services and facilities include:
 - Waste Water Services
 - Recycled water partnership with Hillgrove Resources for construction of the supply main
 - Partnership with St Francis de Sales School for indoor sporting facilities.
 - Partnership with Burke Urban for the purchase of playing fields at Bollen Road.
 - Strategic land purchases.
8. At an operational level staff are encouraged to apply creative and innovative thinking to process improvement and service delivery. Council have been recognised with many awards over recent years for its innovative and best-practice approach.
9. The proposed Commercial Policy will reinforce the expectation of council for the entire organisation to behave in a business-like manner. The Policy will help achieve a commercial culture across the entire organisation.
10. The Commercial Policy will need to be under pinned by a Strategy to deliver actions and projects designed to support the development of a commercial culture. Attached is a draft Commercial Strategy for information. The Policy requires the Chief Executive Officer to oversee the development and implementation of a Commercial Strategy

Community Engagement:

Informing only	Information is provided via this report which will be on councils website. If adopted, the Policy will be placed on the council website.
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Policy:

There is currently no policy on this issue

Budget:

Implementation of the proposed Policy will be managed within existing resources and budget.

Statutory/Legal:

Not applicable

Staff Resource Requirements:

The Policy and subsequent Commercial Strategy will be managed within existing staff.

Environmental:

No direct impact.
Greater transparency in reporting.

Social:

No direct impact.
Greater transparency in reporting

Risk Assessment:

Provided there is clarity and communication no risks are foreseen.

Asset Management:

No direct impact.
A Commercial culture will assist in ensuring assets deliver a community benefit.

Conclusion:

It is important for council to adopt a policy position on how the objectives in the Strategic Plan will be achieved. The proposed Commercial Policy will guide further development of a commercial, business-like culture across the organisation to deliver sustainable, value for money services and facilities for our community.

Previous Decisions By/Information Reports to Council - NIL

Meeting Date		HPRM Reference	DOC/
Title			
Purpose			

Attachment 1 to Item 12.7


MOUNT BARKER
DISTRICT COUNCIL

TITLE: DRAFT COMMERCIAL POLICY

REFERENCE NUMBER:	DOC/18/52404
RESPONSIBLE DEPARTMENT:	Deputy CEO & GM Governance
APPLICABLE LEGISLATION:	Local Government Act 1999
MOUNT BARKER 2035 – DISTRICT STRATEGIC PLAN:	GL 4.3 Strive for efficiencies, collaboration and partnerships to reduce the costs of delivering services. High Priorities 2015-2019: Achieve financial sustainability whilst going through a prolonged period of high urban growth
RELATED POLICIES:	<ul style="list-style-type: none"> • Long Term Finance Plan • Treasury Policy • Strategic Partnerships Policy • National Competition Policy
SUPPORTING PROCEDURES:	<ul style="list-style-type: none"> • Commercial Strategy (to be developed)
ENDORSED BY COUNCIL:	<<Insert Date>>
NEXT REVIEW DATE:	<Insert Date>>

1. POLICY STATEMENT

Our vision is for Mount Barker District Council to be recognised as an innovative and pro-active authority that continuously drives positive outcomes through the application of commercial thinking, processes and decision making in the best interests of the community.

We will adopt a commercial culture whilst retaining strong public, community and social values. We are willing to partner with others who share our ethos and values.

2. POLICY OBJECTIVES

The primary objectives of this Policy are:

- To further develop commercial and business thinking, processes and decision making across all levels of council.
- To embed commercial thinking and skills in all our activities and improve commercial relationships with external organisations.

- To enhance commercial leadership, awareness and capability so as to maximise value for money for our community and sustainable outcomes for future generations.
- To ensure that high standards of governance, reporting, transparency and risk management are in place and regularly reviewed.

3. DEFINITIONS

Commercial shall mean:

- Understanding, thinking and behaving in a business-like manner and being clear and transparent with social and environmental considerations included and given due weighting.
- Where council offers products or services it should market these for the economic benefit of council and the community. Where council have a commercial advantage, market and trade those services and goods for the economic benefit of council and the community
- Reducing costs, stream lining processes and considering innovative ways of generating income for council.
- Knowing and understanding the community expectations of transparency and sound risk management.

4. ROLES & RESPONSIBILITIES

Council:

- To be open minded, aware and understanding of commercial advice in the decision making process.
- To be clear and transparent regarding the commercial, social, environmental and community benefits in the decision making process.

Chief Executive Officer:

- To ensure that the council are provided with the most appropriate commercial advice in the decision making process.
- Inspire a commercial culture across the organisation.
- Oversee the development and implementation of a Commercial Strategy.

General Managers:

- Deliver those elements of a Commercial Strategy relevant to their department.
- Inspire a commercial culture across their department.

5. POLICY

Council acknowledge that many current services, processes and projects have a strong commercial focus designed to deliver cost effective outcomes for our community.

The increasing demand for services and facilities by our growing community necessitates the development and implementation of a commercial culture across the entire organisation.

A commercial culture will be achieved by:

1. Embedding commercial thinking and skills in all of our activities to achieve sustainable outcomes for our community.
2. Building strong partnerships and collaboration with community groups, government agencies, educational providers and private entities.
3. Updating systems, processes and governance to reflect a commercial culture and delivery of sustainable services and facilities to the community.
4. Enhancing commercial leadership, awareness and capability including the establishment of a commercial advisory group/board.
5. The development and implementation of a Commercial Strategy that will detail the actions and priorities to achieve the vision and objectives of this policy.

6. REVIEW

This Policy will be reviewed every four (4) years or earlier in the event of changes to legislation or related Policies and Procedures or if deemed necessary by the Deputy Chief Executive Officer.

7. ACCESS TO THE POLICY

The Policy is available for public inspection at the Customer Service Centre, at the Local Government Centre, 6 Dutton Road, Mount Barker, South Australia and on the Council's website www.mountbarker.sa.gov.au.

8. FURTHER INFORMATION

For further information on this Policy, please contact:

Title: Deputy Chief Executive Officer
Address: PO Box 54, Mount Barker
South Australia, SA, 5251
Telephone: 8391 7298
Email: bclancey@mountbarker.sa.gov.au

Attachment 2 to Item 12.7

Commercial Strategy 2018 Draft

Inspiring a commercial culture across the Council

May 2018



Draft 1: May 2018
For internal review

INTRODUCTION

The Mount Barker District is on the cusp of significant change. Population growth over the next 20 years will see the Town of Mount Barker expand into a small city, the second largest in South Australia behind Adelaide.

Population growth brings challenges and opportunities as the demand for services, infrastructure and facilities grows. Council have a proud history of innovation and collaboration, and in many situations, taking a commercial approach to decision making and the delivery of service in the best interests of the community.

To meet the challenges of the next 20 years, it will be necessary to develop a commercial culture across the entire organization to maximize the value for money to our community. Financial sustainability during a period of significant growth will be critical for future generations.

A Commercial Strategy, with objectives, strategic aims and priority actions will drive the continuous and evolving needs for a commercial culture across the entire organization.

COMMERCIAL VISION

Our vision is for Mount Barker District Council to become an innovative and entrepreneurial authority that continuously drives positive outcomes through the application of commercial thinking, processes and decision making in the best interests of the community.

Our staff will be involved in actively seeking out potential for reviewing services, and will have a reputation for being aware, willing and capable.

We will adopt a commercial culture whilst retaining strong public, community and social values. We are willing to partner with others who share our ethos and values.

Governance, management and performance of commercial enterprises, partnerships and contracts will continue to be robust to ensure that the council adheres to its statutory responsibilities and that public money continues to be appropriately used and accounted for.

MOUNT BARKER 2035 - DISTRICT STRATEGIC PLAN

The Mount Barker 2035 District Strategic Plan has 5 Goal areas each with Objectives and Strategies.

The Goal area of Governance and Leadership has the following Desired Outcome;

“The Council demonstrates innovation, strong governance and leadership and fully integrate community engagement practices. It manages finances effectively and efficiently and uses innovative solutions to achieve long-term financial sustainability”.

Council have adopted a “Commercial Policy” to further enforce its belief that a commercial cutluter will greatly assist in the achievement of the Desired Outcome.

COMMERCIAL STRATEGY - DEFINITIONS

Commercial means:

- Understanding, thinking and behaving in a business like way.
- Looking for services in a businesslike manner and be clear and transparent where social and environmental considerations are included.
- Where council have a commercial advantage, market and trade those services or goods for the economic benefit of council.
- Maximize the financial benefit of land, buildings and facilities owned by council in a businesslike manner.
- Reducing costs and streamlining processes.
- Considering innovative ways of generating income for council.

Business Unit means:

- A clearly defined group that provides a service or range of services to a variety of customers in an open and competitive market.
- Business units need clear objectives and purpose.
- Business units must have detailed financial plans and reporting to reflect the true costs of providing services in a competitive business environment.

Service Unit means:

- Work groups that are not Business Units, must be structured as Service Units.
- Service units provide services to both internal and external customers.
- Service units will have detailed annual business plans that define the services provided, the customers, financial planning reporting, future directions, improvement opportunities and key performance indicators.

OBJECTIVES AND PRINCIPLES

- Business thinking is front of mind in all decision making and service deliver.
- Staff are empowered to be innovative and creative in the planning for and delivery of services
- Business plans are developed and embraced in all service units of council.
- Systems and processes support the commercial and business approach to service delivery.
- Business units that provide a market competitive service are individually identified with detailed business plans including financial plans, marketing plans, risk management plans and detailed reporting requirements.
- Commercial expertise is developed and a Board with internal and external appointments be established to advice on the performance and planning of current Business Units and the creation of future commercial activities.
- Explore every opportunity to partner with community groups, government agencies, other councils, schools and private enterprise to provide services and other benefits to our community.
- Establish a pricing framework that reflects the true cost of services in a businesslike manner including return on investments, depreciation and market factors. Where pricing includes social or environmental factors, these will be clearly and transparently communicated.
- Develop a program of future capital works and service initiatives so as to be best placed to secure external grants and funding opportunities.
- Explore the potential to link Sponsorship opportunities between private enterprise and community outcomes.
- Promote the trading of market competitive services offered by business units to raise income for council.

STRATEGIC AIMS

Our Commercial Strategy is delivered through 4 Strategic Aims.

Each aim is supported by a list of actions that will be delivered over time. A comprehensive implementation plan, with specific actions, timeframes and Key performance indicators will be prepared within 6 months of the endorsement of the Strategy.

STRATEGIC AIM

1) Embed Commercial Thinking

We want to embed commercial thinking and skills in all our activities to create and improve commercial relationships with external organisations.

Improvement will help us develop a better understanding of market drivers, keep on top of best practice and achieve maximum value for money. Supplier relationship management will bring together procurement and contract management, allowing for more strategic discussions and relationship development with third party organisations.

We will achieve this by.....

- Communicating clearly and effectively with external organisations. Including publishing our opportunities and forward plans.
- Being open to suggestions for improvement, innovation and development from third parties.
- Adopting a strategic approach to procurement.
- Develop a pipeline of strategic projects that can secure external funding.
- Establish an approach for encouraging and approving external funding bids.

STRATEGIC AIM

2) Building strong partnerships and collaboration.

In the broader context, council have a long history of partnership, primarily with community groups, in the delivery of services to the community. Understanding the goals and ambitions of community groups, government agencies, education providers and private entities will enable council to partner and collaborate where shared goals exist.

Avoiding duplication and driving efficiencies is a commercial goal strived for in most organizations.

We will achieve this by.....

- Identifying and understanding all organisations within the region that provide services to the community.
- Prepare a framework for the identification, discussion, negotiation and documentation of partnership opportunities.
- Develop shared forward work plans with partners to identify and minimize areas of duplication and opportunities to work together.
- To promote the strategic plans and detailed action plans of council widely to increase awareness and potential partnership and collaboration opportunities.
- Prepare a program of activities, developments or services that may be attractive to private sponsorship. Actively promote and manage a sponsorship program.

STRATEGIC AIM

3) Update systems, processes and governance.

Commercial systems and processes are inconsistent across council and reflect both the historic culture of local government as a monopoly provider of essential services and the evolving commercial culture and business thinking.

The commercial strategy aims to introduce a business thinking culture across the entire organization.

We will achieve this by.....

- Clearly identifying service units across the organization with each unit preparing and delivering services based on an annual business plan
- Annual business plans will clearly identify services delivered, customers, service standards, business improvement opportunities, pricing, risk management plans and financial plans.
- Business Units will be identified as service units that operate in an open commercial market environment selling their services to both council and the general public.
- Develop a framework for the structure, management, operation and reporting for Business Units that reflects their special needs operating in a competitive environment.
- Strengthen corporate systems and processes to support the council's commercial activities, including referrals to and input from the Commercial Board.

STRATEGIC AIM

4) Enhancing commercial leadership, awareness and capability

Commercial thinking, processes and decision making is not new to council or the staff. Many of the commercial objectives are being actively pursued whilst others are addressed in a more opportunistic manner wherever an opportunity arises.

To embed a commercial culture across the entire organization will require a substantial and ongoing effort and commitment.

We will achieve this by.....

- Developing a communication and engagement plan to involve all staff and elected members in the council's commercial approach.
- Establish a skills development program for staff and elected members to build the organisations capability and outcomes.
- Strengthen corporate systems and processes to support council's commercial activities.
- Establish a Commercial team within the organization that supports the implementation of the commercial strategy across council.
- Establish a commercial advisory group/ board comprising staff and external experts to provide high level strategic and commercial advice on current Business Units and future commercial projects.

PRIORITY ACTIONS

A. Business Units

Council have a number of work groups and service areas that operate in a competitive business environment.

As a priority, these functions should be identified, structured as a Business Unit and work through a process including:

- Identifying the Purpose and Objectives
- Preparing annual identifying services, customers, financial plans, risks, market opportunities and environment/social benefits.

1) Water Business Unit

- Significant existing business
- Customer base growing
- Increased competition

2) Land Asset Management (non Community Land)

- Significant investment / holdings
- Need clarity around purpose
- Hold / sell / develop assessment

3) Cemeteries Business Unit

- Currently seen as a social obligation
- Significant risks and liabilities
- Multimillion dollar industry
- Enormous income potential

B. Service Units

Many council services and functions would benefit from a commercial focus and business like thinking. All work groups or service areas should be redefined as Service Units and prepare and work to annual business plans.

Annual Business Plans require a clear definition of the services provided, who are the customer, the true costs of those services and what are the opportunities for improvement. Business Plans also address risks, statutory requirements, resource plans and future threats and opportunities.

4) Formalise Service Units

- Implement business planning at the service unit level.
- Integrate with a corporate training program.
- Primary driver of a commercial culture across the entire organization.

C. Corporate Culture / Governance

A commercial culture does not just happen by asking staff to think 'business like'. An engagement strategy explaining 'what' and most importantly 'why' needs to be developed followed by a skills development program empowering staff with the 'how'. A corporate change program 'Inspiring a commercial culture across the council' needs effort, persistence, leadership and resources.

A key element of the strategy is the formation of a 'Commercial Board' to provide high level commercial expertise and experience particularly for the operation and direction of the Business Units.

5) Develop a corporate engagement and skills development plan

- Be very clear as to the 'what' and 'why' and commit to and invest in the staff skills and development.

- 6) Establish a 'Commercial Board' to provide the necessary skills and experience to guide the operations, development and growth of Business Units.
 - The Board should have both internal and external appointments.
 - The Board terms of reference should include reporting to the CEO through to the council.

- 7) Review councils project management and procurement practices to ensure maximum benefit is derived from business thinking

D. Partnerships

The growth of the Mount Barker community over the next 25 years will see a comparable increase in demand for facilities and services. Sporting facilities, both indoor and outdoor, community centres, libraries and meeting spaces will all be in demand.

Council have a long history of working in Partnership with community groups, government agencies, adjoining councils and education providers in the delivery of shared facilities and services to the community.

As the demand for facilities and services grow we need to have clear plans and processes for when we will seek out partnerships. We need to be clear in our goals and expectations and open and transparent in our communication with potential partners.

- 8) Develop a Partnership Strategy identifying priority facilities and services that will actively seek potential partners. The Partnership Strategy should identify an agreed process and documentation for negotiating partnerships for shared facilities and services.

12.8	REPORT TITLE:	PROPOSAL FOR REVOCATION OF COMMUNITY LAND CLASSIFICATION, SPRINGS RD, MT BARKER
	DATE OF MEETING:	4 JUNE 2018
	FILE NUMBER:	DOC/18/53000
	ATTACHMENTS:	1. DOC/18/53640 – PROPOSAL TO MINISTER FOR REVOCATION OF THE CLASSIFICATION AS COMMUNITY LAND, SPRINGS RD, MT BARKER
	<u>Key Contact</u>	Matt Willox, Rates and Property Officer
	<u>Manager/Sponsor</u>	Neville Gay, Manager, Rates Property & Records

Mount Barker 2035 – District Strategic Plan:

UE 2.5 Apply a strategic, planned and consistent approach to the provision, development and maintenance of roads

Annual Business Plan 2017/2018:

3.1 Capital Projects & Initiatives - Springs Road Upgrade (Daddow Rd to Bald Hills Rd)

Purpose:

To seek approval to commence a Community Land Classification Revocation Process for land along Springs Rd, Mt Barker.

Summary – Key Issues:

1. It is proposed that a Community Land Classification revocation process be commenced for subject land as detailed in Annexure 1 along Springs Rd.
2. Revocation of the Community Use Classification would allow use of the subject land for road widening and road shoulder improvements.
3. Subject land would be declared road reserve as part of road widening.

Recommendation:

That Council:

1. Authorises community consultation regarding the proposed revocation of the Community Land Classification of subject land along Springs Road, Mt Barker, within the whole of land being:
 - ALT 1011 in DP 70262 CT Vol 5959 Fol 430
2. Authorises community consultation regarding the proposed revocation of the Community Land Classification of subject land along Springs Road, Mt Barker, being a portion of land within open space reserve:
 - LOT 261 SEC 4479 in DP 45055 CT Vol 5334 Fol 293

3. Approves the Revocation Proposal shown as Attachment 1 for use in the community consultation process.
 4. Notes that following the recommended community consultation process, a further agenda item will be presented at a Council meeting to enable consideration of the feedback received and whether or not to proceed further with the revocation process.
-

Background:

1. At the informal briefing held 26 February 2018 Council was provided a presentation regarding an overview of the design for the Springs Road Upgrade, between Dutton Road and Bald Hills Road.
2. There are currently parcels of land that exist between residential property and the current road reserve of Springs Rd which act as narrow buffer strips to prevent existing property owners accessing Springs Rd from the rear of their properties.
3. Revocation of community land classification of subject land is necessary to enable the road widening and road shoulder improvements as part of the Springs Road upgrade and will be declared road reserve as part of the road widening process.
4. The land parcel ALT 1011 DP 70262 CT Vol 5959 Fol 430 is currently open grassed areas including some native vegetation acting as a narrow buffer strip of approximately 2 metre wide between existing residential properties and the Springs Rd road reserve. (See Annexure 1)
5. The land parcel Lot 261 DP 45055 CT 5334/293 mostly forms the open space reserve known as Reuben Pope Reserve. This property also includes a buffer strip of under 2m wide between existing residential properties and the Springs Rd road reserve. Council only wishes to revoke the existing buffer strip and also a narrow buffer strip of similar width along the bottom of Reuben Pope Reserve. (See Annexure 1)
6. The remaining majority balance of Lot 261 DP 45055 CT 5334/293 open space reserve land would remain as Community Council Classification land. (See Annexure 1)
7. A new buffer strip of a much narrower width between existing residential properties and the road reserve will be established if revocation is approved.
8. Springs Road is one of the major corridors that leads to the Regional Sports Hub and upgrades to Springs Road will improve safety and allow for any increases in traffic.
9. A draft Revocation Proposal for the Minister is included as Attachment 1 and will be used for the Community Consultation process if approved.

10. Plans and other property information are included in the Revocation Proposal.

Discussion:

11. Council will undertake community consultation regarding the revocation proposal in line with the Community Consultation Policy.
12. Community Consultation will be for 28 days and take the form of Public Notice in the local paper, website and by writing to adjoining land owners of the Subject Land.
13. A further report summarising feedback will be prepared and attached to an agenda item with a recommendation to Council. All those who make a submission will receive a letter advising of Council's decision.
14. If the revocation is supported by Council a proposal will be forwarded to the Minister seeking final approval for revocation of Community Land Classification of the subject land.

Community Engagement:

Consultation comments:

Decision to be made	Authorise community consultation regarding the Revocation of Community Land Classifications of the buffer strips along Springs Rd, Mount Barker.
Key factors to be considered in decision (dot points)	Community and environmental benefits and impacts.
Area of community influence	Key areas for community input: Comment on the proposal prior to a Council decision on whether to request the Minister's approval to revoke Community Land Classification for the Subject Land.
Method of consultation, informing community & cost	Notice in local paper, website, signs on land and by writing to adjoining land owners of the Subject Land.
Feedback to stakeholders/Council	Report summarising feedback will be prepared and attached to an agenda item with a recommendation to Council. All those who make a submission will receive a letter advising of Council's decision.
Timeframe for consultation	28 days commencing from the publication of a notice in the local paper.
Community input (post consultation only)	
Recommendations (post consultation only)	

Policy:

Council's Community Consultation policy.

Budget:

The estimated cost of undertaking Community Consultation is \$500.

Statutory/Legal:

The Subject Land is classified as Community Land pursuant to the *Local Government Act 1999*.

The proposed Revocation of Community Land Classification will be undertaken in accordance with Section 194 of the *Local Government Act 1999*. The key stages of the revocation process include:

- Community consultation
- Assessment of the consultation outcomes
- Further report to Council on the consultation outcomes
- Subject to the consultation outcomes Council recommendation to the Minister to proceed with a Revocation
- Decision by the Minister on whether to support the proposed Revocation
- Resolution by Council to revoke if the Minister has supported.

Staff Resource Requirements:

The consultation will be undertaken with existing staff resources.

Environmental:

Native vegetation and regulated significant trees are being addressed by the wider Springs Rd upgrade project.

Social

It is not anticipated that there will be any negative impact on the community because:

- There is a substantial amount of open space in the adjoining area
- The Subject Land is not actively used by the community and is not needed to provide a link or access to other open space
- The Subject Land is a narrow buffer strip which would be replaced with a new buffer strip.
- Subject Land will be used to provide road widening and shoulder improvements to Springs Rd.

Risk Assessment:

There is a low risk that a significant number of people will not support this proposal.

Asset Management:

Renewed road asset, road safety improvements and catering for future traffic needs would be achieved.

Conclusion:

It is proposed that a Community Land Classification Revocation Process be commenced for the land with the intention with the intention of road widening along Springs Rd if the Revocation is approved.

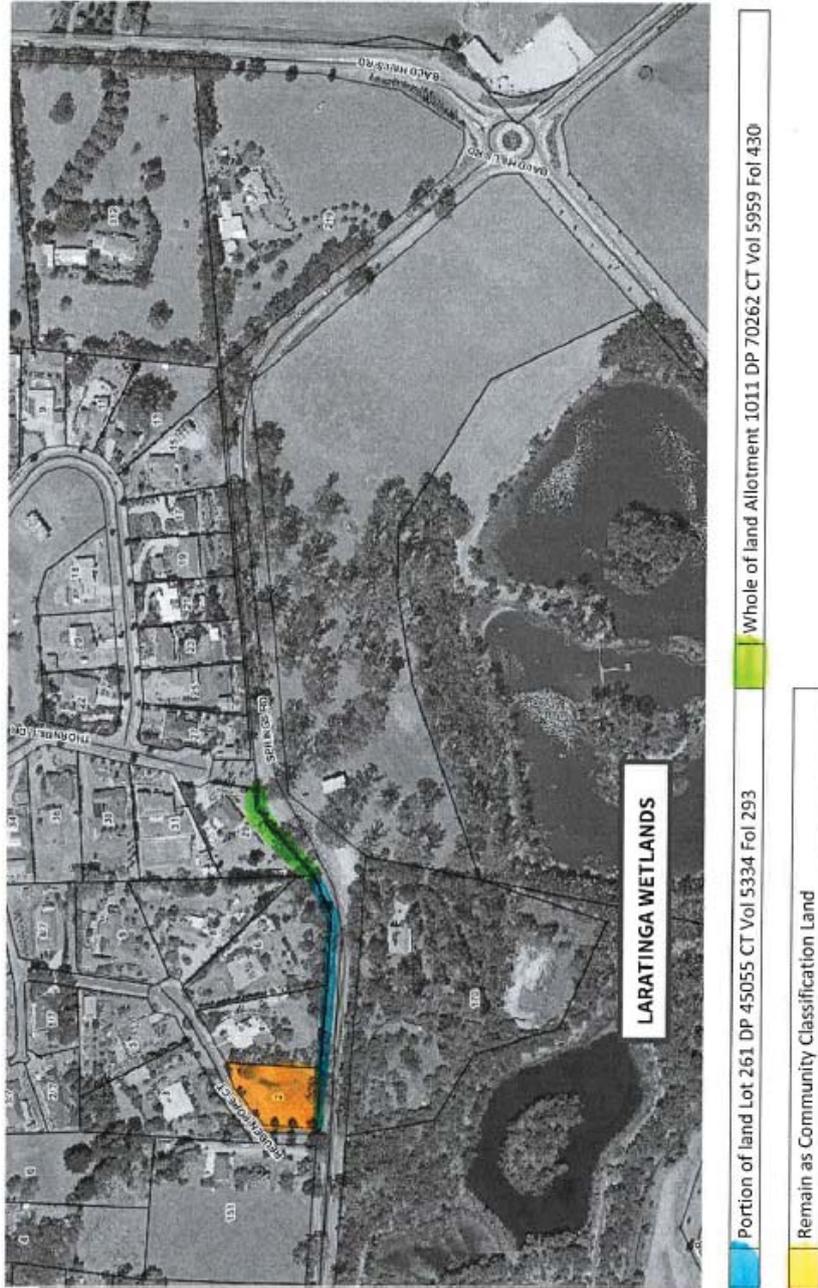
Previous Decisions By Council - NIL

Meeting Date		HPRM Reference	DOC/
Title			
Purpose			

ANNEXURE 1 - LOCATION PLAN & AERIAL PLAN



ANNEXURE 1 - LOCATION PLAN & AERIAL PLAN



Attachment 1 to Item 12.8



MOUNT BARKER
DISTRICT COUNCIL

{Draft for Council Consideration 4/6/18}

Proposal to Revoke the Classification as Community Land Springs Road, Mount Barker.

Portions of land in:

Lot 261 Section 4479 in Deposited Plan 45055, Certificate of Title Volume 5334 Folio 293

Whole of land:

Allotment 1011 in Deposited Plan 70262, Certificate of Title Volume 5959 Folio 430

all in the area of Mount Barker, Hundred of Maccesfield

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For Community Consultation

1. BACKGROUND

The subject land (see Annexure 1 – Location Plan) forming the revocation of the Classification of Community Land process include:

Portions of land within:

Lot 261 Section 4479 in Deposited Plan 45055, Certificate of Title Vol 5334 Fol 293

Whole of land consisting:

Allotment 1011 in Deposited Plan 70262, Certificate of Title Vol 5959 Fol 430

all in the area of Mount Barker, Hundred of Maccesfield

Revocation of community land classification of subject land is necessary to enable the road widening and road shoulder improvements as part of the Springs Road upgrade and will be declared road reserve as part of the road widening process.

The land parcel ALT 1011 DP 70262 CT Vol 5959 Fol 430 is currently open grassed areas including some native vegetation acting as a narrow buffer strip of approximately 2 metre wide between existing residential properties and the Springs Rd road reserve.

The land parcel Lot 261 DP 45055 CT 5334/293 mostly forms the open space reserve known as Reuben Pope Reserve. This property also includes a buffer strip of under 2m wide between existing residential properties and the Springs Rd road reserve. Council only wishes to revoke the existing buffer strip and also a narrow buffer strip of similar width along the bottom of Reuben Pope Reserve.

The remaining majority balance of Lot 261 DP 45055 CT 5334/293 open space reserve land would remain as Community Council Classification land.

All subject land is zoned as Rural Living Zone.

2. REASONS FOR THE PROPOSAL

The subject land is required to undertake road widening as part of the Springs Rd upgrade to enable road safety improvements and so that the catering for future traffic needs can be achieved.

3. OWNERSHIP OF THE LAND

Council is the registered proprietor of the lands. Copies of the Certificate of Titles are shown in Annexure 3.

4. DEDICATION, RESERVATION OR TRUST ON THE LAND

There are no dedications, reservations or trusts registered on the land.

5. IMPACT ON THE COMMUNITY

It is not anticipated that there will be any negative impact on the community and some positive impacts because:

- There is a substantial amount of open space in the adjoining area
- The Subject Land is not actively used by the community and is not needed to provide a link or access to other open space
- The Subject Land is a narrow buffer strip which would be replaced with a new buffer strip.
- Subject Land will be used to provide road widening and shoulder improvements to Springs Rd.

6. COMMUNITY CONSULTATION

Pursuant to Section 194(2) of the *Local Government Act 1999* and Council's Community Consultation Policy, consultation will be undertaken with the community on the proposal. Consultation will include Public Notices in The Courier, Local Government Centre and Council's website as well as letters to property owners adjoining the subject land.

Community consultation will be undertaken for a period of 28 days. Following the consultation Council will consider the matter and any submissions received.

Council's Community Consultation policy is available on the website www.mountbarker.sa.gov.au

7. COUNCIL MEETING

Authority to undertake this community consultation was provided at the Council meeting held on 4 June 2018. Further information of a contextual nature is available within that agenda item. This is available via the Council's website or on request.

8. FURTHER INFORMATION

For further information please visit Council's website or contact Matt Willox, direct phone 8393 6462 or via email mwillox@mountbarker.sa.gov.au

ANNEXURE 1 – LOCATION PLAN



ANNEXURE 2 – AERIAL OF SITE



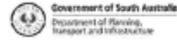
Portion of land Lot 261 DP 45055 CT Vol 5334 Fol 293

Whole of land Allotment 1011 DP 70262 CT Vol 5959 Fol 430

Remain as Community Classification Land



ANNEXURE 3 - CERTIFICATE OF TITLE VOL 5959 FOL 430



Product
Date/Time
Customer Reference
Order ID
Cost

18/05/2018 04:19PM
DH - Springs Rd
20180518010787
\$10.00

Certificate of Title

Title Reference CT 5959/430
Status CURRENT
Easement NO
Owner Number 90013488
Address for Notices PO BOX 54 MOUNT BARKER SA 5251
Area 142M² (CALCULATED)

Estate Type

FEE SIMPLE (RESERVE)

Registered Proprietor

MOUNT BARKER DISTRICT COUNCIL
OF PO BOX 54 MOUNT BARKER SA 5251

Description of Land

ALLOTMENT (RESERVE) 1011 DEPOSITED PLAN 70262
IN THE AREA NAMED MOUNT BARKER
HUNDRED OF MACCLESFIELD
BEING A RESERVE

Last Sale Details

There are no sales details recorded for this property

Constraints

Encumbrances

NIL

Stoppers

NIL

Valuation Numbers

Valuation Number	Status	Property Location Address
581943570*	CURRENT	Lot 1009 MONTEITH COURT, MOUNT BARKER, SA 5251

Notations

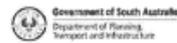
Dealings Affecting Title

NIL

Notations on Plan

NIL

Land Services Page 1 of 2
Copyright Privacy Disclaimer: www.sa.gov.au/home/show/PrivacyStatement www.sa.gov.au/home/show/Disclaimer



Product
Date/Time
Customer Reference
Order ID
Cost

Title Details
18/05/2018 04:19PM
DH - Springs Rd
20180518010787
\$10.00

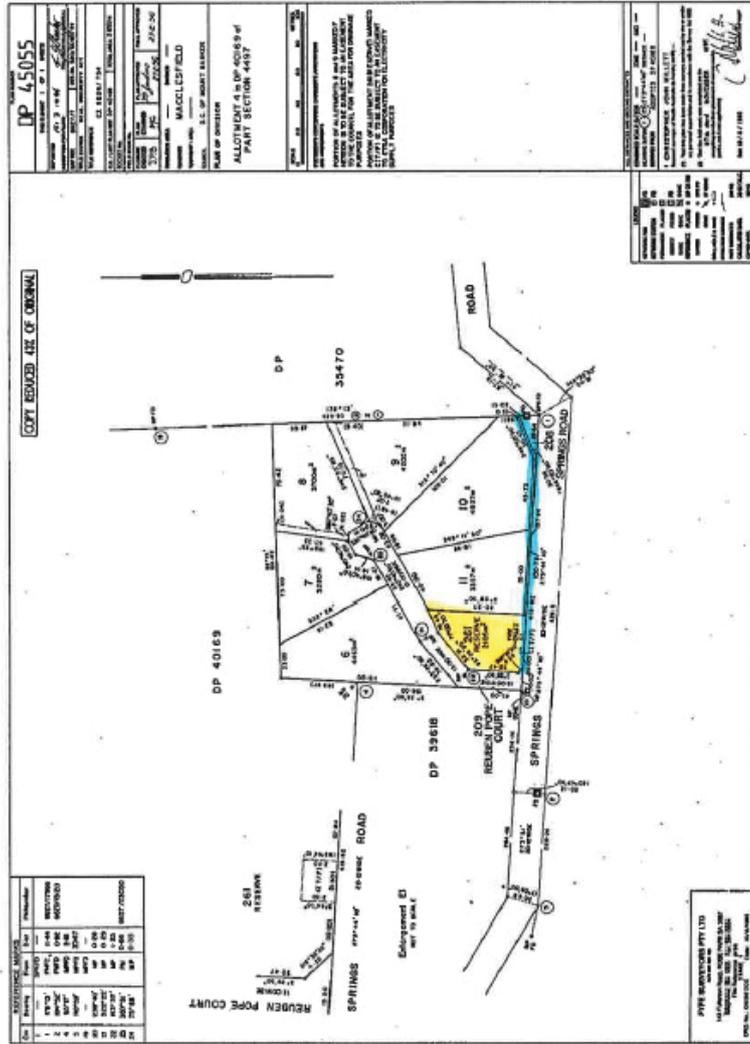
Registrar-General's Notes

NIL

Administrative Interests

NIL

ANNEXURE 4 – DEPOSITED PLAN 45055



For

on

ANNEXURE 6 – COMMUNITY LAND REGISTER



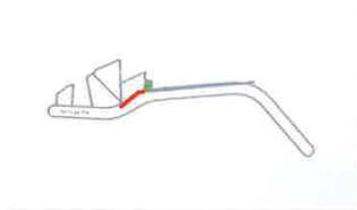
**Mount Barker District Council
Community Land Register**

Facility Name: Thornbill Drive Reserve

Undeveloped Land - Monteith Court

Asset Number: 8198

Property Area: 142.1sq m



Legal Title: ALT: 1011 DP: 70262 CT: 5959/430

Land Parcel Ref: 24424

Owner: Mount Barker District Council

Property Address: Springs Road MOUNT BARKER



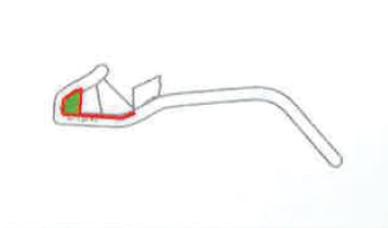
**Mount Barker District Council
Community Land Register**

Facility Name: Reuben Pope Court Reserve

Undeveloped Reserve - 2 Reuben Pope

Asset Number: 8301

Property Area: 2104sq m



Legal Title: LOT: 261 SEC: 4479 DP: 45055 CT: 5334/293

Land Parcel Ref: 13339

Owner: Mount Barker District Council

Property Address: 2 Reuben Pope Court MOUNT BARKER

12.9	REPORT TITLE:	PROPOSED DONATION OF SURPLUS SHED TO OPERATION FLINDERS
	DATE OF MEETING:	4 JUNE 2018
	FILE NUMBER:	DOC/18/53896
	ATTACHMENTS:	1. Location Plan DOC/16/124279 2. Photograph of Shed Doc/18/54807 3. Letter from the Operation Flinders Foundation DOC/18/48866
	<u>Key Contact</u>	David Morton, Strategic Projects Manager
	<u>Manager/Sponsor</u>	Andrew Stuart, Chief Executive Officer

Mount Barker 2035 – District Strategic Plan:

UE 1.3 Apply a strategic, planned and consistent approach to the provision, development and maintenance of public open space.

Purpose:

To seek Council approval to donate a surplus shed to Operation Flinders.

Summary – Key Issues:

1. The acquisition of land adjoining the Laratinga Wetlands will soon be finalised.
2. It was intended to sell the shed on the land being acquired if a buyer could be found or if not have it demolished.
3. Operation Flinders has made a request to remove the shed at its own cost.

Recommendation:

That Council:

Approve the donation of the surplus shed on the land being acquired and shown in Attachment 3 to the Operation Flinders Foundation when the transfer of the title has been finalised and give the Chief Executive Officer authority to complete any required arrangements.

Background:

1. The acquisition of land adjoining the Laratinga Wetlands will soon be finalised (see attachment 1 for location plan). The purchase was approved by Council on 3 April 2017 and was subject to a Boundary adjustment and development approval which has now been approved.
2. Settlement will occur shortly when Land Titles Office documentation has been finalised.
3. It was originally intended to sell the shed (see photograph in attachment 2) located on the land being acquired if a buyer could be found or if not have it demolished.

4. The Operation Flinders Foundation has made a request to remove the shed at its own cost (see Attachment 3). Council has provided financial support to Operation Flinders including the current financial year.

Discussion:

1. The Disposal of Council Land and Other Assets Policy allows asset disposal by “donation to community groups, charities, welfare or not for profit organisations.”
2. The value of the shed if a buyer could be found could be up to a few thousand dollars. If the shed is sold or donated Council will save the cost of removing the structure (budget allocation \$5,000 for both the structure and concrete pad).
3. If Council agrees to the donation request, the shed will be used as covering for a new medical treatment centre at Yankaninna station.
4. Council will need to agree a mutually acceptable timeframe for the shed removal if approved.

Community Engagement:

Informing only	Via the Council Report which is available on Council's Website.
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Policy:

Disposal of Council Land and Other Assets Policy

Budget:

The cost of removal of the shed structure has been included in Council's 17/18 Capital budget and will provide a minor saving if not required. No revenue from sale of the structure was assumed in the budget.

Statutory/Legal:

Not applicable.

Staff Resource Requirements:

Not applicable.

Environmental:

The land being acquired will be planted with native vegetation.

Social:

The proposed donation, if approved, will support a well-regarded community service foundation.

Risk Assessment:

If the donation is approved Operation Flinders will need to provide Council with evidence of appropriate insurances.

Asset Management:

The proposal will result in the disposal of a surplus Council asset.

Conclusion:

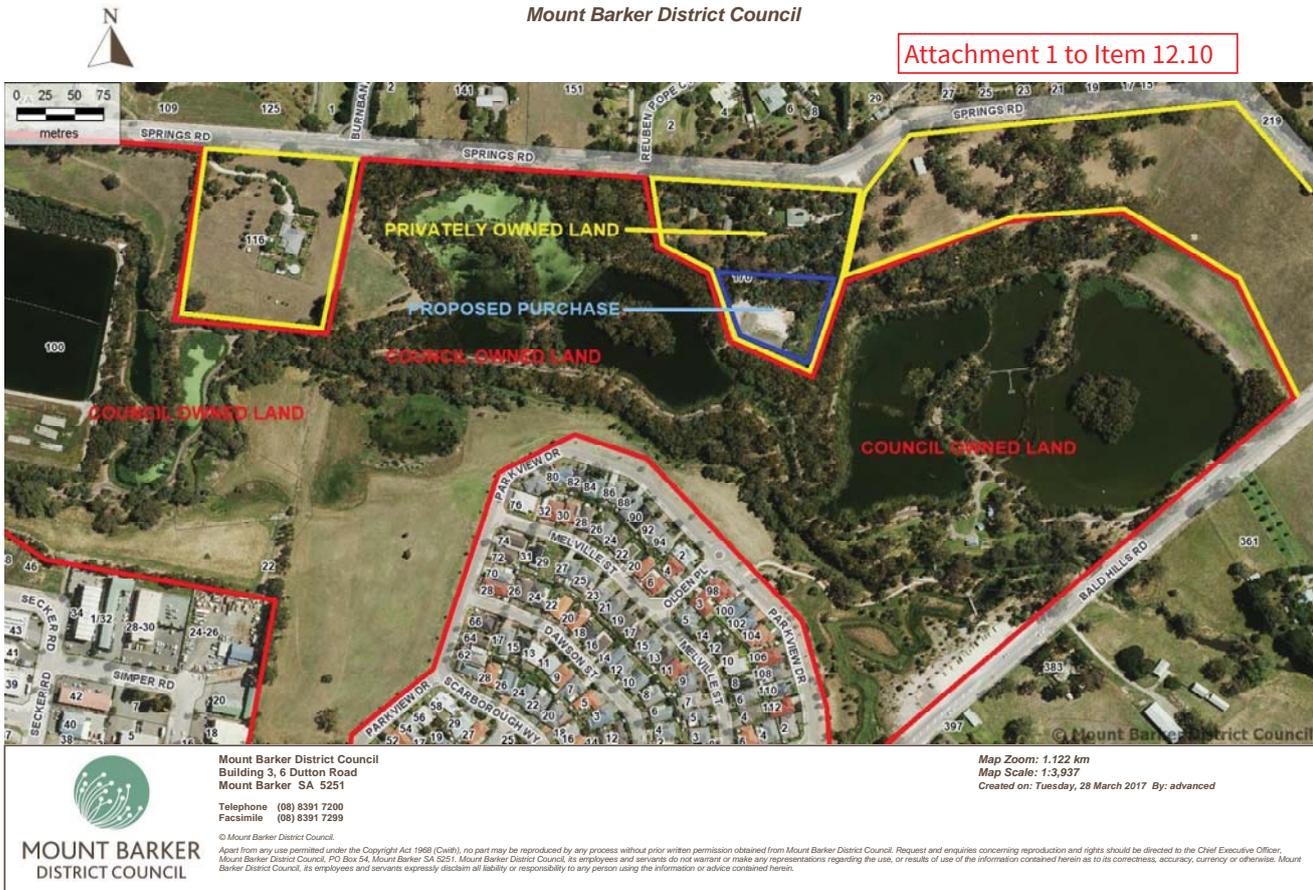
The proposed donation, if approved, will support a well-regarded community service foundation.

Previous Decisions By/Information Reports to Council

Meeting Date	3 APRIL 2017	HPRM Reference	DOC/17/25089
Title	Laratinga Wetlands Reserve Management Plan		
Purpose	To purchase 6,200m ² of land adjoining the Laratinga Wetlands as part of the objectives Laratinga Reserve Management Plan.		

Mount Barker District Council

Attachment 1 to Item 12.10



Attachment 2 to Item 12.10





Attachment 3 to Item 12.10

Mt. Barker DC	
File No:	F04/16/33A1
- 8 MAY 2018	
Doc:
Asses:
Parcel No:
Prop No:
SCANNED	

30 April 2018

Mr. Andrew Stuart
 Chief Executive Officer
 Mount Barker District Council
 PO Box 54
 Mount Barker SA 5251

Dear Andrew,

Can I firstly acknowledge and sincerely thank the Mount Barker District Council for the outstanding support you have given to the Operation Flinders Foundation over many years, which ultimately has enabled dozens of young people from your area to be able to derive the benefits from their participation in our program.

I do write to you to request Council give consideration to donating the colourbond shed on the old wetlands/nursery site to Operation Flinders, which I understand is now surplus to requirements. There would be no cost to Council for the removal of the shed.

If Council agrees to this request, the shed would be used as covering for our new medical treatment centre at Yankaninna station. The provision of a medical centre at our base at Yankannina station comes highly recommended from our Exercise Commanders and the SA Ambulance staff who are on site during each exercise, as it will provide a safe medical facility to treat any of our young participants or adult staff should it be required.

Thank you once again to the Mount Barker District Council for your ongoing support in our aim of providing the opportunity for every young person to be the best they can possibly be.

I look forward to Council's thoughts on the above request.

Kind regards,

John van Ruth
 Chief Executive Officer
 Operation Flinders Foundation

Cc: Mayor Anne Ferguson

12.10	REPORT TITLE:	WARD DONATIONS
	DATE OF MEETING:	4 JUNE 2018
	FILE NUMBER:	DOC/17/57321
	ATTACHMENTS:	NIL

Mount Barker 2035 – District Strategic Plan:

Governance and Leadership

Purpose

To allocate ward donation funds to individuals or organisations.

Summary – Key Issues

1. Council has allocated an amount for 2017/18 of \$15,268 which equates to \$1,388 for each Council Member to allocate to individuals and/or groups at the Council Members' discretion. This is known as a Ward Allowance.
2. At each Council Meeting, Council Members may nominate individuals or groups to which a donation from their Ward Allowance will be made.

Recommendation

That Council will make the following donations, given that each Member nominating the donation has given careful consideration to whether there is a conflict of interest:

Council Member	Amount	Group/ Individual	Purpose
Councillor Buchmann	\$80.00	Kyle Barnes	Representation at Australian Secondary Schools Ruby League Championships in Brisbane 8-10 June 2018

Background

1. Council receives many requests for assistance from individuals, community members and community groups. Requests may be received by Council Members via telephone, letter or via email, or direct to Council.
2. Council has allocated an amount for 2017/18 of \$15,268 which equates to \$1,388 for each Council Member to allocate to individuals and groups at the Council Members' discretion. This is known as a Ward Allowance.
3. This Ward Donation practice has been in place for over 16 years.
4. The Representation Review process (completed in September 2013) ensures equal representation (Council Member per elector) in each Ward. No change was made to the number of Councillors in each Ward. This process ensures the amount of Ward Allowance available to the community is equal between each of the Wards.
5. At the end of each financial year, a report of the expenditure of Ward Allowances will be reported to Council.

Ward Donation Procedures

6. Members receive a print-out indicating how much is still to be spent.
7. Individual members of the community or community groups may require small financial assistance for projects/initiatives of community interest and benefit from Council.
8. These requests should be made directly to the Mayor and/ or Council Members for their consideration / assessment.
9. Any requests received directly by Council will be acknowledged by the Executive Assistant to the Chief Executive Officer and Mayor, and advised that any such requests received will be provided to all Council Members who may choose to contribute some funds from their annual Ward Allowance.
10. When determining donations, Council Members should consider the community interest / benefit to be received and enjoyed by the community at large as a result of that donation.
11. As per section S73-75A of the Local Government Act 1999 Council Members should also consider and assess any material, actual or perceived conflict of interest as a result of making a particular donation or voting on the donations.

12. At each Council Meeting, Council Members may nominate members of the community or community groups to receive a donation from their Ward Allowance. These donations are reflected in the Council meeting minutes, available on Council’s website www.mountbarker.sa.gov.au
13. Council Members are encouraged to advise the Executive Assistant to the Chief Executive Officer and Mayor as soon as possible of any requests for ward donations received in advance of Council meetings in order for such requests to be included in the Council meeting agenda. The form can be found on the extranet under Forms.
14. When making a donation in the Council Meeting, the Elected Member should:
 - a. Declare who the donation is to be made to, the amount and the purpose of the donation; and
 - b. Complete and submit a Ward Donation Form to the Minute Secretary (Sue Miller).

Community Engagement

Informing only	Notification by way of Council minutes. Recipients will be notified of any donation.
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Policy

There are currently no Council Policies in relation to Ward Donations.

Budget

The budget allocation for Ward Donations is \$15,268 which equates to \$1,388 recommended expenditure by each Council Member. Any unallocated ward allowance balance is not carried over to the next financial year.

Statutory/Legal

There are no statutory/legal implications or requirements in relation to Ward Donations.

Section 73-75A of the Local Government Act 1999:

However, Elected Members should be mindful of material, actual or perceived conflict of interest that may arise as a result of making a ward donation.

Staff Resource Requirements

This is incorporated into the existing responsibilities of the finance staff.

Environmental

There are no environmental implications arising from this report or its recommendations.

Social

Ward donations enable individual members of the community and community groups to request small donations to assist with their endeavours.

Risk Assessment:

It is the responsibility of each Council Member to assess the risks association with the ward donations.

Asset Management:

There are no asset management implications arising from this report or its recommendations.

Conclusion

Council Members have the opportunity to make ward donations.

Key Contact

Sue Miller, Executive Assistant to Chief Executive Officer & Mayor

Manager or Sponsor of Project

Andrew Stuart, Chief Executive Officer

13. INFORMATION REPORTS**Recommendation**

That the following information reports be noted en bloc.

13.1 REPORT TITLE: HAHNDORF TRAFFIC AND PARKING STRATEGY**DATE OF MEETING: 4 JUNE 2018****FILE NUMBER: FOL/17/2123****ATTACHMENTS: 1 DOC/18/46902, HAHNDORF TRAFFIC AND CAR PARKING STRATEGY****Key Contact** Madeleine Dobbin, Senior Strategic Planner, Planning Policy and Strategy**Manager/Sponsor** Greg Waller, General Manager, Planning and Development**Purpose:**

To provide the Elected Members with a summary of the analysis and recommendations from the Hahndorf Traffic and Car Parking Strategy report, prepared by MRCagney.

Summary – Key Issues:

1. MRCagney are an industry leading transport consultancy and have been engaged to prepare a Hahndorf Traffic and Car Parking Strategy for the Main Street.
2. The report provides an analysis of key issues / opportunities along the Main Street.
3. The report concludes with 6 recommendations for Council to consider. The 6 recommendations are described in the discussion of this report.

Background:

1. Council endorsed the Hahndorf Township Plan on 5 March 2018.
2. Action 8 of the plan was for Council, as a priority, to begin investigations to develop strategies to alleviate car parking supply and demand issues in the Main Street.
3. Subsequently, MRCagney was engaged by Council to undertake a strategic transport plan for Hahndorf Main Street.
4. Steven Burgess, Principle MRCagney, spent time observing and analysing transport and parking conditions in Hahndorf and ran a workshop for Elected Members and the Hahndorf Business and Traders Association in February 2018.
5. A report was prepared by MRCagney and is now attached for Elected Members information.

Discussion:

6. The MRCagney report provides discussion on their analysis of the Main Street. To summarise their findings:
 - a. Hahndorf is a great town;

- b. Given Hahndorf's close proximity to Adelaide and lack of public transport, people will choose the easiest option which is to drive.
 - c. Locals drive short distances and want to park close to their destination which causes increases in traffic.
 - d. The lack of paid parking suggests there is an oversupply of parking, stating '*...the best way to tell if a town is oversupplied with parking - price. If parking is really expensive, there is probably an undersupply... In the case of Hahndorf there is so much parking available that it has virtually no value. This suggests there is an oversupply and it is too easy and cheap to park...*'
 - e. Although, trucks along the Main Street create a visual and audible intrusion there aren't a lot.
7. MRCagney made a number of other additional points in their report including:
- f. Walking is key to successful villages with pedestrian facilities in Hahndorf being tired, but serviceable.
 - g. Hahndorf would make an excellent trial route for a driverless bus and Council should let it be known it is keen to be a participant.
 - h. Council should develop a new street form for a more contemporary Main Street, including 3.0m (3.3m between Pine and Balhannah) through lanes, removal of some isolated parking spaces to introduce more seating, street trees further out into the pavement where there is currently car parking, and minimum 4m footpaths.
 - i. Encourage people to park once and walk the town centre, which can be achieved by encouraging people to park at the extremities of the town. MRCagney warn against encouraging large volumes of parking in the middle of the town as it will attract more traffic and sites in the middle have higher and better uses.
 - j. There is limited room for on-road bike riding infrastructure, the key is to reduce the speed environment to 30km/hr.
8. At the conclusion of the report, MRCagney make 6 recommendations:
- k. Hahndorf should get a 'Place Score', or similar place measurement assessment. Note, 'Place Score' is a web based application which can capture what communities care about and how they rate shared spaces.
 - l. Prepare a brief, in conjunction with the Department of Planning, Transport and Infrastructure (DPTI), to examine the long-term form of the Main Street.
 - m. A quick brand refresh to help rejuvenate the confidence of the town.
 - n. Commence investigations into a smart paid parking solution and commence site identification for paid off-street parking stations at the entrances to town.
 - o. Trial treatments to ensure all parties are on-board before any real money gets spent.
 - p. Consider facilitating the relocation of the CFS.
9. In relation to the recommendations made by MRCagney, Council staff will explore a strategy based around a hierarchy of intervention to manage car parking (e.g. review/reinforce existing time limits, maximise existing car parking provision, explore the idea of paid parking in consultation with community members, investigate land identification should more car parking be required once all other options have been exhausted). No additional funding is required by Council to undertake this work.

10. Council staff will continue to work with all stakeholders including DPTI, residents and community groups as investigations progress.
11. Council staff will provide information updates/recommendations to Elected Members as investigations progress – Council can expect a update report within the next 3 months.

Conclusion:

MRCagney Traffic Consultants have prepared a Hahndorf Traffic and Car Parking strategy for the Main Street.

The report contains 6 recommendations for Council to consider. In relation to the recommendations made by MRCagney, Council staff will explore a strategy based around a hierarchy of intervention (e.g. review/reinforce existing time limits, maximise existing car parking provision, explore the idea of paid parking in consultation with community members, investigate land identification should more car parking be required once all other options have been exhausted).

Council staff will continue to engage will all stakeholders and will provide information updates/recommendations to the Elected Members as necessary and as investigations progress.

Previous Decisions By/Information Reports to Council

Meeting Date	5 March 2018	HPRM Reference	DOC/18/3957
Title	Hahndorf Township Plan		
Purpose	To present the analysis/amendments following consultation on the draft Hahndorf Township Plan and to endorse the Hahndorf Township Plan.		

Attachment 1 to Item 13.1

HAHNDORF TRAFFIC AND PARKING STUDY



- Final Report -

Prepared by MRCagney Pty Ltd
for Mt Barker District Council

2 May 2018



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INTRODUCTION

MRCagney were commissioned by the Mt Barker District Council to assess and provide recommendation on perceived traffic and parking issues in the iconic tourist village of Hahndorf.

Typical of regional towns and villages, most people who come to the village centre in Hahndorf do so by car, and this leads to some parking competition in the key locations in the main street. Additionally, there are also some perceptions that traffic congestion is problematic at peak times.

Council accepted our proposal to work within the village for an intense 3-day period to absorb all the relevant on-the-ground information, talk with the community and local traders, and develop a clear direction for Council.

What we did

MRCagney spent an intense three-day period in Hahndorf to analyse and assess parking and traffic behaviour and develop some strategies for Council. The initial task was to meet with Council officers to obtain any additional background information and have a walk around the town identifying location specific issues. Notwithstanding that we are reasonably familiar with Hahndorf, we spent the initial part of the study period making observations of transport behaviour and movement and parking patterns. That evening MRCagney presented to Councillors, senior staff and some selected stakeholders on parking and traffic in regional towns and how the study would be approached.



Figure: Excellent existing footpath environment in town

The next day included a focussed workshop on transport and parking strategies with key stakeholders and key traders. Issues covered in the workshops included:

1. Movement and Place:
 - The mechanics of sustaining centres and how we measure movement vs how we measure place value
 - The concept of travel time savings not being a benefit for streets
 - The concept of measuring 'place' and how we should do it.
2. Place Shaping and how it influences economic sustainability.
3. The consequences of poor place shaping:
 - Excessive road space
 - Big infrastructure costs
 - Poor community health
 - Parking demand.
4. The truth about parking - how parking influences economics, health, place value.
5. Parking requirements in planning regulations - minimum and maximum car parking rates.
6. Off street supply - how when and where do we build off street supply.
7. How much is enough - data we need and the data we have in order to assess what the right amount of parking is.
8. How to move forward - what to do when we leave the workshop to start to move from where we are to where we want to be.

Given there has already been extensive work done on isolating the movement, place and parking issues and perceptions in Hahndorf, the workshop was able to focus on definite outcomes that the town should be expecting and working towards.

The last day was focussed on summarising workshop outcomes and observations to create a draft report which was presented to officers. The presentation was made available to Council to provide comment on. We also held an informal session with some key business leaders from both Hahndorf and Mt Barker to be clear about the direction we would be suggesting to Council.

We have used this methodology with varying levels of intensity for different budgets for some extremely successful and award-winning town centre revitalisation projects including at Mooloolaba and Gladstone (QLD); Horsham and Cowes (VIC); Strathalbyn (SA); and Byron Bay, Mullumbimby and Bangalow (NSW).

The key to the strategy being a success is how well it integrates with the relevant land use development and public realm development in the future. Its long-term value also depends on how well Council as a whole are invested in the strategy and are prepared to carry out the challenging long-term tasks as well as the short-term low-hanging fruit.

ANALYSIS

After reviewing the previous work done on the town centre, spending many hours actually in the town centre (particularly the main street), and talking to many community members, traders, Council staff and Councillors, MRCagney have identified the following issues.

1. Making good towns better is harder than fixing broken towns:

Hahndorf is a great town, but no town is perfect. The methodology for making improvements however must be very cognisant of what is really working well. "Throwing the baby out with the bathwater" is a real risk. Additionally, there is often not that much 'low hanging fruit' to exploit for immediate benefit, as the easy stuff has been done. We are mostly now looking at marginal improvement, however there are still affordable things we can do to put Hahndorf on the continual improvement path.

2. Hahndorf is close to Adelaide:

There are good and bad sides to this, but one of the main issues is that the town is an easy car trip from Adelaide with no real competitive public transport offer, particularly for local Adelaide people. Because the car trip is so easy and convenient, people obviously use it and will therefore be looking for a parking space. This is not a deal breaker, just a phenomenon to be aware of.

3. Locals drive short distances, want to park close to their destination and 'bunny hop' park:

This is not a Hahndorf thing, it's a regional town thing. Because there is generally ample parking and road space, people will naturally just want to park as close to their destination as possible. This is a little bit of a problem though as it increases traffic, which we don't want, and it decreases pedestrian traffic. It's a lose-lose.



Figure: Don't throw the baby out with the bathwater - only marginal improvement is needed

4. Parking is free:

This is the best way to tell if a town is oversupplied with parking - price. If parking is really expensive, then there is probably an undersupply. In the case of Hahndorf, and most other regional towns, there is so much parking available that it has virtually no value. This suggests there is an oversupply and it is too easy and too cheap to park; hence people will park wherever and as often as they want. The consequence of this is 'bunny hop' behaviour where people park more than once in one trip to the centre. As a result, they will spend less time activating the streets, less time walking and less time spending. This oversupply is a key issue that doesn't need to be urgently addressed, but must be considered over time and certainly can't be made worse.

5. Trucks:

There aren't a lot of trucks in town but there are some, and in an environment like the Hahndorf main street, some seem like a lot. They are a visual and audible intrusion on to what should be a people street.



Figure: Parking oversupply

COMMUNITY

There has been plenty of community engagement on specific issues in Hahndorf, however one of the issues discussed with all the stakeholders was, city (or district) wide, what do people care about? Is walking more important than driving, is parking more important than seating, are trees more important than traffic lanes? It is considered that the Council does need a platform to make these district-wide decisions. With the right data, the investment decisions in the centres are much easier and give Council confidence it is investing in things that make long-term improvements and are not accidentally reacting to a short-term irritation.

DEVELOPMENT ENVIRONMENT

Regional towns are interesting development environments and can develop patterns over time that aren't necessarily healthy for the town centre. All towns, big or small, benefit from having more activity closer to the middle, be it commercial, retail or residential. There is a perception that there is no market for more diverse housing in smaller towns, but this is incorrect. There is also a perception that development in 'heritage' towns is difficult, which doesn't have to be correct. Attracting more and more diverse development within the walkable catchment of the Hahndorf town centre is a crucial element for long term prosperity.



THE BRAND

Hahndorf has a strong brand. This is important and more related to traffic and parking than one might first think. A strong brand and a strong mix of main street retail together with a pleasant walking environment induces walking. People will park a longer distance away from places that are worth the walk.

If people are insisting on parking right in front of a destination, it implies it is not worth walking a short distance to and they didn't intend on spending any time there. In these cases, the overall value proposition of the town needs to be revitalised.



HAHNDORF
Old. New. Endless.

TRAFFIC AND PARKING

Having established what happens in the town, developing a traffic and parking strategy is relatively easy. It is already a thriving town, people know it is difficult to get a park on busy days, so they park on the edge. Some locals are even walking the main street. Where the business case supports it, additional parking may be consolidated on either entrance to the town. This will mean that sites in the centre of town can be used to diversify the residential, commercial, and retail stock.

Walking

Walking is the key to successful villages, towns, and cities. The pedestrian facilities in Hahndorf are serviceable, but tired. There is a long-term program that must be started here. Improved footpaths, crossings, and shade are essential elements in the first instance. Seating, public art, drinking fountains, and footway dining for vibrancy are also part of the solution. These streetscape projects are expensive, they must be well designed, and staging and construction must be well managed to ensure local business doesn't suffer.

Public Transport

Public transport never plays a huge role in small regional towns. However, there are currently coaches that bring tourists up from Adelaide. It is suspected that there is an untapped market to get younger local Adelaide folks up for a night of exploring, eating, and drinking on a special bus. This would be an excellent trial route for a driverless bus. Companies will be looking for trial sites very soon (some have already started: <http://www.latrobe.edu.au/news/articles/2017/release/first-ever-trial-for-autonomous-shuttles>) and Council should let it be known it is keen to be a participant. This will have the benefit of raising the profile of the town in the 'smart city' conversation, attract a new demographic to the town, attract business without increasing parking demand, and increase walking and activity on the main street.

Traffic - New Street Cross Sections

Council should develop a new street form for a more contemporary main street that can be implemented in stages, but it is sufficiently developed to be essentially 'shovel ready'. The elements aren't difficult to work out. The section between Pine Avenue and Balhannah Road will have to mostly remain the same for the foreseeable future, as it does carry legitimate heavy vehicle traffic, however the outcome from the other blocks would be relatively straightforward and make a big difference. Elements would include:

- 3.0m through lanes (3.3m between Pine and Balhannah)
- Removal of some isolated parking spaces to introduce more seating
- Street trees further out into the pavement where there is currently parking
- Minimum 4m footpaths.

In the longer term, the intersection of Balhannah Road and the main street may have to be upgraded to cater for turning traffic and safe pedestrian movement. Signalisation is the only real option here. A roundabout will alienate the most important customers, the pedestrians, which will severely impact on the vitality in the main street.



Parking

Consolidated parking as opposed to an oversupply of kerbside parking or small individual lots for each property is a good idea. It encourages people to park once and walk around the town centre. There is however a problem in placing consolidated parking in the middle of the village. First of all, these sites are too valuable to be wasted on car parking. Secondly, parking in the centre of the village attracts traffic to the centre of the village. What is preferable is to have parking aggregated at the entrances to the village and for people to park once and walk into the centre.

Parking cannot be free for much longer in Hahndorf. The town needs some capital expenditure, and while some of it might come from grants, state or federal government, Hahndorf must raise some of this money from itself, and paid parking in an excellent way to do this. Hahndorf is a genuine destination, and this influences the way people react to paid parking. The first consequence is Council will have money from Hahndorf residents and visitors to spend in Hahndorf. The second is that local people will either stay longer to make the most of their trip given that they are paying, or park on the fringe and walk into the village. Both are positive impacts. Visitors will be oblivious to the charge. New technology makes paid parking seamless such that people don't even know they are paying. It is essential though that Council is completely transparent about how, when, and where the money raised from paid parking will be spent.

Whilst it is tempting to reduce the maximum time allowance from 3 hours down to 2 hours, this would mostly be counter-productive. We want people to stay and loiter. We want people to get out of the habit of 'cruising the main street' looking for a park and we want people to park once, and once only, and then walk around Hahndorf instead of driving. Reducing the 3-hour maximum stay works against the objectives of creating a vibrant main street.

Bikes

There is limited room for on-road bike riding infrastructure in the main street of Hahndorf, which must be addressed. The key is to reduce the speed environment in the main street to 30 km/h or lower. The cross section described in section 6.3 will achieve this, however the section between Pine Avenue and Balhannah Road may require some special treatment, maybe even a protected bike lane for that short stretch.



PROJECTS

Community Benchmarking

Hahndorf should get a Place Score or similar place measurement assessment done as soon as possible. This will give Council a base to assess the impact of future works as well as provide an indication of how important parking and traffic is relative to other elements of the town centre, such as safety, cleanliness, or streetscape quality.

Street Design

A brief should be prepared in conjunction with DPTI to examine the long-term form of the main street in Hahndorf. It should examine the long-term health of the existing and future street trees, maximise pedestrian amenity, and improve bike safety. We have prepared a couple of reference designs below.

Brand Refresh

A quick refresh of the brand will help rejuvenate the confidence of the town. Hahndorf has forgotten how brilliant it is.

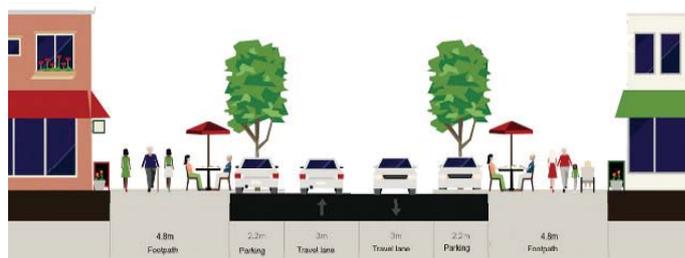


Figure: Reference design - Mount Barker Road (main street)

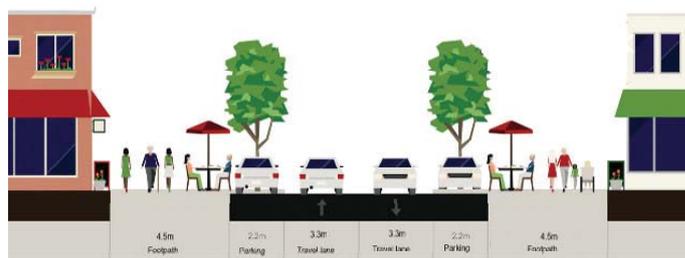


Figure: Reference design - Mount Barker Road (Balhannah Road - Pine Ave)

Parking

Commence investigation into a smart paid parking solution. It will be essential to get Councillors and community on board, and to be transparent about where and when the money will be spent. It would pay to introduce the concept of paid parking across the whole municipality at one time even if it was implemented in stages.

Council should also commence some site identification for paid off-street parking stations at the entrances to the town in preference to a central location.

Test and Analyse, Retest

Not all treatments have to be expensive or permanent. MRCagney has been very successful working with trader groups trialling treatments to ensure that all parties are on board before any real money gets spent. This will be a good way to introduce night time trading events.

See: <http://mrcagney.com/case-studies/hobart-local-retail-precincts-plan/>

CFS

The CFS is quite an anomaly in the town centre, and unfortunately not in a good way. Indications are that the CFS don't want to be in this location necessarily, so Council should help facilitate them moving. Council should then get the private sector involved in replacing that building with a contemporary take on the Hahndorf town centre that is more in keeping with the food, culture and retail offers in the rest of the main street.



Figure: CFS building

SUMMARY

The real message from MRCagney's Hahndorf experience is not to make hasty interventions with regard to traffic and parking. Hahndorf is a quality destination, and locals as well as visitors should be expected to work a bit harder to get to the key spots in the town. That is, to park a bit further away and walk around town. There should always be space allowed for equal access and loading, and our recommendation is that there may need to be one more equal access spaces, but the rest of the allocation is fine at present. This needs to be constantly monitored however.

The projects recommended above can happen as quickly or slowly as Council wants. The advantages in quick implementation are that the community sees quick up-front changes, including the development and investment community, which often generates confidence in the town. Slow measured implementation has less funding stress and also provides a gentler adjustment period for the community. Because Hahndorf is operating quite well, it is not considered that there is any need for significant urgent change, however starting immediately on the above changes, even at a considered pace, is recommended.

13.2	REPORT TITLE:	VOLUNTEER DEVELOPMENT IN THE HILLS
	DATE OF MEETING:	4 JUNE 2018
	FILE NUMBER:	DOC/18/49206
	ATTACHMENTS:	NIL
	<u>Key Contact</u>	Nick Day, Manager Community Wellbeing
	<u>Manager/Sponsor</u>	Greg Parker, General Manager, Council Services

Purpose:

The purpose of this report is to inform Council of changes to the way volunteers (and volunteering generally) are supported, mobilised and developed in the Hills Region.

Summary – Key Issues:

1. Trends show the nature of volunteering is changing with more people wanting to volunteer their time flexibly.
2. Volunteer involving organisations need support to access funding and grants, implement national Volunteer Standards and manage their human resources throughout the volunteer life cycle.
3. In collaboration with Adelaide Hills Council (AHC) an analysis of available options resulted in a preferred option to extend Council's volunteer service, close Hills Volunteering and shift the role to Council servicing the local community.

Background:

1. Mount Barker District Council recognises and values the significant contribution that volunteers and volunteering makes to the wellbeing of its community. The Council has had a long term commitment to supporting volunteering within the organisation and within the community generally.
2. Council currently supports volunteering in two ways:
 - Internal volunteering (eg Library, 'Wetland Warriors' and Visitor Information Centre) is supported through existing resources in Council; and
 - Support to external volunteering in community groups and organisations is funded through Hills Volunteering.
3. This report focuses on Council's support for the volunteering that occurs external to Council, i.e. within community groups and external organisations.
4. Since 2006 Hills Volunteering has been the primary mechanism that Mount Barker District Council (in partnership with the Adelaide Hills Council) has used to support external volunteering across the two council areas.
5. Ongoing reviews of Hills Volunteering have occurred resulting in the identification of three options going forward.

6. The purpose of this report is to inform Council of the three options analysed and the preferred approach to be taken for providing support through extending Council's existing services.

Discussion:

7. Since 2006 Hills Volunteering has been jointly funded by Mount Barker District Council (\$24,000) and the Adelaide Hills Council (\$19,000). It is auspiced by 'The Hut' Community Centre in Aldgate, which provides in-kind support through staff management and office supplies, while Mount Barker District Council also provides office accommodation and utilities at the Mount Barker Community Library complex.
8. Hills Volunteering operated under a traditional volunteer resource centre model, with its two core functions being to:
 - Provide a link between volunteers seeking placement and organisations seeking volunteers; and
 - Providing training to assist volunteers and organisations to improve skills and to keep abreast of current volunteer trends.
9. A Steering Committee carried out a governance function, approving project and budgetary strategy, defining and realising benefits and monitoring risks, quality, timelines and outcomes.
10. Hills Volunteering daily operations were undertaken by a part-time (0.6 FTE) staff member managed by 'The Hut' until September 2017, at which time the incumbent resigned from the position. A 'The Hut' contracted staff member currently maintains these functions while the Councils reviewed and identified future volunteering support. Salary increases in the not for profit sector have reduced the ability to cover the costs of a 0.6 FTE staff member.
11. Three options have been investigated and considered by both Councils:
 - Option 1: Council Supplied Service - Close Hills Volunteering and shift role to Council to serve the local community
 - Option 2: Outsource to an existing Volunteer Resource Centre (VRC) (eg Volunteering SA/NT)
 - Option 3: Retain, restructure and resource Hills Volunteering
12. Option 1 is being presented as the preferred option as it is a contemporary method of support which fits within existing resource levels and can best target the needs of smaller local groups while meeting Council's strategic goals in working with community. This option still enables Council to realise economies of scale in working regionally by maintaining a partnership approach with Adelaide Hills Council in relation to some aspects of service provision.
13. Option 1 also allows the two Councils to maintain a local connection between volunteers and the organisations using volunteers.

14. Option 2 offers services through another long standing and professional organisation but with potential limitations around the organisation being metropolitan and potentially not being in a position to work with the smaller groups and organisations that the Mount Barker District Council is looking to support and has existing relationships with.
15. Option 3 while local and regional, is limited in its reach due to funding constraints. Considerable additional resourcing would be needed to enable Hills Volunteering to broaden its service at a time when Volunteer Resource Centres across the State are considering their futures as a result of potential funding cuts.
16. Due to the role Council has in supporting community groups and organisations through community development activities, some support of external volunteering also occurs through internal activities and resources.
17. The preferred Option 1 extends Council's current model of support for regional volunteers and volunteering to offer more comprehensive support to volunteering in community groups and organisations. Our existing connection with small and medium sized community groups and organisations located in the region places Council in a unique position to support volunteering.
18. Adelaide Hills Council has endorsed the same Option 1.
19. Proposed external volunteering support offered through Council includes:
 - Volunteer recruitment by providing a centralised platform for volunteer involving community groups and organisations to advertise vacancies on Council's website through upgrading our existing volunteer management database (Better Impact). A database upgrade would enable prospective volunteers to submit online applications for vacancy listings consideration by groups and organisations;
 - Building capacity through utilising Community Development's Connect-Learn-Lead model to establish a Community Leaders program including capacity building workshops to build the capability of leaders and organisations to manage volunteers;
 - Raising the profile of volunteering by coordinating Volunteering Expos where community groups and organisations come together to promote their volunteer vacancies to prospective volunteers;
 - Volunteer recognition, such as Volunteer Movie Day.

The strategies listed in Clause 19 can be funded within the existing Hills Volunteering contribution with no further budget impact on Council.

Conclusion:

The preferred option has the following benefits :

- Contributing to a more holistic approach to achieving Council's community wellbeing outcomes;
 - Offering a consistent regional service to community groups and organisations with a local focus;
 - Developing new and strengthening existing stakeholder relationships; and
 - Enabling Council to strategically target emerging trends in the volunteer sector.
-

Previous Decisions By/Information Reports to Council

Meeting Date		HPRM Reference	DOC/
Title			
Purpose			

14. QUARTERLY REPORTS**Recommendation**

That the following information reports be noted en bloc.

14.1	REPORT TITLE:	REGIONAL SPORTS HUB STAGE 1 PROJECT UPDATE
	DATE OF MEETING:	4 JUNE 2018
	FILE NUMBER:	DOC/18/52609
	ATTACHMENTS:	1. DOC/18/55440 Endorsed Site Layout with minor variations 2. DOC/18/55550 Regional Sports Hub Stage 1 Project – Project Partners Group – summary of inaugural meeting
	<u>Key Contact</u>	Kate Jessep, Project Leader, Regional Hub Delivery
	<u>Manager/Sponsor</u>	Brian Clancey, Deputy CEO, GM Infrastructure & Projects

Purpose:

To provide an update on the Mount Barker Regional Sports Hub Stage 1 project.

Summary – Key Issues:

1. Phase 3 of the project – detailed design and documentation is in progress.
2. Lodgement of the Development Application (DA) has been delayed due to challenges with parking requirements and set-back considerations.
3. Project timelines and costings are currently under review and a further report will be provided to Council at a future meeting with the outcomes of this work.

Background:

1. Preparation for the Regional Sports Hub commenced with the Council's strategic land purchase in 2009.
2. Concept plans were prepared with key stakeholder engagement in 2015. A further concept plan was prepared in 2017.
3. Detailed project preparation commenced in mid-August 2017 and extensive stakeholder engagement has been ongoing since including a community information session on 7 March 2018.
4. At the February 2018 Council meeting Oxigen Pty Ltd and sub-contractors including Enzo Caroscio Architecture & Design, and Wallbridge, Gilbert and Aztec Engineering were engaged to review and prepare the whole of the Regional Sports Hub site layout and undertake detailed design of stage 1 of the project.

5. At the 3 April 2018 Council meeting Council endorsed the site layout dated 26 March 2018 attachment 12.1.1 DOC/18/ 30884 and delegated authority to the CEO or CEO's nominee to authorise minor variations to the site layout that may be required to achieve the project's outcomes.

Discussion:

6. Since the 3 April 2018 Council report on the Regional Sports Hub Stage 1 Project :
 - a. preparation of the DA has been ongoing;
 - b. meetings with immediate adjoining land owners have been completed;
 - c. the first Project Partners Group (PPG) meeting has occurred; and
 - d. the further Community Reference Group (CRG) meeting has occurred.
7. Lodgement of the project's DA was scheduled for 17 April; however, this has been delayed due to challenges with finalising site parking and set-back requirements. Additional work on lighting and acoustics is also being undertaken to support the DA. The DA is expected to be lodged by the end of May 2018 and includes minor variations to the endorsed layout as shown at **attachment 1**. The DA will be assessed as a category 3 development.
8. The first Project Partners Group (PPG) meeting was held at Hindmarsh Stadium on 12 April 2018. **Attachment 2** lists attendees and summarises achievements of the first PPG meeting.
9. The fourth Community Reference Group (CRG) meeting was held on 23 May 2018 and members provided input to the vision for the Regional Sports Hub and commercial sponsorship considerations.
10. A request for proposal/quotation from suitably qualified consultants is in progress to assist Council to prepare a Business Strategy and the first 4 year Business Plan for Stage 1 of the Regional Sports Hub.
11. Now that more detailed consideration of the final site layout has occurred, including engineering, parking, storm water, site services and future proofing of the site, detailed project costing is underway. Initial indications are that the site servicing and essential stage 1 works to establish the 'greenfield' site will place considerable constraints on the stage 1 scope.
12. A request for expressions of interest (non-price) in the construction of stage 1 (bulk earthworks, buildings, and/or civil/sports fields/landscaping portions) is in progress. This will assist the Project Management Group to determine the best method of procurement to achieve value-for-money construction, subject to development approval and stage 1 scope, funding and budget approvals.
13. The Project Management Group continue to maintain a focus on what is essential to play sport for stage 1. Committed and pledged external funding for stage 1 currently totals \$7.65 million and Council has up to \$8 million provisioned in the adopted long term financial plan. The outcome of the Federal Government Building Better Regions Fund application lodged in December 2017 for \$4.4 million is not yet known. A future report will be provided to Council once greater clarity on likely project costs, funding and possible stage 1 scope can be provided.

14. Council is writing to candidates for the by-election for the Federal Parliament seat of Mayo to seek support for further grant funding for the Regional Sports Hub (and also the Regional Indoor Aquatic, Leisure and Wellness Facility and Economic Growth Through Wastewater/Recycled projects).
15. Notwithstanding the above progress, delays with submission of the DA (and assessment of that as a category 3 development) and external funding contributions will impact the project timeline. The statutory Council caretaker period may also impact the project timeline. The project timeline is currently under review. Once the DA is submitted the project timeline will be updated and reported to Council. The original target to seek to have earthworks commence in Spring 2018 is now looking unlikely to be achievable.

Conclusion:

The Regional Sports Hub Stage 1 is currently in the detailed design and documentation phase and is currently at the development application lodgement hold-point.

There have been a total of 14 reports to Council relating to the Regional Sports Hub project prior to this report. The most recent report to Council on this project was:

Meeting Date	3 April 2018	HPRM Reference	DOC/18/27539
Title	Regional Sports hub – stage 1 project – site layout		
Purpose	To present the recommended site layout to Council for approval to enable design documentation and development application to proceed.		

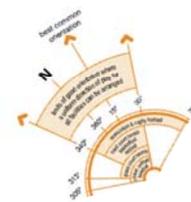
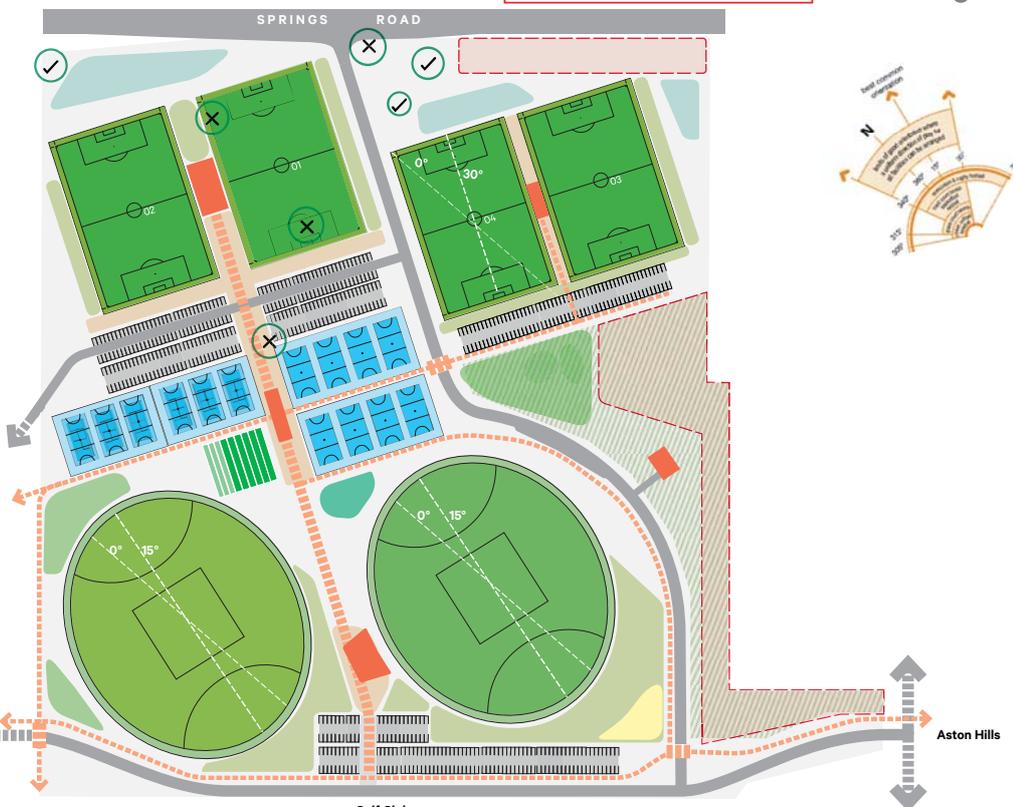
Attachment 1 to Item 14.1

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Endorsed Site Layout + Minor variations

- Building
- Premier Oval (Turf)
- Oval 2 (Turf/Synthetic - future stage)
- Soccer Pitch (Synthetic)
- Netball Courts (future stage)
- Netball/Tennis Courts (future stage)
- Open Space
- Play Space
- Picnic Space
- Viewing area
- Pedestrian Plaza
- Pedestrian connection
- internal road
- Carparking
- Informal Parking
- Turf wickets (future stage)
- Synthetic Wickets
- Significant / Regulated Tree - retained
- Significant / Regulated Tree - remove
- Possible stormwater detention
- Proposed stage 1 area
- Potential future development site

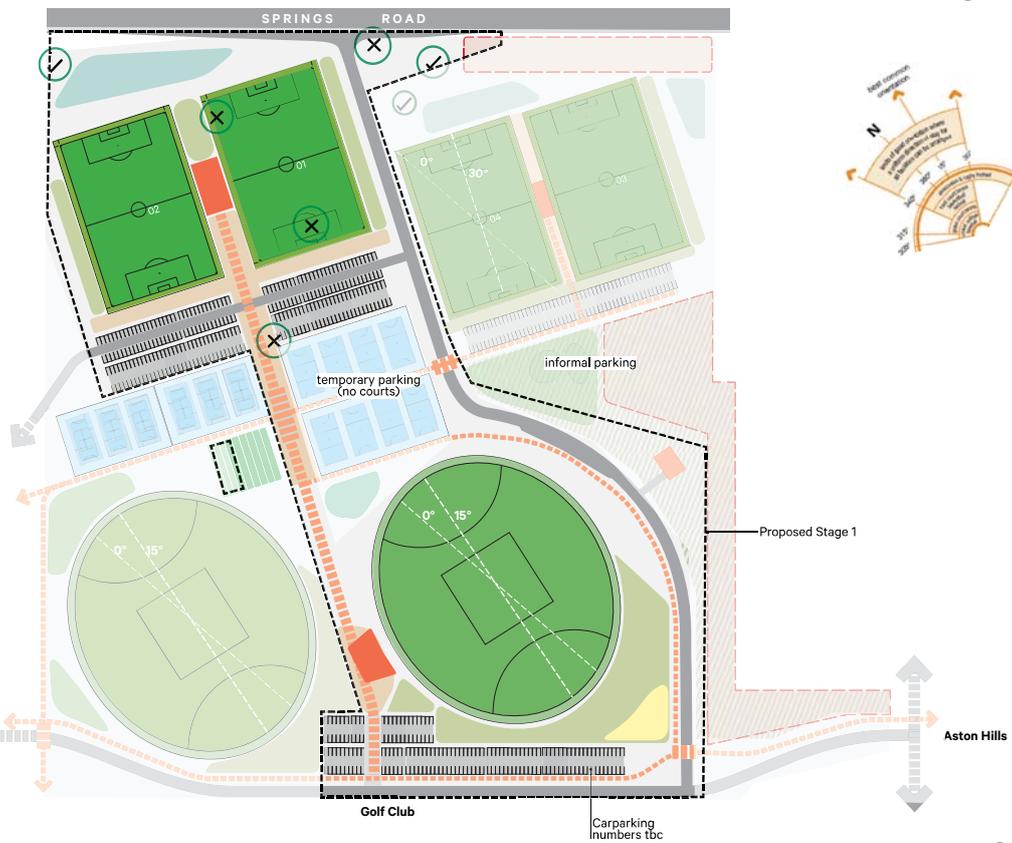
- Minor Variations**
- Alignment rotated by 4 degrees to increase setbacks
 - Entrance significant tree proposed for removal
 - Allocation of space for 500 informal carparks
 - Increased number of formal carparks
 - Removal of 1 synthetic practice wickets



Proposed Stage 1

- Building
- Premier Oval (Turf)
- Oval 2 (Turf/Synthetic - future stage)
- Soccer Pitch (Synthetic)
- Netball Courts (future stage)
- Netball/Tennis Courts (future stage)
- Open Space
- Play Space
- Picnic Space
- Viewing area
- Pedestrian Plaza
- Pedestrian connection
- internal road
- Carparking
- Informal Parking
- Turf wickets (future stage)
- Synthetic Wickets
- Significant / Regulated Tree - retain
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- Minor Variations**
- Alignment rotated by 4 degrees to increase setbacks
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Mount Barker Regional Sports Hub

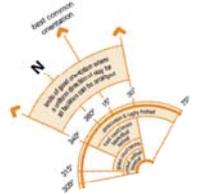
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Carparking numbers tbc

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Attachment 2 to Item 14.1

Attachment 2 to Item 14.1
4 June 2018
Council meeting agenda**DOC/18/55550****Mount Barker Regional Sports Hub Stage 1 Project**
Summary of first Project Partners Group (PPG) meeting

1. The first PPG meeting was held at Hindmarsh Stadium on 12 April 2018 with the following in attendance:
 - a. Michael Carter, CEO Football Federation South Australia (FFSA)
 - b. Matt Duldig, Manager Community Football, South Australian National Football League (SANFL)
 - c. Alicia Clutterham, State Infrastructure Manager, Cricket Australia (CA)/South Australian Cricket Association (SACA)
 - d. Ben Scales, CEO Netball SA
 - e. Brian Clancey, Council representative (and Project Sponsor)
 - f. Greg Parker, Chairperson
 - g. Kate Jessep, Executive Support
 - h. Paula Overy, Secretarial Support
 - i. Alex Game, Oxigen Pty Ltd (last agenda item only – design input)

2. At the first PPG meeting the following was achieved:
 - a. Date, time and frequency of meetings set (bimonthly)
 - b. Communication protocols were discussed
 - c. Draft work schedule was agreed
 - d. Project update received
 - e. Initial workshop on the vision for the Regional Sports Hub was undertaken
 - f. Project funding strategies were discussed
 - g. Preliminary considerations of the governance and management model were discussed
 - h. Some collective input was provided to the design team (follows detailed input on multiple occasions from each PPG member in the months prior to this meeting).

14.2	REPORT TITLE:	ANNUAL BUSINESS PLAN 2017/18 PERFORMANCE MEASURES – 3RD QUARTER
	DATE OF MEETING:	4 JUNE 2018
	FILE NUMBER:	DOC/18/49571
	ATTACHMENTS:	1 – doc/18/41396
	<u>Key Contact</u>	Ros McDougall, Risk and Governance Officer, Infrastructure and Projects
	<u>Manager/Sponsor</u>	Brian Clancey, Deputy CEO / General Manager Infrastructure and Projects

Purpose:

To provide a report on the 3rd quarter (1 January – 31 March) performance measures of the Annual Business Plan 2017/18.

Summary – Key Issues:

- Performance measures were identified in the 2017/18 Annual Business Plan - this is the third quarterly report.

Background:

1. The Annual Business Plan 2017/18 was adopted on 3 July 2017 and this is the report on the performance measures for the third quarter.

Discussion:

2. The attachment provides a list of what progress has been achieved for the performances measures during the third quarter 1 January – 31 March 2018.

Conclusion:

Progress on the achievements of the identified annual business plan measures is indicated in the attachment.

Previous Decisions By/Information Reports to Council

Meeting Date	5 March 2018	HPRM Reference	DOC/doc/17/16270
Title	Annual Business Plan 2017/18 Performances Measures – 2 nd Quarter		
Purpose	To provide a report on the 2 nd quarter performance measures of the Annual Business Plan 2017/18		

Meeting Date	4 December	HPRM Reference	DOC/ Doc/17/18571
Title	Annual Business Plan 2017/18 Performances Measures – 1st Quarter		
Purpose	To provide a report on the 1st quarter performance measures of the Annual Business Plan 2017/18.		

1. Community Wellbeing[Attachment 1 to Item 14.2](#)

Performance Measure	3rd quarter
Library:	
1. Maintain or improve current library (Libraries Board – ‘metropolitan’) ranking of 6th for Membership as % of Population	Achieved – ranked 6/20 for membership as a % of population
2. Maintain or improve current library (Libraries Board – ‘metropolitan’) ranking of 5th for Visits per Capita	Not achieved – ranked 17/20 for visits per capita
3. Improve current library (Libraries Board – ‘metropolitan’) ranking of 10th for Loans per Capita	Achieved – ranked 7/20 for loans per capita
4. Maintain current library (Libraries Board – ‘metropolitan’) ranking of 1st for % of Population that attend Library Events	Achieved – ranked 1/20 for % of population that attended library events
Environmental Health	
1. Percentage inspection of food premises in accordance with risk schedule (80% target)	Achieved – 99% completed
2. Percentage of health premises inspected (piercing, tattooists, public pools) according to the schedule (80% target)	66% of routine inspections achieved
3. Percentage of waste control applications (80% target)	Not achieved – 74% of waste control applications submitted were approved
4. Report annually to SA Health regarding activities undertaken under the Food Act 2001	No reporting to SA Health required in this period
5. Five (5) public Immunisation Clinics held per month	Achieved – 5 public clinics were held each month

Public Safety	
1. Monitor private parking areas according to contract agreements	Achieved – car parks patrolled according to agreements
2. Number of school parking patrols (target 40 per quarter)	Underachieved - 27 school patrols due to school holidays
3. Premises providing outdoor dining to be registered (100% target)	99% just under the target
4. Incidents of Council infrastructure damaged by new developments reinstated (100% target)	Achieved – all damage that has been observed has been actioned
Community and Customer Services	
1. 80 social outings	79 social outings conducted for the financial year
2. Meet contract requirements for HACC and Hills Community Passenger Network	Contract requirements have been met. A successful review by the State Government conducted on 15 February
3. Continue to implement HACC service delivery efficiency measures and new delivery model	New cost-effective volunteer garden program has commenced.
4. Action graffiti reports within 7 days	Achieved
5. 4 District Matters produced annually	Achieved
6. Design corporate documents within legislated or agreed timeframes	Achieved
7. Maintain an appropriate number of volunteers for existing programs	Council volunteer numbers satisfied all programs with a total of 162 volunteers (149 active, 8 in process and 5 current applicants)
8. Ensure new volunteers are inducted and trained	2 new volunteers undertook Council volunteer induction during this period
9. Develop new volunteer program related to open space areas	Green Gardens Volunteer program commenced in April. The program has been established to provide eligible elderly residents with regular maintenance of their gardens. Currently

	the Home Support Program can only provide annual garden maintenance and the Green Gardens Volunteer program will fill a much needed gap in the Community Programs service provision.
10. Maintain two (2) existing youth programs and further develop Youth Engagement Program	<p>The following youth programs have been initiated and/or run in this quarter:</p> <ul style="list-style-type: none"> • Skate Park Jams • Work in Schools • YOUth Say • Nature Play • Fund My Neighbourhood • Youth Leadership Development Program • Living Skills Pilot Program
11. Manage agreements that are in place with each incorporated association	19 of 24 management Agreements signed to date.
12. Maintain service levels for building and built recreation assets	Ongoing as per Management Agreements that provide clarity of repair & maintenance responsibilities.
13. Develop and distribute the community customer service survey	Completed project 1 st quarter

2. Economic Prosperity

Performance Measure	3 rd quarter
<p>Economic Development and Sustainable Strategies</p> <p>1. Facilitate 50 community events including 6 major events</p>	<p>Highly successful event season is drawing to a conclusion. The major highlights of the third quarter have included the Santos Women's and Men's Tour Down Under, the Commonwealth Games Queens Baton Relay, All British Day, Mt Barker Show and Power of the Past.</p>
<p>1. Demonstrable progress of Council's involvement in World Heritage Listing</p>	<p>Work continues on research, engagement, advocacy and project governance.</p>
<p>2. Economic / Tourism development strategy initiatives pursued</p>	<p>As this was an unfunded initiative, budget pressures have caused a delay in this project, however investigations are continuing.</p>

3. The Urban Environment

Performance Measure	3rd quarter
Planning Policy and Strategy	
1. DPAs implemented in accordance with Strategic Directions Report	Totness DPA, consultation concluded, public meeting held. Preparing final DPA for consideration by SPDPC. Continuing to work with DPTI on new Planning Reform.
2. Strategic projects implemented in accordance with priorities	Hahndorf Township Plan was endorsed by Council in March with budgeting for implementation taking place. 30 Year Plan for Mount Barker is well underway with the Plan expected by late 2018. Littlehampton Main Street concept plan has commenced with surveyor engaged to provide detailed levels of a portion of the Main Street subject to the upgrades.
3. Town centre strategy initiatives pursued	Adel/Gawler Street works have commenced. Gawler/Walker works and new street trees to be installed mid 2018 Gawler/Stephen Street upgrade commencing detailed design.
4. Strategic infrastructure plan initiatives pursued	Continued to liaise with State Government and Development Industry to implement key initiatives.

	3rd Quarter
City Development	
1. Compliance with statutory assessment timeframes	94%
2. 100% of known breaches of the Development Act investigated	99.9%
3. Comply with statutory building inspection regulations requirements	Confirmed

4. 100% of known pool applications inspected	Yes
5. Improve % achieved in 15 business day turnaround for new housing planning applications with all relevant information submitted.	52%
6. Regular inspections during construction	Achieved
7. 100% of quality assurance documentation received for infrastructure inherited by Council in major land division developments.	>80% achieved
Transport Assets	All planned renewal footpath works have been completed. The unsealed roads program is in progress with four roads completed.
1. Deliver 100% of the budgeted capital works program for unsealed roads and footpath renewal	
2. Deliver 100% of the budgeted new footpath connectivity program	All planned new footpaths have been completed.
3. Review the annual line marking program – target 100%	100% of Programme Completed
Stormwater	Urgent culvert repairs completed on River Rd. Shakes Rd drainage to be tendered shortly.
1. Deliver the stormwater maintenance and minor capital program	
2. Review the street sweeping program	Complete
Infrastructure Projects	\$11.4 million spent and committed at the end of December, equating to 65% of the year to date forecast budget or 53% of the entire program (excluding payment of an advance to DPTI as a contribution for the Freeway
1. 85% of the capital projects managed by the technical services / project team are completed within the	

approved construction budget and by 30 June 2018	Interchange and other land purchases).
Wastewater 1. Finalise the long-term wastewater and recycled water strategy	A workshop was held with Downer and their final report will be issued in May. SA Water and Council have issued a consultancy to investigate the potential for creating a larger economic zone created by the use of recycled water as well as spare capacity from the Murray Bridge Onkaparinga (MBO) pipeline. The estimated volume of water in 5 GL/yr.
2. Develop a comprehensive asset management plan including planned maintenance program	On track to be completed.
3. Zero discharge from November to March to Mt Barker and Nairne creeks	Zero discharges in January, February and March were achieved.
4. Sign-up potential customers for recycled water	None this quarter.
5. 100% compliance with the EPA, Essential Services Commission of South Australia (ESCOSA) and Department for Health and Ageing requirements	100% compliance
6. Target of zero complaints received via the Energy and Water Ombudsman that are considered by the Ombudsman to require Council action	100% compliance
7. Ensure agreed water quality and quantity is delivered to Laratinga Wetland	Requirement supplied.

4. The Natural Environment & Sustainable Living

Performance Measure	3 rd quarter
Open Space and Environment	
1. Completion of Environment Plan and Landscape Plan (2 lead Strategy Plans)	Other documents still progressing. Prioritised actions being determined for 18/19 delivery.
2. Completion of identified actions from Biodiversity Strategy (a lead Strategy Plan)	Identified actions to be prioritised for 2018/19 delivery.
3. Completion of review of Laratinga Reserve Management Plan	Ongoing.
4. Completion of Environment Plan and Landscape Plan (2 lead Strategy Plans)	Environment plan completed, landscape guidelines for new developments reviewed and updated.
5. Seedlings planted with success rate of 70% of 8,500 seedling survival	Some further plant losses due to extended dry weather. Next planting program in July/August,
Waste - Kerbside:	
1. Reduce the amount of waste to landfill to below 9kg per household per week	Waste disposed to landfill for third quarter continues to track at 9.2kg/hh/wk. Kerbside waste tonnes have reduced by close to 105 tonnes compared to the same period last year.
2. Maintain diversion levels of recycling from landfill of 48% per year	We are currently tracking at a diversion rate of 47%.
3. Reduce contamination in recycling by 2% annually.	To be reported at end of year
Waste - Transfer Station:	
4. Maintain the net cost of Transfer Station Operations	The March quarter showed a reduction in costs and increase in income at the transfer station resulting in a reduction of 93% net expenditure for the quarter on the previous December quarter result.
5. Review and update Council's waste management strategy	Draft strategy being internally reviewed prior to going to Council.

<p>Cemeteries</p> <p>1. Cemeteries maintained to the current service level</p>	<p>All cemeteries maintained to agreed service levels.</p>
<p>Fire Prevention and Emergency Management</p> <p>1. Identify the number of non-compliant properties within the District</p>	<p>2 expiations notices sent for non-compliance to property owners</p>
<p>2. Complete 100% of fire prevention program of rural roads to be slashed/sprayed</p>	<p>Complete</p>
<p>3. Completion of the Business Continuity / Emergency Management Plan Treatment Options</p>	<p>EMP adapted to LGA template. Review risk formatting. Working with Key stake holders and LGA Paul Kerrish</p>
<p>4. Assess and report on the progress of the draft Adelaide Mt Lofty Ranges Bushfire Management Area Plan.</p>	<p>Treatment strategies on track for 2018. FDS extended - May 15th</p>
<p>Parks and Public Places</p> <p>1. Continue to develop and implement the rural roadside reserves corridor pruning program</p>	<p>Contracts are in place for roadside pruning and priority rural roads for pruning identified ahead of the road resealing program.</p>
<p>2. Maintain Councils Parks and Public Places in accordance with service standards</p>	<p>100% of reserves maintained to Maintenance service levels</p>
<p>Economic Development and Sustainable Strategies</p> <p>1. Strategic initiatives related to sustainability pursued</p>	<p>A range of economic development strategies implemented and reported to Council.</p>

5. Governance and Leadership

Performance Measure	3rd quarter
<p>Economic Development and Sustainable Strategies</p> <p>1. An integrated Strategic Planning framework completed including process for prioritising goal area plans actions into corporate planning processes</p>	Strategic Planning framework informing corporate planning and budget process.
<p>Risk and Governance</p> <p>1. By Law review is finalised</p>	Completed in first quarter
<p>2. Risk Management Framework is reviewed</p>	Completed – framework was adopted on 6 November 2017
<p>3. High risks are reported to senior management team and Audit Committee</p>	Strategic Risk Workshop conducted with CGG. Risk Review audit was reported to CGG and the Audit Committee
<p>Finance</p> <p>1. Internal control framework audited</p>	A further interim audit of Council's internal controls was conducted in December 2017 and a Management Report provided by Dean Newbery & Partners which included recommendations and comments which staff continue to monitor and implement.
<p>2. Long Term Financial Plan annual update</p>	LTFP update in development during March quarter.
<p>3. Progress Corporate Planning Budget Process</p>	Corporate planning process completed in March quarter and resulting information used to formulate the draft 2018/19 project budgets.
<p>Assets</p> <p>1. Develop revised asset management plan for buildings and transport assets</p>	Draft asset management plans have been developed and will be going to Council for endorsement for public consultation by June 2018.
<p>2. Develop and implement the building and recreation asset</p>	This renewal program is included in the rolling four year capital works

renewal programs	program and 2018/19 draft budget.
Rates	1.73%
1. Overdue rates reduced to 4% of total rates	(Total 2016/17 \$35,367,875, rate arrears \$611,583 as at 31 Mar 18)
2. Implement electronic rate notice delivery	595 customers registered. Ongoing promotion will continue.
Records	Completed, went live 5/03/18
1. Upgrade EDRMS to version 9	
Information, Communication and Technology	Achieved, 99.7% uptime
1. More than 97% uptime of ICT corporate systems	
2. Introduce Wi-Fi in main street of Hahndorf and Mount Barker	SATC Wi-Fi Hotspot project Location: Mount Barker Road in Hahndorf, corner Balhannah Road Telstra will upgrade their existing payphone at this location to provide the free Wi-Fi hotspot service to visitors. Signal range at this location will be approximately 40 to 80m.
3. Implement Online Customer Portal to improve customer service	Major upgrade cancelled due to software shortcomings. Minor upgrade undertaken, however does not include this functionality so seeking an alternative solution.
4. Increase the digital footprint in the area	Assessment of future smart cities initiatives. Trialling IoT network capability through the Parking Sensor trial in Hahndorf & Gawler St
5. Upgrade the Council Intranet	In process, will be completed in 4th quarter
Procurement	Achieved - 17%
1. Local purchases and contractors to increase from 9% to 12%	
2. Participate in strategic contracts with other organisations	Cleaning services contract with Council Solutions.

	Joint consultancy with SA Water for Mount Barker & SA Water Irrigation Scheme.
Tourist Park 1. Progress on asset renewal/replacement program	Continued upgrades to cabins and sites eg new flooring. Installed new industrial washing machine. Removed all asbestos – Park now asbestos free.
People and Culture 1. Achievement of targets in the Work Health and Safety and Return to work Plan	The WHS & RTW Plan (2018-2020) implementation is on schedule with: <ul style="list-style-type: none"> • SkyTrust implementation progressed with data upload, test user group, planned ‘go live’ in July 2018. • Hazard management program with Wastewater and Library teams is on track. • WHS Evaluation Action program is on track.
2. Organisational Development Strategy developed and implemented	Organisation Culture Survey results are being analysed and will inform the new Organisation Development Strategy
Business Systems Improvement 1. Progressing the Council’s Continuous Improvement Program 2017/18 “Key Performance Indicators” identified within each of the nine Continuous Improvement Program initiatives.	Key elements of Programs 5, 7 and 9 have been combined into a single Program commenced in March capturing e-Services, Workforce Mobility and electronic data enhancement. Program 8 has also commenced supported by the introduction of business process mapping software “Promapp” and staff training scheduled for the first week of May.

15. MAYOR'S REPORT

16. MEMBERS' REPORTS

17. QUESTIONS ARISING FROM COUNCIL MEETING

18. CONFIDENTIAL REPORTS

NIL