

TABLE OF CONTENTS
for the meeting of
LIGHT REGIONAL COUNCIL
TUESDAY, 26 MARCH 2019

Petitions, Deputations, Presentations, Elected Member Reports:

5.2.1	ICAC FORUM held 28 February 2019 by Cr Deane Rohrlach.....	1
7.2.1	Presentation – Tourism Barossa	5
7.2.2	Presentation – Roseworthy Garden Town	5
7.2.3	Presentation – Barossa Zone Emergency Management Committee ..	5
7.2.4	Presentation – Climate Emergency	5
7.2.5	CEO Performance Evaluation Process.....	5

Recommendations from Committee Meetings

IC10.4.1/2019	Infrastructure Committee - Review of Terms of Reference	9
IC10.4.2/2019	Wasleys Clubroom Funds.....	12
IC10.4.3/2019	The Gap Road – Road Process Order.....	12
IC10.4.4/2019	Hansborough Road – Road Name Change	13
IC10.4.5/2019	Funding Requirements for CWMS 4-Year Capital Works Program	13
IC10.4.6/2019	Strategic Infrastructure Funding Plan 2019-2023	13
IC10.4.7/2019	2019-2020 10 Year Plant & Fleet Replacement Program	13
IC10.4.8/2019	2019-2023 4 Year Capital Program	14
STR9.3.1/2019	Draft Planning, Development and Infrastructure (General) (Development Assessment) Regulations and Practice Directions – LRC Submission	15
5.5.1	Light Tourism Dedicated Logo	16
5.5.2	Facility Management - Freeling Agricultural Multi-Purpose Centre ...	16

Reports for Information:

11.1	Update on the Thomson Building Usage	17
11.2	Council Visit by Mr Tony Pasin MP Member for Barker	18
11.3	Monthly Financial Report – February 2019.....	19
11.4	Freeling RSL 2019 Anzac Day Dawn Service – Road Closure.....	20
11.5	Kapunda RSL 2019 Anzac Day Dawn Service – Road Closure	21
11.6	Immersive Technologies in Farming, Agriculture and Viticulture Sessions : Barossa and Light Regional Science Hub Event	22
11.7	Business Case Submissions 2019-2020 Budget	23

Reports for Decision and Procedural Matters:

12.3.1	Request to Extinguish Easement over Allotment 3 (11) Heyworth Road Gawler Belt	26
12.3.2	Mining – Kapunda Mine Historic Site – Request for Land Access	28
13.2.1	The Legatus Group, Subsidiary Audit Committee.....	34
13.4.1	Kapunda CWMS Recycled Water Consumer Agreements 2019-2024	38
14.2.1	Contamination Rate of Unrecyclable Materials – Question on Notice by Cr Samantha Mitchell, Mudla Wirra Ward	43
14.3.1	Disposition of Volunteer and Community Groups in Council owned or rented premises – Notice of Motion by Cr Peter Kennelly, Lauke Ward	43
14.3.2	Climate Emergency – Notice of Motion by Cr Simon Zeller, Mudla Wirra Ward	43
15.1	Strategy Committee - STR12.1/2019 -8 Parkers Road, Gawler Belt	44
15.2	5 Shilling Estate – Activation Proposal	45



VISION

*Respecting the Past,
Creating our Future.*

CORE PRINCIPLES

*Light Regional Council is guided by a focus on 'Core Principles' of
Growth; Reform; Innovation and Discipline.*

AGENDA PAPERS

for the meeting of

LIGHT REGIONAL COUNCIL

in the

COUNCIL CHAMBER
93 Main Street, Kapunda

TUESDAY, 26 MARCH 2019 at 5:00pm

Principal Office:

93 Main Street
Kapunda 5373

Branch Office: 12 Hanson Street
Freeling 5372

Telephone: 8525 3200
Facsimile: 8566 3262



LIGHT
REGIONAL
COUNCIL

NOTICE OF MEETING

Mayor and Councillors,

Notice is hereby given pursuant to the provisions of Section 83 (3) of the Local Government Act, 1999, that the next **Ordinary Meeting of Council** will be held in the Council Chamber, 93 Main Street, Kapunda on Tuesday, 26 March 2019 at 5:00pm

A copy of the Agenda for the above meeting is supplied as prescribed by Section 83 (3) of the said Act.

.....
Brian Carr
CHIEF EXECUTIVE OFFICER

AGENDA

MONTHLY COUNCIL MEETING HELD ON TUESDAY, 26 MARCH 2019,
IN THE COUNCIL CHAMBER, 93 MAIN STREET, KAPUNDA,
COMMENCING AT 5:00PM

1. PRESENT

2. OPENING

3. APOLOGIES AND LEAVE OF ABSENCE

4. MINUTES

4.1 Confirmation of Council Minutes

5. COMMUNICATIONS

5.1 Mayor's Communications

5.2 Elected Members' Reports

5.3 Schedule of Meetings Attended

5.4 Delegate / Representative Reports

5.5 Requested Documents/Correspondence to be Tabled

6. PETITIONS

7. DEPUTATIONS AND PRESENTATIONS

7.1 Public Communications

7.2 Representations

7.3 Youth Forum

8. ADJOURNED BUSINESS

9. BUSINESS ARISING

10. MINUTES - COMMITTEE MEETINGS

10.1 Infrastructure Committee

10.2 Strategy Committee

10.3 Economic Development Panel

10.4 Audit Committee

10.5 Other

11. REPORTS FOR INFORMATION

12. STATUTORY REPORTS FOR DECISION

12.1 Chief Executive Officer

12.2 General Managers, Business & Finance, and Governance

12.3 General Manager, Strategy & Development

12.4 General Manager, Infrastructure & Environment

12.5 General Manager, Economic Development

13. POLICY REPORTS FOR DECISION

13.1 Chief Executive Officer

13.2 General Managers, Business & Finance, and Governance

13.3 General Manager, Strategy & Development

13.4 General Manager, Infrastructure & Environment

13.5 General Manager, Economic Development

14. PROCEDURAL MATTERS

14.1 Questions Without Notice

14.2 Questions On Notice

14.3 Notice Of Motion

14.4 Motions Without Notice

15. CONFIDENTIAL ITEMS

16. NEXT MEETING

The next ordinary meeting of Light Regional Council will be held on Tuesday, 23 April 2019, commencing at 5:00pm in the Council Chamber, 93 Main Street, Kapunda.

17. CLOSURE

4. MINUTES

4.1 CONFIRMATION OF COUNCIL MINUTES

- 4.1.1 Minutes of the meeting of Council held Tuesday, 25 February 2019.
- 4.1.2 Confidential minutes of the meeting of Council held Tuesday, 25 February 2019.

Recommendation

- **That the minutes and confidential minutes of the meeting of Council held Tuesday, 25 February 2019 be confirmed as a true and correct record of that meeting.**

5. COMMUNICATIONS

5.1 MAYOR'S COMMUNICATIONS

5.2 ELECTED MEMBERS' REPORTS

5.2.1 ICAC FORUM held 28 February 2019 by Cr Deane Rohrlach

Together with Councillors David Moseley and Peter Kennelly, I attended the Independent Commissioner Against Corruption (ICAC) Forum in Adelaide.

Many first time Councillors were present.

A recording of the forum was taken and is available on the ICAC website.

There were three speakers, all excellent, and the forum was both interesting and useful.

Andrew Richardson, Auditor General (AG)

The Auditor General's role is to audit all government departments and assist in providing budget advice.

Some time ago the role was expanded so that Auditor General responsibility increased to include financial scrutiny of councils and provide a report to Parliament annually.

By his own motion or a request from the Treasurer or ICAC, he can examine accounts of a council.

The approach is based on the Local Government Act principles to be observed by Councils - particularly the following three:

- Seek to ensure council resources are used fairly, effectively and efficiently.
- Achieve and maintain good standards of public administration.
- Ensure sustainability of councils' long-term financial performance and position.

Note: The AG is not responsible for councils' annual financial audits - councils have their own auditors

Audit committees are crucial to Councils' financial function and should be pro-active in ensuring councils have effective financial procedures and are financially sustainable.

Some reports done include:

- Brown Hill Creek (By Request)
- Governance in local government
- Credit card use and management. (In progress)
- Coober Pedy Council – Conclusions from that report, which led to an administrator being appointed:
 - Council's financial position was unsustainable
 - Council cannot meet operational cash flows
 - Council has no realistic prospect or repaying financial indebtedness
 - Council failed to comply with key aspects of strategic and financial management requirements of the Act.

The Auditor General considers the following when selecting an examination topic, which are discretionary unless directed by the Treasurer or ICAC:

- What are key risks and challenges in Local Government sector?
- Which councils should we select for testing?
- May write to councils for data to better understand key risk and challenge.
- Must examine if requested by the Treasurer or ICAC.

What happens if we decide to include your council?

Don't panic.

How will you know what the AG is examining?

- They meet with CEO before and regularly during the examination.
- Audit responsibility - consultation and powers
- The AG's reporting process - natural justice. All reports go to Parliament.

The examination process:

- Defined objectives.
- Regular meetings and information requests.
- No surprises.
- Natural justice
 - Discuss all confidential draft findings with Council.
 - Provide fair opportunity for feedback.
 - Report is confidential until complete and submitted to Parliament

Wayne Lines - Ombudsman

You may receive a letter from an ombudsman stating you are being investigated because it is alleged you have breached the code of conduct.

Role of Ombudsman

- An independent statutory officer
- Has oversight of administrative actions of state and local government
- The role includes taking complaints and investigating if warranted.

Council member role and responsibilities:

- Are politicians and statutory office bearers subject to accountability
- Receive an allowance
- Not volunteers
- Represent interests of residents and ratepayers
- Collectively decide on policy direction and strategic management
- Have responsibilities regarding conduct

The Ombudsman and council members:

- Can investigate breaches of relevant section of the Act by a council member.
- Can investigate a breach of the code of conduct.

Code of conduct:

- Came into operation at same time as ICAC.
- Includes principles and behavioural code

An investigation may come about as a referral from council but not from an individual councillor.

Misconduct - part 3 of code of conduct

This deals with council duties and gifts etc.

Ombudsman can recommend the following sanctions:

- Reprimand
- Attend training
- Reimburse monies to council
- Refer to the South Australian Civil and Administrative Tribunal (SACAT)

SACAT Sanctions include fines

There is a flow chart that systematically determines step by step actions.

If a Councillor refuses to comply with sanction, Council must refer the elected member to SACAT

If ombudsman discovers evidence of corruption, he reports this to ICAC.

Statistics

Number of approaches 974.

Only 67 investigations resulted - most resolved by working with local council.

Number of code of conduct breach complaints: 13. Only 10 breaches found.

Common breaches include conflict of interest and disclosure of confidential information.

Look at the ombudsman website reports to understand the types of issues.

Councillors can stay in the chamber if they declare a perceived conflict of interest but reassure the chamber of their open mindedness.

Bruce Lander QC Independent Commissioner against Corruption (ICAC)

The aim of ICAC is to prevent or minimise corruption and maladministration through education. It is important to understand what our roles are and what not.

Use of lawyers in investigations.

Councils over employ lawyers in seeking advice and how to conduct themselves. Their advice is too risk-averse and if followed to the letter often compromises councils' ability to conduct their legitimate business effectively.

If we are Councillors, we have responsibility as public officers.

Bruce Lander heads both the Office of Public Integrity (OPI) and ICAC

Office of Public Integrity (OPI)

- Receives and assesses complaints and reports and decides where they should sit or if no action warranted.
- Is responsible to the Commissioner for performance of functions

After OPI has made a recommendation to Bruce, he can proceed in several ways. The OPI must assess whether the complaint is worth investigating. It receives a lot of bizarre complaints. OPI is an important filter. 80% don't get past this stage. Many are frivolous, vexatious etc. A matter is only dealt with if it raises a matter of substance.

For the 20% that get past this assessment, OPI makes a recommendation to Bruce. He can ignore this recommendation and make a recommendation to himself.

Councillors and staff are obligated to report to OPI any example of suspected maladministration and corruption. Contract workers for council become public officers so the same rules apply to them.

Corruption is a criminal offence.

Corruption is covered by several acts and includes any offence committed by a public officer in pursuit of duties (but they don't investigate traffic offences).

Bruce Lander strongly stated he has no confidence in the current code of conduct for council members as it interferes with their ability to effectively carry out their duties.

Maladministration is conduct of a public officer or a practice that results in irregular use of public money or substantial mismanagement of public resources.

Definition of "reasonably suspect"

A suspicion is a subjective state of mind less than knowledge or belief.

Must be serious or systemic (Serious enough that it undermines confidence in the public entity) to warrant reporting.

Over representation of reports by Councillors

Elected Members make up 6% of Council numbers and result in 47% of the reports.

47% of these reports are made by elected members about other elected members. Most are about behaviour. He is **NOT INTERESTED and told Councillors to stop doing this**. He is only interested in corruption or maladministration.

The behaviour of Councillors should always be dealt with internally by Council in the first Instance. [Light Regional Council has a Governance Advisory panel with independent membership to do this if needed].

Corruption will be:

- Investigated by ICAC or by
- SA Police

Misconduct or maladministration:

- Will be referred to public authority.
- Will be referred to ombudsman.
- Or the Commissioner may exercise the power of ombudsman and investigate himself.

Complaints about the CEO or Council Mayor is done by the Commissioner, who may refer it to the Ombudsman. Others would be referred to Council in first instance.

The Local Government Act should be read and understood by all Councillors.

The Mayor, if requested, should provide advice to CEO in discharging a resolution of council.

The CEO is responsible for all staff matters and Council operations.

A Councillor is a politician, make policies, not an administrator.

Councillors general duties:

- Honest
- Reasonable care and diligence
- Don't misuse information to obtain an advantage
- Don't cause detriment to council
- Avoid conflict of Interest
- Are elected to serve the community, not themselves and must not personally profit or benefit from acting in their official function.
- Must disclose any conflict of interest.

Code of conduct

- Both councillor and employee codes of conduct were so framed that they seriously hindered proper conduct of council business. This has been fixed for employees but not Councillors.
- The Gifts and Benefits section in Councillors Code of Conduct is inappropriate and should be changed to the new employee one. The Current Government has undertaken to do this
- The Commissioner's job is not to investigate trivia, behaviour etc.
- Councillors' job is to represent electorate and not interfere with administration.
- If you receive a gift on the expectation that you will vote in a particular way you can't.
- However, a gift can accept as part of social exchange or gratitude e.g. guest speaker.
- You have a personal responsibility to make a report to OPI if you have a suspicion of corruption, not rely on the word of someone else who says they will make it.
- If you don't report corruption, you are guilty of misconduct.

5.3 SCHEDULE OF MEETINGS ATTENDED

Elected members are reminded to submit their list of meetings and activities to the Minute taker should they wish to have these recorded in the minutes.

5.4 DELEGATE / REPRESENTATIVE REPORTS

5.5 REQUESTED DOCUMENTS/CORRESPONDENCE TO BE TABLED

6. PETITIONS

Petition Protocol

- *Once the petition is received at the principal office, the Chief Executive Officer will place it on the agenda of the next Council meeting.*
- *A copy of the full petition will also be placed as an Appendix on the Agenda. Note that as the Council agenda appears on the Council's website, contact details of petition signatories will also appear on the website.*

7. DEPUTATIONS

7.1 PUBLIC COMMUNICATIONS *(Including Public Forums)*

7.2 PRESENTATIONS

7.2.1 Presentation – Tourism Barossa

Ms Cathy Wills representing Tourism Barossa has been invited to attend the meeting to make a ten (10) minute presentation to update Council on its functions and to receive questions from elected members.

7.2.2 Presentation – Roseworthy Garden Town

Mr Michael Hickinbotham and Ms Julie Dixon representing Hickinbotham Group of Companies have been invited to attend the meeting to make a ten (10) minute presentation to update Council on the history of the Roseworthy Garden Town project and to receive questions from elected members. (A request from the Hickinbotham Group has been made to hold this presentation in Confidential Session).

7.2.3 Presentation – Barossa Zone Emergency Management Committee

Ms Kate Savage, Emergency Management Project Officer and Mr Richard Dodson in his capacity as Chair, Barossa Zone Emergency Management Committee have been invited to attend the meeting to make a ten (10) minute presentation to update Council relating to emergency management and to receive questions from elected members.

7.2.4 Presentation – Climate Emergency

Ms Kathryn Warhurst and Ms Donna Lee-Edwards have been invited to attend the meeting to make a ten (10) minute presentation to update Council relating to climate emergency strategies and to receive questions from elected members.

(Refer to Item 14.3.2 Climate Emergency – Notice of Motion by Cr Simon Zeller, Mudla Wirra Ward of this Agenda)

7.2.5 CEO Performance Evaluation Process

As reported to the 26 February 2019 meeting of Council at Item 12.2.5 in the timeline for the implementation of the CEO Performance review, the Chief Executive Officer, Mr Carr will present a powerpoint relating to the strategies and achievements since his commencement to date and his future vision and strategies for the Council.

Deputation Protocol

- A deputation may be made by a person or group who wish to appear personally before a Council or Council committee meeting in order to address the Council or committee.
- The written request must be received at the principal office of the Council five (5) clear days prior to the day on which the meeting where the deputation is sought to be presented is scheduled. This will ensure that Council officers can liaise with the relevant Presiding Member, and make arrangements to list the deputation as an item on the agenda, prior to the agenda being distributed.
- A person appearing as a deputation must be present in the gallery and must stand when the Mayor reads their name.
- The person will be allowed to speak on an issue for a maximum of ten (10) minutes. The Presiding Member may allow for additional time.

7.3 YOUTH FORUM

Youth Forum Protocol

- Participants in the youth forum shall register in writing for the right to do so with Council's Chief Executive Officer at least five (5) clear days prior to the Council meeting.
- Youth submitting questions or statements must be present in the gallery and must stand when the Mayor reads their name. The person will read their statement or question (which may include a short statement in support thereof).
- Each presentation shall be limited in total to four (4) minutes in order that Council can receive a maximum of 5 representations per youth forum.

8. ADJOURNED BUSINESS**9. BUSINESS ARISING (excluding Confidential Items)**

Arising from Meeting of Tuesday 24 March 2015		
11.2 General Manager, Business & Governance		
11.2.4 Occupation of land – Corner of Mildred and Nash Streets Kapunda	112	<p>Instructions issued to Norman Waterhouse Lawyers. This matter has been deferred for the time to allow the completion of the section 185 process to conclude.</p> <p>Ongoing</p>
11.2.5 Compulsory Acquisition of Land – Marrabel Road Hamilton	112	<p>As previously advised to the Council at the October 2018 ordinary meeting, Norman Waterhouse Lawyers advised Council that the Deputy Registrar General of South Australia has agreed to withdraw the Registrar-General's caveat (1972620) from CT6148/853 (RG's ref. 2018/03467/01).</p> <p>Now that this action has been confirmed, Council will be able to progress with the most suitable way of disposing the land, most likely in accordance with either section 184 (sale of land for non-payment of council rates) or section 185 (procedure where council cannot sell land, transfer to Council) of the Local Government Act 1999.</p> <p>Further discussion both internally and with Council's legal advisors is needed on the progression of this matter given its long standing history. Therefore there is still some considerable work to be undertaken to finalise this longstanding matter.</p> <p>Ongoing</p>
Arising from Meeting of Tuesday 23 August 2016		
12.4 GENERAL MANAGER, STRATEGY & DEVELOPMENT		
12.4.3 Amended Mining Proposal / Response Document for Extractive Minerals Lease Application over Mineral Claim (Kara Resources - Lot 2 Nain Road, Greenock)	294	<p>As additional updates are provided Council will be advised accordingly.</p> <p>Ongoing</p>
Arising from Meeting of Tuesday, 25 July 2017		
13.2 GENERAL MANAGERS, BUSINESS & FINANCE and GOVERNANCE		
13.2.2 Old Adelaide Road, Kapunda	263	<p>Council has received from the Registrar-General of the Lands Title Office, confirmation of plan approval for Plan Reference DP119387 (lodged on 17 August 2018 and approved on 24 August 2018).</p> <p>The draft plan created for the vesting a new portion of Carrington Street (Lot 10, of the abovementioned DP) and the road closure plan closing lot 200 in FP250189 and merging the road into one title (Lot 100) has been or is in the process of being lodged with the LTO following the land ownership changes (from CR Lindner Nominees P/L to Eflind P/L and Efcos Pty Ltd). Delays with this process relate to changes in ownership, and multiple ownerships.</p> <p>The draft agreement under the Roads (Opening & Closing) Act is being adjusted to reflect the change in land ownership.</p>

		<p>Allowing work to proceed prior to the land transfer, the section 221 and 222 (LG Act) Road Permit Application has been executed by the new land owner and currently in place for occupancy of the proposed road closure area adjacent the development site of the new Kapunda Supermarket. Development of the site has commenced within the terms of the Council road permit and as can be seen on site the road is physically closed to traffic at the Carrington Street corner and at a point approximately half way along (to the south) of Old Adelaide Road.</p> <p><i>Ongoing</i></p>
Arising from Meeting of Tuesday, 24 July 2018		
13.3 GENERAL MANAGER, STRATEGY & DEVELOPMENT		
13.3.2 Mount Lofty Ranges World Heritage Bid - Update	267	<p>The Project Steering Group continues to meet as required to advance actions related to the bid.</p> <p><i>Ongoing</i></p>
Arising from Meeting of Tuesday, 28 August 2018		
12.4 GENERAL MANAGER, INFRASTRUCTURE & ENVIRONMENT		
12.4.3 Management Agreement – Kapunda Historical Society	316	<p>The Agreement has been provided to the Kapunda Historical Society 22 August 2018 for review and execution. Answers to concerns have been provided. KHS yet to return the executed agreement. Meeting on 14 January 2019 to resolve concerns and having agreement executed was held with positive outcomes. Amendments being made to the Agreement.</p> <p><i>Ongoing</i></p>
13.3 GENERAL MANAGER, STRATEGY & DEVELOPMENT		
13.3.8 Roseworthy Township Expansion – Roads Deed – Deed of Variation – Independent Case Manager and Funding Mechanism	330	<p>Deeds executed – Supplementary LMAs to be executed and registered.</p> <p><i>Ongoing</i></p>
13.5 GENERAL MANAGER, ECONOMIC DEVELOPMENT		
13.5.2 Sir Sidney Kidman Exhibition and use of Thomson Building	342	<p>Exhibition installation within the first floor gallery space complete. An official launch date is being finalised.</p> <p><i>Ongoing</i></p>
14.3 NOTICE OF MOTION		
14.3.1 Elimination of single use plastic products – Notice of Motion by Cr Keith Ellis, Mudla Wirra Ward	343	<p>Refer to Item 13.3.1 at the 11 December 2018 – A review of Council's Environmental Sustainability Policy is underway and further updates will be provided from that reference point.</p> <p><i>Completed</i></p>
Arising from Meeting of Tuesday, 23 October 2018		
12.3 GENERAL MANAGER, STRATEGY & DEVELOPMENT		
12.3.1 Rescission of Existing Land Management Agreement (LMA) and Application of New LMA – 11-13 Rose Drive, Roseworthy (Certificates of Title: Volume 6164 Folio 479 and Volume 6164 Folio 480)	388	<p>Applicant currently signing application documentation. Will then be forwarded to CEO and Mayor for execution and lodgement with the LTO.</p> <p><i>Ongoing</i></p>
Arising from Meeting of Tuesday, 27 November 2018		
13.1 CHIEF EXECUTIVE OFFICER		
13.1.3 Ordinary Council Meeting Agenda Procedure	433	<p>Consideration is being given to holding the proposed workshop during April 2019 aligning it to the first</p>

		week of Committee meetings for the month in an effort to consolidate Elected Member travel commitments. Further details on this proposal will eventuate in the next few weeks. <i>Ongoing</i>
13.3 GENERAL MANAGER, STRATEGY & DEVELOPMENT		
13.3.3 Mining – Kapunda Mine Historic Site – Further Request for Land Access	416	Council officers have met with ECR Pty Ltd and separately with representatives of the Department of Energy and Mining. Further requests to access Council land pending. <i>Ongoing</i>
Arising from Meeting of Tuesday, 11 December 2018		
12.4 GENERAL MANAGER, INFRASTRUCTURE & ENVIRONMENT		
12.4.1 Road Process Order – Johnson Road Kapunda	445	Surveyor and Conveyancer engaged to complete documents, lodge with Surveyor General and transfer land to the adjoining owner. <i>Ongoing</i>
13.3 GENERAL MANAGER, STRATEGY & DEVELOPMENT		
13.3.1 Elimination of Single Use Plastic Products	447	Further review of Council's Environmental Sustainability Policy underway. <i>Ongoing</i>
Arising from Meeting of Tuesday, 22 January 2019		
14.3.3 CEO Evaluation Review – Notice of Motion from Cr Peter Kennelly	20	Refer to Item 12.2.5 CEO Performance Evaluation Process of 26 February 2019 <i>Completed</i>
Arising from Meeting of Tuesday, 26 February 2019		
12.2 GENERAL MANAGERS, BUSINESS & FINANCE and GOVERNANCE		
12.2.1 2018/2019 Annual Business Plan Annual Objectives Review December 2018.	85	Update provided to Council <i>Completed</i>
12.2.2 Loan Borrowings as at 31 January 2019	85	<i>Completed</i>
12.2.3 Mid-Year Budget Review (31 December 2018)	85	<i>Completed</i>
12.2.4 Schedule of Fees and Charges – 2019/2020	86	<i>Completed</i>
12.2.5 CEO Performance Evaluation Process	25	<i>Agenda</i>
12.3 GENERAL MANAGER, STRATEGY & DEVELOPMENT		
12.3.1 Partial Fee Waiver for State Heritage Places that have Secured State Heritage Grant Funding	86	Correspondence forwarded to Heritage SA advising Council endorsed the request for partial fee waiver. <i>Completed</i>
12.3.2 Kapunda Community Gallery – Touring Exhibition – Sponsorship Request	90	Correspondence notifying outcome of sponsorship request issued via email 28 February 2019. <i>Completed</i>
12.4 GENERAL MANAGER, INFRASTRUCTURE & ENVIRONMENT		
12.4.1 Kapunda Tourist Park – Lease Renewal	91	Deed of Renewal has been provided to the Lessee for execution. <i>Ongoing</i>
13.5 GENERAL MANAGER, ECONOMIC DEVELOPMENT		
13.5.1 Freeling Community Recreation Park Management Committee – Freeling Netball Club Application into the Grassroots Football, Netball and Cricket Facilities Program	92	Council letter of support has been forwarded and included within the Freeling Netball Club Application into the Grassroots Football, Netball and Cricket Facilities Program. Awaiting program notification prior to reporting back to Council's Economic Development Panel (anticipated after 1 June 2019). <i>Ongoing</i>

10. **MINUTES – COMMITTEE MEETINGS**

Before considering the Recommendations of the Committees, the Mayor may request the Chair of each Committee to provide clarifying comments on the Recommendations up for consideration.

Elected Members may choose to adopt the proposed Recommendations as presented (by consensus), or discuss each matter individually by withdrawing an item from the table prior to any consensus consideration.

A consensus consideration means that a number of individual recommendations will be considered together, as one unit, by the Council (en bloc).

10.1 **INFRASTRUCTURE COMMITTEE**

Recommendation 1

That the agenda, reports and minutes of the meeting of the Light Regional Council Infrastructure Committee held Wednesday, 13 March 2019 be received.

(Items for withdrawal / discussion / consensus)

Recommendation 2

That the reports and recommendations of the meeting of the Light Regional Council Infrastructure Committee held Wednesday, 13 March 2019 numbered 1 to 8, as listed below, be adopted.

1.	<p>IC10.4.1/2019</p> <p>Infrastructure Committee - Review of Terms of Reference</p> <p><u>Folder ID:</u> 1773</p> <p><u>Author:</u> Tara Kneebone, Team Leader Business Support – Infrastructure and Environment</p> <p><u>Report Presenter:</u> Richard Dodson, General Manager – Infrastructure and Environment</p> <p><i>Recommendation</i> That Council adopt the reviewed Terms of Reference for the Infrastructure Committee as detailed below:</p> <p>1. Establishment of the Infrastructure Committee Pursuant to Section 41(7) of the Local Government Act, 1999 (“the Act”) a Committee may establish a sub-committee to assist in a matter. Membership of the Sub-Committee may comprise any elected member and independent expertise as determined by Council.</p> <p>2. Committee Pursuant to Section 41 of the Local Government Act 1999 (“the Act”) the Council establishes a Committee to be known as the Infrastructure Committee (“the Committee”).</p> <p>3. Functions 3.1 Subject to compliance with all legislation, policies, plans and procedures of the Council, the functions of the Committee are to be focused on the strategic management and delivery of matters relative to:</p> <ul style="list-style-type: none"> • Infrastructure & Asset Management including; • Bridges; • Community Wastewater Management Schemes; • Drainage; • Land and Buildings;
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	<ul style="list-style-type: none"> • Stormwater; • Transport; • Infrastructure Projects; • Water Reuse Schemes; • Road & Traffic Safety; • Plant and Equipment Replacement; • Waste Management; • Communications; • Council policies, including review of existing policies and consideration of proposals for new policies, as appropriate. • Management of Open Space; • Policy Matters; • Vegetation Management; • Cemeteries; • Council's Infrastructure and Assessment Management Plan; • Traffic Safety; and • Water (CWMS/Harvesting Schemes). <p>3.2 Any other matter which is within the powers and functions of the Council and which is referred to the Committee by the Council.</p> <p>3.3 Pursuant to Section 41 (7) a Committee may establish a sub-committee to assist in a matter. Membership of the Sub-Committee may comprise any elected member and independent expertise as determined by Council.</p> <p>4. Composition of the Committee</p> <p>Members:</p> <p>A minimum of Four (4) Elected Members (including the Deputy Mayor) of which:</p> <ul style="list-style-type: none"> • One (1) is Presiding Member; and • One (1) is Deputy Presiding Member (Appointed by the Infrastructure Committee) <p>Ex-officio:</p> <ul style="list-style-type: none"> • Mayor may attend as ex-officio pursuant to Section 41(6) of the Act <p>Administrative Support:</p> <ul style="list-style-type: none"> • General Manager, Infrastructure and Environment <p>4.1 A Member of the Committee will, subject to Section 41(5) of the Act and Clause 4.3 of these Terms of Reference, hold office as a Member of the Committee for a period of up to two (2) years, or until the conclusion of the next general election of the Council.</p> <p>4.2 The office of a Member of the Committee shall become vacant upon the Council removing that person from office as a Member of the Committee or upon the Member ceasing to hold office as an Elected Member of the Council.</p> <p>4.3 In the event of a vacancy in the office of a Member of the Committee, the Council shall, if it deems fit, appoint another person as a Member of the Committee on the same basis as, and for the balance of the term of, the original appointment.</p> <p>4.4 No additional allowance will be paid to the elected member representative over and above the allowance already received by the elected member in accordance</p>
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	with the Local Government (Members Allowances and Benefits) Regulations 2010.
5.	Office Bearers
5.1	The Presiding Member of the Committee shall be appointed by the Council for a period of two (2) years.
5.2	The office of the Presiding Member shall become vacant if:
5.2.1	the Council removes the Presiding Member from office; or
5.2.2	the Presiding Member ceases to be a Member of the Committee.
6.	Meetings
6.1	Meetings of the Committee will be conducted in accordance with the Act, Part 2 of the Local Government (Procedures at Meetings) Regulations 2013, these Terms of Reference and any Code of Practice for Meeting Procedures adopted by the Council and applicable to the Committee.
6.2	Insofar as the Act, the Local Government (Procedures at Meetings) Regulations 2013, these Terms of Reference and any Code of Practice for Meeting Procedures adopted by the Council and applicable to the Committee do not specify a procedure to be observed in relation to the conduct of a meeting of the Committee, then the Committee may determine its own procedure.
6.3	In accordance with, and subject to, the Act and the Local Government (Procedures at Meetings) Regulations 2013 all meetings of the Committee shall be open to the public unless the Committee has resolved to exclude the public from a meeting or part of a meeting pursuant to the Act.
6.4	The Committee shall meet on the first Wednesday of each month at a time set down by Council.
6.5	Minutes together with corresponding Agenda and Appendices of a meeting of the Committee shall be presented for consideration of its recommendations and/or discussion to the next meeting of the Council.
6.6	In accordance with the Act, the minutes of a meeting of the Committee shall be provided to all Council members within five (5) days after the meeting of the Committee.
6.7	A quorum for a meeting of the Committee shall be one half of the total number of Members of the Committee in office (ignoring any fraction) plus one. No business can be transacted at a meeting of the Committee unless a quorum is present.
6.8	All recommendations to the Council of the Committee shall be made on the basis of a majority decision of the Members present.
6.9	All members of the Committee, including the Presiding Member, shall have a deliberative vote, and in the event of an equality of votes, the Presiding Member shall have a casting vote.
6.10	If the Presiding Member of the Committee is absent from a meeting of the Committee, the Deputy Presiding Member will preside at the meeting.
6.11	If both the Presiding Member or Deputy Presiding Member of the Committee are absent from a meeting, a member of the Committee shall be chosen from those present to undertake the role of Presiding Member at that meeting.
6.12	The General Manager, Infrastructure & Environment shall be responsible for ensuring that accurate minutes are kept (to be confirmed at the next meeting of the Committee) of all proceedings of the Committee.
6.13	In all of its dealings and activities the Committee shall have regard to the Guiding Principles under Local Government (Proceedings at Meetings) Regulations 2013 Part 1 Regulation 4.
7.	Review
	These Terms of Reference will be subject to review by the Council on a two (2) year basis or as determined by Council.

8.	Tenure	The Committee will continue in existence until wound up by resolution of the Council.
9.	History	<ol style="list-style-type: none"> 1. The Infrastructure Committee established pursuant to a resolution of Council dated 18 November 2014 (Minutes Item 4.3.6 Page 2014/376). 2. Terms of Reference Adopted by Council Tuesday, 24 February 2015 (refer Minutes at Item IC9.5.1/2015 page 2015/49) 3. Terms of Reference Reviewed by Council Tuesday, 28 February 2017 (refer Minutes at Item IC9.4.5/2017 page 2017/61) 4. Terms of Reference Reviewed by Council Tuesday, 22 August 2017 (refer Minutes at item IC9.4.1/2017 page 2017/284) 5. Terms of Reference Reviewed by Council Tuesday, 26 March 2019 (refer Minutes at item ##### page ###)
2.	IC10.4.2/2019	Wasleys Clubroom Funds
	<u>Folder ID:</u>	55641
	<u>Author:</u>	Megan Renzella, Property & Facilities Manager
	<u>Report Presenter:</u>	Megan Renzella, Property & Facilities Manager
	<i>Recommendation</i> That Council;	
	<ol style="list-style-type: none"> 1. Carry forward the amount of \$100,000 from budget line 1555.610.330 from the 2018/2019 financial year to the 2019/2020 financial year, and 2. Attribute the developer contribution funds of \$172,840 due from Allworth Pty Ltd to budget line 1555.610.330 for the 2019/2020 financial year; <p>For the purposes of providing a community facility at the Wasleys Recreation Park.</p>	
3.	IC10.4.3/2019	The Gap Road – Road Process Order
	<u>Folder ID:</u>	65633
	<u>Author:</u>	Megan Renzella, Property & Facilities Manager
	<u>Report Presenter:</u>	Megan Renzella, Property & Facilities Manager
	<i>Recommendation</i> That Council:	
	<ol style="list-style-type: none"> 1. Does not proceed with the Road Process Order for a portion of The Gap Road Fords, or a portion of Public Road 70; 2. Does not support the closure of a section of The Gap Road Fords namely a 580 metre length to the western portion of road known as Road ID 00073005 Segment 5 as a result of the discussions with affected parties; 3. Does not support the closure of a section of road namely Road ID 00070001 Segment 1 known as Public Road 70, if the closure of The Gap Road results in land merged with Section 2 of Hundred 160500; and 4. Advises all affected parties and property owners of the decision to not proceed with the Road Process Order for The Gap Road or Public Road 70, Fords. 	

4.	<p>IC10.4.4/2019 Hansborough Road – Road Name Change</p> <p><u>Folder ID:</u> 66708</p> <p><u>Author:</u> Megan Renzella, Property & Facilities Manager</p> <p><u>Report Presenter:</u> Megan Renzella, Property & Facilities Manager</p> <p><i>Recommendation</i> That Council subject to concurrence with the Regional Council of Goyder;</p> <ol style="list-style-type: none"> 1. The request to change the name of Hansborough Road to Waldhuter Road, be refused, and 2. The applicant and directly affected parties be advised of the outcome of the decision to retain the existing name of Hansborough Road. 3. In recognition of the contribution of the Waldhuter family to the region, recommend the name be used to name a currently unnamed public road within the region or road that may be derived from a future land division.
5.	<p>IC10.4.5/2019 Funding Requirements for CWMS 4-Year Capital Works Program</p> <p><u>Folder ID:</u> 69186</p> <p><u>Author:</u> Bill Zhang, Manager Engineering & Assets</p> <p><u>Report Presenter:</u> Richard Dodson, General Manager Infrastructure and Environment</p> <p><i>Recommendation</i> That Council adopt the 2019-2023, CWMS 4 Year Capital Works Program subject to the adoption of the 2019/2020 Budget & Annual Business Plan.</p>
6.	<p>IC10.4.6/2019 Strategic Infrastructure Funding Plan 2019-2023</p> <p><u>Folder ID:</u> 64336</p> <p><u>Author:</u> Richard Dodson, General Manager Infrastructure and Environment</p> <p><u>Report Presenter:</u> Richard Dodson, General Manager Infrastructure and Environment</p> <p><i>Recommendation</i> That Council:</p> <ol style="list-style-type: none"> 1. Receive this report; 2. Acknowledge the various funding sources available for infrastructure projects; and 3. Adopt the year by year funding program contained in this report.
7.	<p>IC10.4.7/2019 2019-2020 10 Year Plant & Fleet Replacement Program</p> <p><u>Folder ID:</u> 55927</p> <p><u>Author:</u> Richard Dodson, General Manager Infrastructure and Environment</p> <p><u>Report Presenter:</u> Richard Dodson, General Manager Infrastructure and Environment</p> <p><i>Recommendation</i> That Council acknowledge and endorse the 2019/2020 10 Year Plant and Fleet Replacement Programs subject to the adoption of the 2019/2020 Budget and Annual Business Plan.</p>

8.	IC10.4.8/2019	2019-2023 4 Year Capital Program
	<u>Folder ID:</u>	64336
	<u>Author:</u>	Richard Dodson, General Manager Infrastructure and Environment
	<u>Report Presenter:</u>	Richard Dodson, General Manager Infrastructure and Environment
	<i>Recommendation</i> That Council adopt the 2019-2023, 4 Year Capital Program subject to the adoption of the 2019/2020 Budget & Annual Business Plan & any adjustments to the roads program where possible.	

10.2 STRATEGY COMMITTEE

Recommendation 1

That the agenda, reports and minutes of the meeting of the Light Regional Council Strategy Committee held Wednesday, 13 March 2019 be received.

(Items for withdrawal / discussion / consensus)

Recommendation 2

That the reports and recommendations of the meeting of the Light Regional Council Strategy Committee held Wednesday, 13 March 2019 numbered 1 as listed below, be adopted.

1.	STR9.3.1/2019	Draft Planning, Development and Infrastructure (General) (Development Assessment) Regulations and Practice Directions – LRC Submission
	<u>File:</u>	53494
	<u>Author:</u>	Andrew Chown – Manager, Strategy
	<i>Recommendation</i> That Council receive and acknowledge the submission titled ‘ <i>Draft Planning, Development and Infrastructure (General) (Development Assessment) Variation Regulations and Practice Directions</i> ’ as forming Light Regional Council’s response to the State Planning Commission and Department of Planning, Transport and Infrastructure on these matters.	

10.3 ECONOMIC DEVELOPMENT PANEL

Recommendation 1

That the Agenda, reports and minutes of the Special Meeting of the Light Regional Economic Development Panel held Thursday, 14 March 2019 be received.

(Items for withdrawal / discussion / consensus)

Recommendation 2

That the reports and recommendations of the Special Meeting of the Light Regional Council Economic Development Panel held Thursday, 14 March 2019 numbered 1 and 2, as listed below, be adopted.

1.	<p>5.5.1 Light Tourism Dedicated Logo</p> <p>Folder ID: 67502</p> <p>Author: Liz Heavey, Tourism Development Manager</p> <p>Report Presenter: Liz Heavey, Tourism Development Manager</p> <p>Recommendation</p> <p>That Council:</p> <ul style="list-style-type: none"> Endorses the development and implementation of a tourism logo design and secondary colour palette for tourism destination marketing for Light Region as distinctive from Light Regional Council's corporate logo and colour palette, as proposed by Council's designer of its new Destination Tourism Website Endorses the use of lightsouthaustralia.com as the Domain name for the Destination Tourism Website for Light Region.
2	<p>5.5.2 Facility Management - Freeling Agricultural Multi-Purpose Centre</p> <p>Folder ID: 55755</p> <p>Author: Simon Sherriff, Manager – Strategic Projects</p> <p>Report Presenter: Kieren Chappell, General Manager Economic Development</p> <p>Recommendation</p> <p>That Council:</p> <ol style="list-style-type: none"> Receives this 'Facility Management – Freeling Agricultural Multi-Purpose Centre' report, with 3 attachments (letter to Council from Rec Park Committee, Draft Letter of Intent to Belgravia Leisure, and minutes of Rec Park Committee Meeting on 7 March 2019); Ratify the resolution of the Freeling Community Recreation Park Management Committee Incorporated meeting of 7 March 2019, being: <ol style="list-style-type: none"> "FRPMC agree with the recommendation from the FAMPC steering committee and commit Belgravia as the managing body of the FAMPC, acknowledging the potential risk it may run at a first-year loss which is FRPMC responsibility" Instruct the Chief Executive Officer, who may delegate to the Council's General Management, to liaise with Freeling Community Recreation Park Management Committee Incorporated and Belgravia Leisure to enable opening on 6th April 2019 and actively promote the Freeling Agricultural Multi-Purpose Centre to the community.

10.4 AUDIT COMMITTEE

10.5 OTHER11. REPORTS FOR INFORMATION

Item No. and Subject	
<p>11.1</p> <p>Update on the Thomson Building Usage</p> <p>Author: June Austin – General Manager, Business and Finance</p> <p>Report Presenter: June Austin – General Manager, Business and Finance</p> <p>With reference to Agenda report, item 11.2 - Thomson Building Usage of 26 February 2019 the following update is provided in relation to discussions held with the Kapunda Community Craft Shop Committee (the Committee) regarding their current lease of space in the Thomson Building.</p> <p>On 4 February 2019 the Committee and members were advised of programs and services provided by Council to the community that would require the use of the space within the Thomson building currently occupied by the Committee upon expiry of their lease (30 June 2019).</p> <p>A proposal to relocate to the Kildea Room situated in the Kapunda Institute was presented to the Committee for consideration. The Committee members presented their concerns but advised they would take the proposal to their next Committee meeting on 20 February 2019.</p> <p>Mrs Rosie Nottle, Secretary of the Committee provided an email response to Council on 21 February 2019 declining the proposal to relocate to the Kildea Room.</p> <p>At the request of the Committee, a second meeting was held in the Kildea Room on Thursday 14 March 2019 with Deputy Mayor Deane Rohrlach, Cr Jason Grain and Cr David Mosley in attendance.</p> <p>At this meeting discussions ensued regarding the:-</p> <ul style="list-style-type: none"> • safety concerns of Committee members if they were to relocate to the Kildea Room; • legislative requirements of the Child Protection Act – referencing the unsuitability of Library Services programs being held in the Kildea Room; and • alternate locations for the Committee members' consideration. <p>Management presented a second relocation option for consideration, advising that a third party, E.C.R Mining, had recently approached Council offering the free use, to a local community group, of one-half the space of the shop occupied by E.C.R. Mining at 65 Main Street Kapunda (next to the Art Gallery). The offer would be for an initial period of 12 months (guaranteed) with potential extensions.</p> <p>The offer encompassed points raised by the Committee at the initial meeting in that it:-</p> <ul style="list-style-type: none"> • increased visibility with main street shop frontage • addressed issues of working in isolation • increased foot traffic passing by; • had the potential to provide cross promotional opportunities; and • provided direct access to the property from street level (no stairs). <p>Cr David Mosley brought forward a suggestion that the Craft Shop could possibly be accommodated within the Kapunda Art Gallery space. This idea was also supported by Committee members and will require further discussion with stakeholders.</p> <p>Following the meeting Committee members were invited to view the shop at 65 Main Street Kapunda to gain an understanding of the space on offer and the onsite facilities to enable informed discussion regarding this proposal at their Committee meeting held Monday 18 March 2019.</p> <p>On 18 March 2019 Council emailed the Committee (via Mrs Nottle) detailing the two relocation proposals offered to date, the Lease Agreement expiry date of 30 June 2019 and clarification of provision therein.</p> <p>A further report will be provided to the April 2019 Council meeting on this matter.</p>	

11.2 Council Visit by Mr Tony Pasin MP Member for Barker**Folder ID:** 1458**Author:** Richard Michael, General Manager, Governance**Report Presenter:** Richard Michael, General Manager, Governance

The Elected Members are advised that Mr Tony Pasin MP, Member for the South Australian Federal Government electorate of Barker, visited Council on Wednesday, 13 March 2019.

At the forthcoming May 2019 Federal Government election, the electorate of Barker will take in the area of Council east of the Horrocks Highway from its northern council boundary south to boundary of the Hewett locality. The localities of Gawler Belt and Hewett will remain in the Spence electorate (now Wakefield). The Roseworthy township expansion area (employment lands area) will be located within the Barker electorate.

Council's Mayor Bill O'Brien, Deputy Mayor Cr Deane Rohrlach and Councillors Lynette Reichstein, Peter Kennelly, and Sam Mitchell attended the informal meeting with Mr Pasin. The Council's Chief Executive Officer Brian Carr and General Managers Richard Dodson, June Austin, Kieren Chappell and Richard Michael, and Ms Lisa Sapio (Acting General Management Strategy & Development) were in attendance.

Discussion was informal however in short Mr Pasin was briefed about the significant infrastructure, water and development planning matters which had occurred in the Light region encompassing such projects as the Roseworthy Township Expansion, the Kapunda Supermarket, the Freeling Agricultural Multi-purpose Centre, the Kapunda town square and smart cities initiative, Gawler Water Re-use Scheme, and the accelerated infrastructure program. Mr Pasin described his interest in thriving local business communities and advised that he was scheduled to meet with other organisations and constituents following meeting Council.

In regard to the forthcoming federal election, the council representatives were keen suggest to Mr Pasin that a future Federal Government could offer its support for the Light region in its initiatives for water projects, funding infrastructure projects and regional growth. Conversation centred around the continuation of extra road funding for South Australia; continuation and expansion other road funding programs and opportunities, including discussion about the National Heavy Vehicle Regulator; relationships between federal, state and local governments; disaster resilience; the dog fence renewal project; water project funding for Gawler River Flood Mitigation, Barossa and Gawler water security; and tourism opportunities around the Kidman visitor experience. As can be seen the discussion was wide ranging.

11.3**Monthly Financial Report – February 2019****Appendix:****[11.3A Monthly Financial Report February 2019](#)****Author:**

Claire McNamara, Accountant

Report Presenter:

Joe Scordo, Finance Manager

Council has adopted a Budget which forecasts an Operating Surplus of \$0.098m for the 2018-19 Financial Year. Following the second quarterly review for 2018-19, the forecast Operating Result was modified to an Operating Deficit of (\$0.019m).

The traditional financial table, *Statement of Accrued Budget Position for the Year to Date to 28 February 2019*, incorporates Council's anticipated full year's rates revenue of \$20.185m (Rates \$18.385m plus Seppeltsfield Separate Rate \$1.8m). The traditional financial table for the 8 months to 28 February 2019, reports a favourable variance against budget of \$2.196m. Timing variances between actual and budgeted expenditure produce the bulk of this positive variance.

A second financial table, *Statement of Budget Position for the Year to Date to 28 February 2019 (Rates Received)* illustrates the financial position of Council taking into account only the rates revenue that has actually been received for the reporting period.

Rates outstanding total \$6.347m. Quarter 3 rates payments were due for payment on 1 March 2019. At 13th March 2019, \$4.284m outstanding relates to 2018-19 rates and \$2.063m remains outstanding from previous years. For the same period last year, total rates outstanding were \$5.941m with \$3.994m relating to the current period and \$1.947m relating to previous years.

The Monthly Financial Report for the month of February 2019 is contained at **[Appendix 11.3A](#)**.

11.4 Freeling RSL 2019 Anzac Day Dawn Service – Road Closure

Folder ID: 2392

Author: Madeline Thompson, Administration Officer

Report Presenter: Richard Dodson, General Manager Infrastructure and Environment

The Freeling RSL have submitted an application to Council requesting permission for a road closure for the Anzac Day Dawn Service on Thursday 25 April 2019. The Freeling RSL sought Council's endorsement for the closure of Hanson Street, Freeling between Clarke Street and Gray Street and Gray Street East, between Gray Street and Hanson Street from 6.00am to 7.30am.

The road closure is for a limited time and Council staff will be responsible for the road closure and securing road closure approval from the Commissioner of Police, the Department for Planning, Transport and Infrastructure and advising local police. Notice of road closures will be advertised in the local newspapers circulating in the Council area.

Anzac Day services provide opportunities for participation by local residents and visitors to reflect and remember the sacrifice of others and as such, approval was granted for the road closure as depicted below.



11.5 Kapunda RSL 2019 Anzac Day Dawn Service – Road Closure

Folder ID: 2392

Author: Madeline Thompson, Administration Officer

Report Presenter: Richard Dodson, General Manager Infrastructure and Environment

The Kapunda RSL have submitted an application to Council requesting permission for a road closure for the Kapunda RSL Anzac Service on Thursday 25 April 2019. The Kapunda RSL sought Council's endorsement for the closure of Kapunda Street between Clare Road and Alfred Street, Kapunda from 6:00am to 10:00am.

The road closure is for a limited time and Council staff will be responsible for the road closure and securing road closure approval from the Commissioner of Police, the Department for Planning, Transport and Infrastructure and advising local police. Notice of road closures will be advertised in the local newspapers circulating in the Council area.

Approval was granted for the road closure as depicted below.



11.6 Immersive Technologies in Farming, Agriculture and Viticulture Sessions : Barossa and Light Regional Science Hub Event

File: 21878

Appendix: [11.6A - Promotional Poster](#)

Author: Pepper Mickan, Library Services Manager

Report Presenter: Pepper Mickan, Library Services Manager

In 2018, Light Regional Council was successful in applying to become the lead organisation for the Barossa and Light Regional Science Hub. This is an 'Inspiring South Australia' initiative that aims to promote everyday science within the region to the wider community. The hub is not a physical location, rather a program of different events that will be held around the Barossa and Light Region.

The purpose of this report is to update the Elected Body on the upcoming Barossa and Light Regional Science Hub event '*Immersive Technologies in farming, agriculture and viticulture*' workshops to be run by Tim Gentle from *Think.Digital*. The free sessions for the community will showcase how technology can be implemented to improve business output, but also their own daily lives. Tim will be talking about different technologies, including both Virtual Reality (VR) and Augmented Reality (AR).

Tim's background in farming means he has an understanding and perspective when it comes to how these immersive technologies can be implemented across farms and vineyards. The team at *Think.Digital* have travelled more than 15,000 km, visited over 80 towns and helped more than 200 businesses in Australia. Tim Gentle is the founder of *Think.Digital* and has personally delivered more than 1500 workshops covering all aspects of the digital world.

Two sessions will be held, one at the Hewett Centre during the day and the other, in the evening, at the newly built Freeling Agricultural Multi-purpose Centre. The event is being promoted through the agriculture and viticulture industry as well as online and print media. Bookings for the event are the essential for catering purposes and can be made online at www.lrlibraries.eventbrite.com.au

The Barossa and Light Regional Science Hub reference group, made up of representatives from Kapunda High School, Rural Directions and Natural Resource Management, is in the process of planning future events, following the success of the two previous events 'Science in the Brewery' and 'Science in the Dairy'.

11.7 Business Case Submissions 2019-2020 Budget**Folder ID:** 68756

Appendix:

11.7A – Kapunda LoRaWAN Gateway & IoT Sensors - 354350
11.7B – LRC Corporate Style Guide - 359736
11.7C – Kapunda Bowling Club On Road Parking - 360348
11.7D – Review of Regional Health Plan - 360776
11.7E – Reproduction of the Kapunda Mural - 360831
11.7F – Fencing for Unsafe Structures - 360870
11.7G – Planner 2019 and Beyond - 360871
11.7H – Light Regional Council Public Art Strategy - 360876
11.7I – Property and Contracts Officer - 361020
11.7J – Open Space Review - 361108
11.7K – Freeling Skate Park FAMPC Entrance - 361367
11.7L – Provision of Asset Management System Solution - 361623
11.7M – Restoration of Grassland Based Rural Road Verges - 361729
11.7N – Seppeltsfield Road Historic Palm and Verge Mgt. - 361732
11.7O – Thomson Building PV Solar Power Supply - 361759
11.7P – Graduate Accounting Officer - 362245
11.7Q – Heaslip Road Bike Path - 362289
11.7R – Cemeteries Management Plan - 364127
11.7S – LRC Azure Public Cloud Deployment - 364297
11.7T – Business Cases Summary 2019-20

Author: Joe Scordo, Finance Manager**Report Presenter:** Joe Scordo, Finance Manager

Council's annual budget process invites staff and the Elected Members to submit for budgetary consideration and funding allocation, business cases for new initiatives and projects derived from community need/response, from opportunities that arise from time to time and as a result of new or changed operational need.

A total of nineteen (19) business cases are submitted for 2019-2020 budgetary consideration. This report provides information related to these business cases including:

- **Appendix 11.7T** Business Cases 2019-2020 Summary, which summarizes the business cases and includes information such as the strategic objective(s) applicable to the business case, a brief description of the project deliverables for each business case and each project's estimated budget requirement over a four (4) year period;
- **Appendices 11.7A to 11.7S** which are the complete and detailed business cases as submitted by Elected Members and Council staff.

Business cases are submitted for capital works, specific operational needs or new employee complement and will seek funding for a single year, over multiple years or may require recurrent budget in the case of new operational, service delivery or employee costs.

Some business cases include budget for existing staff resources. Whilst internal labour costs contribute to the total cost of delivering the business case, these costs are excluded from additional funding requirement given the labour effort and associated cost is drawn from (already budgeted) existing resources. Internal labour costs itemized in the individual business cases (**Appendices 11.7A to 11.7S**) is excluded from the budget requirement summarized in the Business Cases 2019-2020 Summary (**Appendix 11.7T**).

The General Management Group has considered the business cases and their commentary and contextual information, including highlighting of priority needs, is included in the Business Cases 2019-2020 Summary at [Appendix 11.7T](#). **Table 1** below itemizes the business cases and provides a high-level funding summary.

TABLE 1 - SUMMARY OF BUSINESS CASES 2020-2023

Project Title	Capital Cost		Operating Cost	
	2019-20	4 Year	2019-20	4 Year
	\$	\$	\$	\$
Kapunda LoRaWAN Gateway and IoT Sensors	15,000	15,000		
LRC Corporate Style Guide			20,000	20,000
Kapunda Bowling Club On Road Parking	32,500	32,500		5,700
Review of Public Health Plan			10,000	10,000
Reproduction of Kapunda Mural			5,000	5,000
Fencing for Unsafe Structures			5,000	20,000
Planner 2019 and Beyond			98,325	407,078
LRC Public Art Strategy			12,000	12,000
Property and Contracts Officer			54,923	310,433
Open Space Review		105,000	50,000	59,750
Freeling Skate Park FAMPC Entrance	300,000	300,000		8,880
Provision of Asset Management Solution			63,503	60,806
Restoration of Grassland Based Rural Road Verges			15,000	45,000
Seppeltsfield Road Tree and Verge Management			60,000	124,600
Thomson Building Solar	8,000	8,000	(1,375)	(7,225)
Graduate Accounting Officer			64,523	293,489
Heaslip Road Bike Path	80,000	80,000		15,000
Cemetery Management Plan	31,500	141,000	28,200	54,200
LRC Azure Public Cloud Deployment			475,000	1,275,055
Total for Budget Consideration	467,000	681,500	960,099	2,719,766

For consideration

Council's management is developing a strategic, corporate approach to Workforce Planning and Information and Communications Technology (ICT) management. As such there is the potential to shift staffing and technology requests out of the annual business case cycle and consider these elements in a broader holistic approach that considers the overall corporate impact of such decisions. For this reason, business cases seeking funding for staffing and technology are highlighted for review such that:

- Employee business case requests be considered within the context of Council's Workforce Plan to cater for growth, business systems reviews, management of leave liability and staff wellbeing; and
- Councils ICT Strategy (ICT presentation at Budget Workshop 9 April 2019) considers business case technology requests as part of the broader ICT implementation and update budget.

Conclusion

This report and all associated information is provided for Elected Member's information and consideration in preparation for a detailed review at the budget workshop planned for 9 April 2019.

Recommendation

That the reports for information be received and the contents therein be noted by Council.

12. STATUTORY REPORTS FOR DECISION

Statutory Reports for Decision encompass items that form a compliance or accountability function which is necessarily tied to the legislative guidelines under which Council operates.

Recommendation 1

That the Agenda and reports presented under *Item 12. – Statutory Reports for Decision* of this ordinary meeting of the Light Regional Council held Tuesday, 26 March 2019 be received.

(Items for withdrawal / discussion / consensus)

Recommendation 2

That the reports of the meeting of the Light Regional Council held Tuesday, 26 March 2019 and the associated recommendations as set out below under *Item 12. Statutory Reports for Decision* be adopted.

(Please go directly to Item 13 following this resolution)

Item No:	Report Heading (Index of Statutory Reports for Decision)	Page	Withdraw
12.3.1	Request to Extinguish Easement over Allotment 3 (11) Heyworth Road Gawler Belt	26	
12.3.2	Mining – Kapunda Mine Historic Site – Request for Land Access	28	

12.1 CHIEF EXECUTIVE OFFICER
NIL REPORTS

12.2 GENERAL MANAGERS, BUSINESS & FINANCE and GOVERNANCE
NIL REPORTS

12.3 GENERAL MANAGER, STRATEGY & DEVELOPMENT

12.3.1 **Request to Extinguish Easement over Allotment 3 (11) Heyworth Road Gawler Belt**

Folder ID: 313/D016/17 and VG 3151023000

Appendix: *12.3A Correspondence from Houtermans Horner Conveyancing*

12.3B Application for Deposit of Plan of Division

12.3C Plan of Division and Certificate of Title

Author: Maxine Lovett, Senior Development Officer – Planning

Report Presenter: Craig Doyle, General Manager – Strategy and Development

Executive Summary

Report highlights

- Correspondence has been received from Jake Evans, a registered conveyancer requesting Council's authorisation to extinguish a drainage easement associated with a recently approved land division at 11 Heyworth Road, Gawler Belt.
- Council's Development Engineer has advised that the extinguishment of this easement is appropriate as the required services will now be located in a new easement as a part of the approved land division.

Budget Impact

All costs associated with the extinguishment of the easement will be borne by the applicant with no costs to Council.

Recommendation

That pursuant to Section 38 and 44 of the *Local Government Act 1999* Council delegate authority to the Mayor and Chief Executive Officer to affix Council seal to the Certificate of Consent for the Deposit of a Plan of Division associated with the extinguishment of easement marked 'A' in Deposited Plan 30136 associated with land division application 313/D016/17.

Reasons for the decision

To facilitate civil work and construction of an approved land division, Development Application Number 313/D016/17.

Detailed Report

Purpose

The purpose of this report is to seek Council's authorisation to extinguish an easement that exists on former allotment 3 (11 Heyworth Road Gawler Belt) required for a drainage basin. The easement was contained in Allotment 3 which now forms Allotment 47 in the approved land division. A recent land division (313/D016/17) resulted in the creation of one additional allotment. The land division was referred to Council's Development Engineer and the advice given required the drainage basin to be partially re-configured and as a result the easement area is slightly larger. A new easement was created in the plan of division that replaces the existing drainage easement.

A copy of the written request from Houtermans Horner Conveyancing forms [Appendix 12.3A](#).

The Council is required to consider and, if deemed appropriate, delegate authority to the Mayor and Chief Executive Officer to execute the necessary documentation in this regard.

Background

Land division application 313/D016/17 has been granted Section 51 clearance under delegation by Council's Planning Officers, however prior to new titles being issued by Land Services SA, Council as an interested party in the land, must execute documentation associated with the extinguishment of a drainage easement. Elected Members are advised that the infrastructure will now be situated within a new easement as part of the new land division scheme, consequently the existing easement as noted on the existing certificate of title will be extinguished and a new easement recognised.

Discussion/Analysis

Council's Development Engineer has confirmed the requirement for the proposed easement and subsequent extinguishment of the existing easement over the subject land. The aforementioned recommendation is therefore worthy of ratification.

A copy of the Application for Deposit of Plan form [Appendix 12.3B](#). A copy of the plan of division and certificate of title form [Appendix 12.3C](#).

Conclusion

Execution of the said documentation will enable titles to be issued for the approved land division and ensure the prompt initiation of civil works.

References

Legislation

- Development Act 1993
- Development Regulations 2008
- Local Government Act 1999

Council Policies

Nil

Strategic Plan

Nil

12.3.2 Mining – Kapunda Mine Historic Site – Request for Land Access

Folder ID: 58045

Appendix: [12.3D ECR Pty Ltd - Research Work Proposed for Council Property](#)

[12.3E Proposed Agreement for Access](#)

Author: Andrew Chown, Manager, Strategy
Craig Doyle, General Manager - Strategy and Development

Report Presenter: Craig Doyle, General Manager - Strategy and Development

Executive Summary

Report highlights

This report is provided to both:

- update the Council on the steps taken by Environmental Copper Recovery Pty Ltd ('ECR') following the last report to Council in November 2018; and
- enable Council to consider ECR's request to access the Kapunda Historic Mine Site (the Site) to conduct research activities; and
- for research activities which are stand-alone from those activities which constitute exploration and therefore require approval under the *Mining Act, 1971* (the 'Act').

Background

In November 2018 (Item 13.3.3) ECR sought Council's consideration of its request to access the Site to conduct the following proposed activities:

Low Impact:

- Magnetotelluric Geophysical Surveys (on-site)
- Water Sampling – surface water (on-site and off-site)
- Pit Face Mapping (on-site – Open cut and Stockyard pits)

High Impact:

- Hydro Geological Testing:
 - Water Sampling – sub-surface (on-site)
 - Aquifer pump Testing (on-site and off-site)
- Field Recovery Trial (location undetermined at this time)

Since this time Council management has continued to work with ECR to understand their proposal and requests for accessing the Site which has resulted in a request to access the land for a number of 'low' impact activities, namely drill hole water sampling and pit wall mapping.

As described below, such request is made separate to the requirements of the *Mining Act, 1971*.

Department for Energy and Mining

To fully understand the implications of the request by ECR, Council management met with representatives from the Department for Energy and Mining (DEM) to understand the processes, current stage of works and next steps that apply both at a Council level and a State level.

The meeting was fruitful and provided clarifying information on what activities constitute 'exploration' and which do not. In this case, representatives of the DEM confirmed that the low-impact activities described above do not trigger the requirements of the *Mining Act, 1971* with respect to the formal exempt land access requirements.

Other important discussion points coming out of this meeting included:

- Council's role in the process remains unchanged at all stages – Council remains as the custodian of the land and has a level of control regarding access;

- There are strict guidelines and processes for ECR to follow at all stages with appropriate checks and balances to be applied by the DEM. These include the preparation of both generic and specific Programs for Environment Protection and Rehabilitation (PEPRs), approvals from the DEM for such PEPRs and the need for the granting of a Mining Lease/s in the future should the current research and verification works yield positive results. It is noted that these processes are subject to public consultation.

It is noted that any of the other activities proposed by ECR are likely to constitute exploration and require a formal Waiver of Exemption under the *Mining Act, 1971* in order to access the Site. These requests would again be subject to a request and Council consideration if and when they are forthcoming.

Request to Access Land

ECR has prepared a document titled 'Research Work Proposed for Council Property' ([Appendix 12.3D](#)) which describes the activities that are proposed to take place on the Site, should Council grant permission for access. These activities are, for all intents and purposes, low impact, cause little to no disturbance of the Site, do not require mechanical means to occur and do not constitute 'mining operations' as defined in the Act. As such, there is no formal mechanism under the Act to consider access. The current request is stand-alone from this process.

Given the advice provided by the DEM, the known next steps and additional checks and balances required if/when these steps are taken it is considered that the proposed activities are reasonable.

Conclusion

ECR has revised its proposal seeking access for two 'low impact' activities supporting its further investigation of 'In-Situ Recovery' mineral extraction at the Kapunda Historic Mine Site.

With reference to Council's Community Land Management Plan for this Site, together with By-law No. 4 of 2015 - 'Local Government Land' it is recommended that the proposed activities are permitted subject to further discussions and satisfactory conclusion of Work, Health and Safety considerations prior to further site access being permitted.

Budget Impact

Estimated Cost:

Nil to Council

Additional Comments (incl Labour Component if applicable): Nil

Recommendation

That Council:

1. **Receives and notes this report;**
2. **Authorises the Chief Executive Officer, who may delegate to relevant Council officers, to hold further discussions with Terramin Exploration Pty Ltd and Environmental Copper Recovery Pty Ltd with respect to appropriate settlement of classifications of each party under the *South Australian Work, Health and Safety Regulations, 2012* and related arrangements including provision of appropriate indemnifications to Council, final Work Health and Safety documentation etc. prior to enabling further site access for mineral research activities; and**
3. **Subject to the satisfactory conclusion of Item No. 2 above, authorises the Chief Executive Officer, who may delegate to relevant Council Officers, to issue a permit to Environmental Copper Recovery Pty Ltd (and Terramin Exploration Pty Ltd) under Council By-law No 4 – Local Government Land (subject to any conditions as required and having regard to the terms of the 'Agreement for Access' provided by Environmental Copper Recovery Pty Ltd), to access the Kapunda Mine Historic Site for the purpose of undertaking activities which are removed from the *Mining Act 1971* as described in the document titled *Research Work Proposed for Council Property* provided by Environmental Copper Recovery Pty Ltd as follows:**
 - a. **Pit face mapping; and**
 - b. **Water sampling.**

Reasons for the decision

To respond to a request from Environmental Copper Recovery Pty Ltd to access the Kapunda Mine Historic Site for the purpose of undertaking activities removed from the *Mining Act, 1971* however still affecting Council land.

Detailed Report

Purpose

This report seeks the Council's consideration of providing access to the Kapunda Mine Historic Site for the purpose of undertaking research activities in relation to a proposal by Environmental Copper Recovery Pty Ltd (ECR) to establish in-situ recovery copper mining processes on the site.

Background

Mining activities occurring across the State are subject to the obligations, processes and requirements of the *Mining Act, 1971* (the 'Act'). The Act outlines, amongst many other things, what constitutes 'mining operations' (e.g. activities carried out in the course of prospecting, exploring or mining...) and circumstances which would give rise to an area of land being exempt from mining operations.

Of key relevance is Section 9 of the Act which confirms that '*land that constitutes any parklands or recreation grounds under the control of council...shall be exempt from mining operations, unless the benefit of the exemption is waived under section 9AA...*'

At its November 2018 meeting, Council considered a request from ECR to access the Kapunda Mine Historic Site to undertake a series of activities associated with verifying the suitability of the site to accommodate a future in-situ recovery mining operation. In doing so, ECR provided a preferred program of works and requested a Waiver of Exemption.

As part of its considerations, Council recognised that the proposed activities were both identified as 'low' impact and 'high' impact and made the following resolution:

Moved: Cr Rohrlach

Seconded: Cr Close

That Council:

1. *Receives and notes this report.*
2. *Acknowledges the update provided by Environmental Copper Recover Pty Ltd and the preferred program of works provided in support of their proposal for the next round of on-ground activities at the Kapunda Mine Historic Site.*
3. *Authorises the Chief Executive Officer, who may delegate to relevant Council officers, to work with Environmental Copper Recovery Pty Ltd and Terramin Exploration Pty Ltd to advance negotiations on matters for the future consideration of Council as part of formal Waiver of Exemption – Request (Form 23A) and Waiver of Exemption – Agreement (Form 23B) deliberations advanced in accordance with the Mining Act, 1971. This will include, but not be limited to, the separation of low and high impact activities into separate Waiver of Exemption requests, a detailed review of appropriate Waiver of Exemption periods which may not align with the requested 12 month initial term with a further 12 month renewal as outlined in the preferred program of works provided by Environmental Copper Recovery Pty Ltd and the completion of suitable Work Health and Safety (WHS) risk assessments for the exploration areas contemplated, particularly as these include the exploration of currently fenced-off areas.*

CARRIED

Further subsequent discussions have taken place between Council management and ECR accordingly.

History

- 22 November 2016 – Item 7.1.1 - Deputation – Leon and Philippa Faulkner, Midas Environmental Technology
- 13 December 2016 – Item 12.3.2 - Midas Environmental Technology (MET) – seeking approval to undertake water quality sampling – Kapunda Historic Mine Site
- 24 January 2017 – Item 7.1.1 - Deputation – Midas Environmental Technology Pty Ltd (MET)
- 28 February 2017 – Item 14.4.1 - Request to decline further in-situ mining Kapunda Mine site– Motion without Notice – Cr Kennelly
- 28 February 2017 – Item 14.4.2 - Investigations into mining at the Kapunda Mine site– Motion without Notice – Cr Rohrlach
- 22 August 2017 - Item 11.2 - Kapunda Historic Mine Site – Mining Proposal Update
- 26 September 2017 – (Infrastructure Committee) Item 11.3.1 - Mining on Kapunda Historic Mine site – Notice of Motion from Cr Peter Kennelly
- 26 September 2017 – Item 11.2 - Kapunda Historic Mine Site – Environmental Copper Recovery (ECR) P/L Update
- 28 November 2017 – Item 12.3.3 – Mining – Kapunda Historic Mine Site – Update
- 23 January 2018 – Item 12.3.4 – Mining – Kapunda Historic Mine Site – Water Sampling
- 27 November 2018 – Item 13.3.3 – Mining – Kapunda Mine Historic Site – Further Request for Land Access

Discussion/Analysis

The current request from ECR to access the Site includes low impact, non-invasive activities which do not constitute 'mining operations' as defined in the *Mining Act, 1971*. As such, there is no formal mechanism under the Act to consider this request.

Activities proposed to be undertaken on the Site and subject to the current request include:

- Water Sampling – surface water (on-site and off-site – undertaken by CSIRO)
- Pit Face Mapping (on-site – Open cut and Stockyard pits – undertaken by University of Adelaide Post Doctorate student)

Drill Hole Water Sampling

ECR propose, with the assistance of the CSIRO to collect water samples from an existing on-site drill hole. The process of collecting water on-site is non-invasive. It is noted that activities occurring off-site are not considered as part of this report.

Pit Face Mapping

Pit face mapping will involve the entry by foot of a person to both the Main open cut pit and the Stockyard open cut pit. The process includes photography, mapping and measurement of geological structures apparent in the pit walls.

Governance Considerations

Community Land Management Plan

To assist Council with its consideration of these requests, management has had regard to the Community Land Management Plan for the Site.

This document is clearly dated and requires review, however under 'Lease Details' it does recognise the potential for further mining. It is noted that, at the very least, the Mineral Retention Lease reference will need to be updated as a subsequent action and this will be undertaken.

Otherwise this document also recognises the preservation of the Mine Site as a '*significant historical asset for the community of Kapunda, the Light region, visitors to the area and future generations*', with related 'Management Objectives' including appropriate vegetation management and revegetation, providing infrastructure appropriate for tourism and passive recreation and maintaining heritage buildings and structures (and restoring these where possible) within the Mine Site area, amongst others.

The Management Objectives also include the requirement that all activities taking place on and within the Mine be conducted in accordance with Council's By-laws, which is discussed in further detail in the next section.

LRC Local Government Land By-law No. 4 of 2015

The abovementioned By-law applies to 'local government land' (as defined) which includes the Kapunda Historic Mine Site.

Under section 4 various matters are listed as 'Activities Requiring Permission' including, at clause 4.3 – 'Alteration to Local Government Land'.

The activities presently proposed by ECR are characterised by staff as 'accessing' the site, and require a permit under clause 4.14 of the By-law.

Similarly, ECR has noted that the activity of extracting water samples will require an alteration to 'clear-out' the identified drill hole, requiring approval per clause 4.3.4, which provides for '*changing, interfering with or removing a structure (including pipes, wires, cables, fixtures, fittings or other objects) associated with the land*';

Other relevant clauses include 4.31 (removal of earth, rocks, minerals) and 4.35 (Vehicle Access).

Accordingly, it is considered in this instance that if supported, Council would be issuing a permit under its relevant By-law.

Work, Health and Safety (WHS) Considerations

Following a recent meeting between Council staff and a representative of the 'Mining and Quarrying Occupational Health and Safety Committee' (MAQOHSC), a question has arisen with respect to categorisation of the Site under the *SA Work Health and Safety Regulations, 2012* (the regulations).

The Kapunda Historic Mine is presently categorised as a 'Tourist Mine Site' for WHS purposes. This term is referenced under Chapter 10 (s609) of the regulations.

The 'Tourist Mine Site' classification reverts back to a 'Mine' where 'mining operations' (as defined – refer to Section 610) commence. Mining operations include:

- *exploring for minerals by mechanical means that disturb the ground; and*
- *activities carried out in connection with mining activities at a site, or at a site adjoining or in the vicinity of a site, at which the mining activities are carried out.*

Relevant considerations include who the 'Mine Holder' and the 'Mine Operator' are. 'Mine Holder' is explained in section 614 of the regulations which refers to 'the person who is conducting a business or undertaking with control over a right or entitlement to carry out mining operations at the mine'.

During discussions, it has been put to Council that it is 'Mine Holder', which would follow to the extent that the Site is classified as a 'Tourist Mine', however these discussions did not limit regard to this categorisation in this way.

Preliminary legal advice indicates that this is a matter that needs to be worked through further with Terramin Exploration P/L (as the holder of the required 'mining authorisation'), ECR and Council. Given the significance of WHS considerations it is considered that this will need to occur and be satisfactorily concluded prior to further Site activities taking place, if Council is supportive of allowing access for these to occur.

It is noted that many of the areas proposed to be accessed are fenced and off-limits to the public given the uncertain nature of the subsurface. ECR has provided a series of Safe Work Method and Environment Statements (SWMES) for the proposed activities which Council officers will work through in finalising any access approval.

Agreement and Indemnity

ECR has also separately provided examples of Public Liability Insurance for CSIRO, University of Adelaide and itself for Council's records.

Conclusion

ECR has revised its proposal seeking access for two 'low impact' activities supporting its further investigation of 'In-Situ Recovery' mineral extraction at the Kapunda Historic Mine Site.

With reference to Council's Community Land Management Plan for this Site, together with By-law No. 4 of 2015 - 'Local Government Land' it is recommended that the proposed activities are permitted subject to further discussions and satisfactory conclusion of Work, Health and Safety considerations prior to further Site access being permitted.

References

Legislation

Mining Act 1971

Council Policies

Nil

Strategic Plan

Goal 2.2 – Continuous improvement of community facilities

12.4 GENERAL MANAGER, INFRASTRUCTURE & ENVIRONMENT
NIL REPORTS

12.5 GENERAL MANAGER, ECONOMIC DEVELOPMENT
NIL REPORTS

13. POLICY REPORTS FOR DECISION

Policy Reports for Decision encompass items which define matters of Council strategy, operational policy, monitoring and supervision.

13.1 CHIEF EXECUTIVE OFFICER
NIL REPORTS

13.2 GENERAL MANAGERS, BUSINESS & FINANCE and GOVERNANCE

13.2.1 **The Legatus Group, Subsidiary Audit Committee**

Folder ID: 1875

Author: Richard Michael, General Manager, Governance

Report Presenter: Richard Michael, General Manager, Governance

Executive Summary

Report highlights

At its meeting held on 15 February 2019, the Legatus Group board of management resolved to seek an exemption from the requirement to establish an audit committee, under the provisions of the Local Government (Financial Management) Regulations.

Hon Stephan Knoll MP, Minister for Transport, Infrastructure and Local Government is able to gazette such an exemption by virtue of Regulation 18 of the Local Government (Financial Management) Regulations.

In order to progress the matter, the Legatus Group must obtain a resolution of support from each constituent council member. The Legatus Group Chief Executive Officer Mr Simon Millcock is now seeking each member Council's support for the proposal.

The General Manager, Governance advises that provided the appropriate operational safeguards are put in place, then the Council could support the Group proposal. This would include the incorporation those Legatus Group audit committee functions within the terms of reference to Council's own Audit Committee. This is already covered within the Light Regional Council Audit Committee Terms of Reference at clause 2.4.

Budget Impact

Will there be an impact to the Budget? NO.

Recommendation

That the Light Regional Council, with reference to Section 126 and Schedule 2 Clause 30 of the Local Government Act 1999, and to Regulation 18 of the Local Government (Financial Management) Regulations 2011; advise the Legatus Group of which Council is a constituent member, that it offers its support for the Region's proposed application to the Minister for Transport, Infrastructure and Local Government to exempt it from the provisions of the Local Government Act and Regulations requiring the Regional Subsidiary to establish an Audit Committee.

Reasons for the decision

The decision offers support for the Legatus Group's proposal to seek Ministerial exemption of a requirement to establish an audit committee in terms of the region's email to Council dated Tuesday, 12 March 2019.

Detailed Report

Purpose

The purpose of this report is to seek Council's concurrence with the proposal to exempt the Legatus Group from the Audit Committee provisions of the Local Government Act and Regulations.

Background

An email has been received from Mr Simon Millcock, Chief Executive Officer of the Legatus Group. Mr Millcock advises that the Legatus Group conducted its quarterly meeting on Friday 15 February 2019 at which was passed the following motion:

"That the Legatus Group supports an application to the Minister for an exemption from the requirement in clause 30 of Schedule 2 of the Act to establish an audit committee subject to receiving a resolution from all constituent councils supporting this application."

Mr Millcock has therefore corresponded to Council seeking the Council's agreement to the proposal.

The writer advises that this is not the first time that such a request has been received from the Group, then known as the Central Local Government Region of South Australia. The earlier request was considered at the Tuesday, 26 July 2011 ordinary council meeting at which the following resolution was passed (Minute Book Reference 2011/176):

"10.2.3 Central Local Government Region, Subsidiary Audit Committee

File: 125-3-16

Author: Richard Michael, General Manager, Business & Governance

Moved Cr Reichstein Seconded Cr Watson

That the Light Regional Council, with reference to Section 126 and Schedule 2 Clause 30 of the Local Government Act 1999, and to Regulation 18 of the Local Government (Financial Management) Regulations 2011; advise the Central Local Government Region of which Council is a constituent member, that it offers its support for the Region's proposed application to the Minister for State/Local Government Relations to exempt it from the provisions of the Local Government Act and Regulations requiring the Regional Subsidiary to establish an Audit Committee.

CARRIED"

Mr Millcock has provided a copy of the report considered at the Group's meeting which is replicated herewith.

"Item 7.1 The Barossa Council – Audit Committee Exemption

Reports for Discussion

From: Simon Millcock, CEO, Legatus Group

Recommendation:

That the Legatus Group supports an application to the Minister for an exemption from the requirement in clause 30 of Schedule 2 of the Act to establish an audit committee subject to receiving a resolution from all constituent councils supporting this application.

Background:

The Legatus Group CEO received the attached letter from The Barossa Council seeking that this matter be listed as an agenda item for the Legatus Group.*

This matter was listed and copy of the letter provided as an agenda item for the Audit and Risk Management Committee meeting held on 30 January 2019. The minutes from that meeting were contained in this agenda.

The Audit and Risk Management Committee support the proposed motion by Mayor Lange as outlined in the letter to seek an exemption by the Minister of the Legatus Group having an audit committee if the board is satisfied it has adequate controls and oversights in its structure.

There had been a previous effort to vary the charter to allow for an exemption under the act as outlined in the letter with the Mount Remarkable Council previously being the council not supportive of this approach.

*The relevant section of the **Legatus Group Charter is item 6.5 Audit Committee***

The Legatus Group must establish an Audit and Risk Management Committee to be comprised of five (5) persons nominated by the Legatus Group and approved by the Constituent Councils.

The members of the Audit and Risk Management Committee:

- *must include two (2) professionally qualified officers, one of each from the staff of the Constituent Councils;*
- *must include at least 1 person who is not a member of the Board and who is determined by the Constituent Councils to have financial experience relevant to the functions of the Audit and Risk Management Committee;*
- *may include elected members of the Constituent Councils;*
- *must have regard to the Act in performing their duties.*

The term of appointment of a member of the Audit and Risk Management Committee shall be for a term not exceeding two (2) years at the expiry of which such member will be eligible for reappointment.

*The following is an **extract from Local Government (Financial Management) Regulations 2011** under the Local Government Act 1999.*

Part 5 Audit committees

17 Membership

- (3) *The audit committee of a regional subsidiary—*
 - (a) *must have between 3 and 5 members (inclusive); and*
 - (b) *must include at least 1 person who is not a member of the board of management of the regional subsidiary and who is determined by the constituent councils to have financial experience relevant to the functions of the audit committee; and*
 - (c) *may include members who are members of a constituent council; and*
 - (d) *must not include, as a member, a constituent council's auditor under section 128 of the Act or the auditor of the subsidiary under Part 6.*

18 Exemption

- (1) *A regional subsidiary may apply to the Minister for an exemption from the requirement in clause 30 of Schedule 2 of the Act to establish an audit committee.*
- (1a) *An application for an exemption under sub regulation (1) may only be made if each constituent council of the regional subsidiary to which the application relates has resolved that the application be made.*
- (1b) *The Minister may, by written notice to the subsidiary, grant an exemption on an application under sub regulation (1).*
- (2) *An exemption under sub regulation (1b) may be subject to conditions specified by the Minister.*
- (3) *The Minister may, by subsequent written notice to the regional subsidiary, vary or revoke an exemption, or a condition imposed in relation to an exemption.*
- (4) *The chief executive officers of the constituent councils must ensure that a written notice given to a regional subsidiary under this regulation is published on a website (or websites) determined by the chief executive officers."*

***A copy of the Barossa Council's letter has not been included with this report but can be provided should the Elected Members wish to view a copy of the document.**

History

Item 10.2.3 Central Local Government Region, Subsidiary Audit Committee, Tuesday, 26 July 2011 Ordinary Council Meeting, Minute Book Reference 2011/176.

Discussion/Analysis

As can be seen by reference to the 'Background' to this report, the Legatus Group seeks to obtain an exemption under the terms of the Local Government Act 1999 and its regulations from the requirement to have an Audit Committee.

The references to the current legislative requirements have been included with the 'Background' above. It ought to be noted that the exemption of the need to establish a regional subsidiary audit committee will only occur where all constituent council members agree to that process occurring.

The reasoning behind the request initiated by the Barossa Council and agreed to at the 15 February 2019 meeting is the Board considers that it *"has adequate controls and oversight in its structure on condition that the:*

- (1) financial accounting tasks of Legatus remain removed from the organisation directly;*
- (2) External Auditor undertakes the necessary annual audit and reports to each councils their findings including an opinion on the adequacy of internal controls; and*
- (3) Legatus Chief Executive Officer provides an annual report on internal controls that are maintained and in place during the year to Legatus Board".*

Conclusion

Each constituent Council must pass its own resolution to provide the Legatus Group secretariat with the authorisation to proceed with an application to the Hon Stephan Knoll MP, Minister for Transport, Infrastructure and Local Government to exempt the Group from the Audit Committee provisions of the Local Government Act 1999 and its regulations.

As previously considered, the Council Administration is supportive of the Legatus Board's request provided the appropriate corporate and risk safeguards are in place to manage the Group's financial and physical assets. Mayor Bill O'Brien is Council's representative to the Board and may wish to comment further at the council meeting on the proposal.

References

Legislation

Section 126 and Schedule 2 Clause 30 of the Local Government Act 1999
Regulation 18 of the Local Government (Financial Management) Regulations 2011

13.3 GENERAL MANAGER, STRATEGY & DEVELOPMENT
NIL REPORTS

13.4 GENERAL MANAGER, INFRASTRUCTURE & ENVIRONMENT

13.4.1 Kapunda CWMS Recycled Water Consumer Agreements 2019- 2024

Folder ID: 25593

Appendix: [*13.4A Recycled Water Consumer Agreement 2019-2024*](#)

Author: Bill Zhang

Report Presenter: Richard Dodson

Executive Summary

Report highlights

- That treated effluent has moved from being a commodity that has been problematic to dispose of to a valuable one;
- Accurately costing the supply of recycled water is a key methodology of the National Water Pricing Principles;
- That open space areas of Council are an important community asset and ensuring a safe, reliable and economical supply of water will enhance the liveability of the area; and
- Having a transparent process to determine recycled water rebates will ensure the financial viability of community groups that manage and provide community assets.

Budget Impact

Estimated Cost: \$65,000

Future ongoing operating costs: \$65,000

Is this budgeted?

☒ **Yes**

Suggested Funding Source:

Refer Below

Additional Comments (incl Labour Component if applicable):

The cost of the rebate will be applied from the "Cost of Capital" income that is generated from Council's investment in the CWMS. This income is expected to return \$4m to Council over 10 years excluding the community recycled water rebate.

Recommendation

That Council:

1. **Based on the National Water Pricing Principles, approves the rate of \$1.10/kL for the sale of recycled water supplied by Kapunda Community Wastewater Management Scheme (CWMS) Treatment Plant to be included in the recently adopted Schedule of non-legislative Fees and Charges 2019/2020;**
2. **Subject to the adoption of Recommendation 1, provides a community recycled water rebate to the Kapunda Golf Club, Kapunda Harness Racing Club and Dutton Park Incorporated of \$0.80/kL that will be applied to the purchase of the recycled water for the period 1 April 2019 and 30 June 2020;**

-
3. Pursuant to Sections 38 and 44 of the Local Government Act 1999, authorises the Mayor and Chief Executive Officer to sign and affix Council's common seal to the Recycled Water Consumer Agreement with Kapunda Golf Club Incorporated;
 4. Pursuant to Sections 38 and 44 of the Local Government Act 1999, authorises the Mayor and Chief Executive Officer to sign and affix Council's common seal to the Recycled Water Consumer Agreement with Kapunda Harness Racing Club Incorporated;
 5. Pursuant to Sections 38 and 44 of the Local Government Act 1999, authorises the Mayor and Chief Executive Officer to sign and affix Council's common seal to the Recycled Water Consumer Agreement with Dutton Park Incorporated; and
 6. Instruct staff to complete annual reviews of the water supply cost with the Consumers noted in points 2, 3, and 4 by 31 March each year, and in consultation with the Consumers provide a recommendation to Council for adoption that shall include a community recycled water rebate for the ensuing financial year.

Reasons for the decision

To provide a reusable resource at a fair and equitable pricing structure for a growing and vibrant community.

Detailed Report

Purpose

The purpose of this report is to provide information on the new rate of recycled water supply sourced from the Kapunda CWMS Treatment Plant, and the new water agreement pricing for the users. The report also seeks Council's endorsement of an appropriate financial rebate for community users, including the Kapunda Golf Club, Kapunda Harness Racing Club and Dutton Park Incorporated.

Background

The previously existing Water Agreements expired back in June 2017, Council staff have been working towards an appropriate outcome for the revised water agreement with the current community users.

A detail review of the previous user agreements and pricing structure, by an independent accountant and Council's internal staff was conducted in 2018. The review confirmed that the current water price of \$0.08/kL does not reflect the true costs associated with recycled water production and supply to end users, estimated at \$1.10/kL based on an average annual recycled water volume of 55,800kL supplied by the Kapunda CWMS Treatment Plant.

Council is accountable for recovering the full cost of water supply from Kapunda CWMS plant to the users. Therefore, a new recycled water price structure shall be established to provide a sustainable water production and supply to current and future users.

The previous Recycled Water Agreements between Council and the users, including the Kapunda Golf Club, Kapunda Harness Racing Club and Dutton Park Incorporated, with a period of 1st July 2012- 30th June 2017 were expired and they have been extended until now, March 2019.

Discussion/Analysis

A recent review of the expired Recycled Water Agreements has revealed a lack of clarity regarding the following issues:

- recycled water supply pricing;
- ownership of recycled water supply infrastructure;
- responsibilities for operating and maintaining recycled water supply infrastructure
- responsibilities for renewing recycled water supply infrastructure once useful life has expired.

After extensive consultation with the current users over the past 12 months, Council staff believe that it is appropriate to amend the Recycled Water Agreements to ensure the Kapunda CWMS and the water supply is sustainable and cost effective. The agreement would also clearly define responsibilities between Council and the users.

Table 1 shows the cost breakdown for the supply of the recycled water, which has been prepared in accordance with the National Water Pricing Principles and Guidelines of the Water Industry Act 2012 legislation. The Act states that the Essential Services Commission of South Australia (ESCOSA) has the power to require Council to obtain licenses to operate recycled water schemes and comply with pricing principles set by ESCOSA.

Charging for recycled water should be based on the following principles:

- Water is a scarce resource and any user charges applied to recycled water should act to ensure efficient water use;
- The price to be charged for the sale of recycled water is governed by the same principles that apply to the determination of the service charge for CWMS – the National Water Initiative Principles, Section 155 of the Local Government Act 1999 and ESCOSA's Price Determinations;
- Where Council determines that the organisation receiving the recycled water is providing a community benefit the Council may explicitly rebate part or all of the recycled water usage charge. This rebate is a charge against Council's general revenues;
- Council must charge itself the full cost of any recycled water it uses in Council operations;
- Careful consideration needs to be given to an appropriate recycled water user charge for organisations that provide some or all of the infrastructure necessary to deliver the recycled water where such provision results in a saving to Council in its recycled water costs;
- Recycled water charges should be reviewed on an annual basis;
- Agreements with organisations receiving recycled water should be subject to annual review of the recycled water usage charge; and

- As it is not possible to guarantee the supply of recycled water this fact must be reflected in agreements with organisations receiving recycled water.

Council Officers have estimated a total cost of \$85,580 to provide 77,800 kilolitres of recycled water from the Kapunda CWMS treatment plant and now propose that a fee of \$1.10 per kilolitre is an appropriate charge for this water.

Based on the Principles for Charging for Recycled Water outlined below, Council is obliged to charge for all recycled water usage and to reflect amounts so raised, in full, as revenue to the Kapunda CWMS.

TABLE 1 - Cost Breakdown for Supply of Recycled Water from Kapunda CWMS Treatment Plant to End-Users	
Cost Component	2019
	Cost \$/kL
Water Usage	0.0778
Electricity Cost	0.401
Council Maintenance/Management	0.140
Kapunda Pump Station Depreciation	0.15
Infrastructure Upgrade	0.129
Recycled Water Treatment Cost	0.20
\$/KI	1.100
TOTAL ANNUAL WATER USAGE/SUPPLY COST	\$85,580.00

The reflection in Council's accounts of recycled water usage income and expenditure is dependent upon the customer using the water:

- Council's operations that utilise recycled water (e.g. reserves, parks and gardens and so on) will pay for Kapunda CWMS recycled water at the full rate of \$1.10 per kilolitre. The revenue and expense treatment in Council's financial records is to credit the revenue to the Kapunda CWMS (contributing to the revenue base of the Kapunda CWMS and thereby favourably influencing the CWMS charge) and to debit the opposing expense to Council's operating expenditure, in essence recovering the expense from all ratepayers.
- Similarly, organisations providing a community benefit that utilise recycled water should also be charged for recycled water usage at the full kilolitre rate, however Council can choose/is able to rebate part or all of the recycled water usage charge. All rebated amounts become a cost to Council, recovered from the broader ratepayer base, rather than a cost to the CWMS. The Principles for Charging for Recycled Water provide that a CWMS should not be disadvantaged (through loss of potential revenue) from the broader decisions and operations of Council.

The proposed \$1.10/kL is considered far more economical for the users in comparison of the current SA Water's water supply price at \$3.27/kL.

However, the water price of \$1.10/kL is still considered not sustainable by the community users, including the "not for profit" organisations, such as Kapunda Golf Club, Dutton Park Incorporated and the Kapunda Racing Harness Club.

Council recognises that those users are non-for-profit community sporting clubs and organisations and they are currently run by volunteers. Those group are delivering fantastic social and economic benefits to the local businesses and residents in Kapunda.

The new fee could potentially result in serious detriment to those organizations, particularly the Golf Club, which is the main user of the recycled water. The low water price up until now, in conjunction with many volunteer hours has facilitated improvements and development of the Golf Course.

Council also recognises that disposal of the recycled water would deliver the following environmental, social and economic benefits:

- An environmental-friendly process to dispose effluent water for local community facilities and public open space that might otherwise overflow into the River Light during wet years;
- Provides social benefit to local residents and visitors by offering fantastic recreation facilities in the Kapunda Township. People can enjoy beautiful open space and participate in recreation activities; and
- Attracts more visitors to the town and the region, which generates more business opportunities and jobs creation.

Therefore, Council staff believes that \$0.30/kL user charge rate as per your proposal is a fair and reasonable price for both parties to move forward.

The report seeks an approval from the Elected Members regarding establishment of new Recycled Water Agreements, including a proposal to set new user charge rate at \$0.30/kL and provision of a community recycled water rebate to the Kapunda Golf Club, Kapunda Harness Racing Club and Dutton Park Incorporated of \$0.80/kL when they purchase the recycled water from Council.

Subject to Council's approval, the rate of \$0.30/kL will be fixed until 30 June 2020. The rate will be reviewed by Council prior to June 2020, which may trigger changes to the user charge depending on water supply costs. The fee change will be determined in consultation with the community users. Subsequently, a report will be tabled at a Council meeting to seek Council's approval of the revised agreement, including the user charge rate.

The Recycled Water User Agreement between Council and the Club will then be prepared in accordance with the endorsed recommendations outlined in this Council report.

Conclusion

The actual cost for Council to supply recycled water from Kapunda CWMS Treatment Plant to the users is \$1.10/kL as per Table 1.

Council would endorse the recommendation to offer a community recycled water rebate to of \$0.80/kL in line with Council's Rate Rebate Policy 2016 to the community users, including the Kapunda Golf Club, Kapunda Harness Racing Club and Dutton Park Incorporated. This means a water supply rate of \$0.30/kL will be applied to the purchase of the recycled water by the above-mentioned users.

Subject to Council's approval, the rate of \$0.30/kL will be fixed until 30 June 2020. The rate will be reviewed by Council prior to June 2020, which may trigger changes to the user charge depending on water supply costs. The fee change will be determined in consultation with the community users. Subsequently, a report will be tabled at a Council meeting to seek Council's approval of the revised agreement, including the user charge rate.

References

Legislation

Water Industry Act 2012.

Council Policies

Rate Rebate Policy 2016

Strategic Plan

Light Regional Council Strategic Plan 2016-2020

- providing a wide range of services and facilities to benefit ratepayers, residents and visitors to the area;
- managing the environment in an ecologically sustainable manner to improve amenity;
- providing infrastructure for its community and for development within its area (which includes
- promoting its area and to provide attractive conditions to encourage investment in business, commerce, industry and tourism;

13.5 GENERAL MANAGER, ECONOMIC DEVELOPMENT NIL REPORTS

14. PROCEDURAL MATTERS

14.1 QUESTIONS WITHOUT NOTICE

Rules per Regulations -

- Questions and replies are not entered in the minute book unless expressly required by resolution.
- No debate shall be allowed on any question or the reply to any question.
- If required by the Mayor, such questions shall be put in writing.
- The Mayor may direct that a reply be given at the next meeting.

14.2 QUESTIONS ON NOTICE

Rules per Regulations –

- These questions must be in writing and given to the Chief Executive Officer five (5) clear days prior to the meeting.
- Chief Executive Officer shall place these items in the agenda.
- They shall be answered by the Mayor at the meeting.
- Questions and replies shall be entered into the minute book.

14.2.1 **Contamination Rate of Unrecyclable Materials – Question on Notice by Cr Samantha Mitchell, Mudla Wirra Ward**

What is the contamination rate of unrecyclable materials being placed in recycling bins within Light Regional Council?

14.3 NOTICE OF MOTION

14.3.1 **Disposition of Volunteer and Community Groups in Council owned or rented premises – Notice of Motion by Cr Peter Kennelly, Lauke Ward**

That the disposition of Volunteer and Community Groups in Council-owned or rented premises, being a Policy matter, be decided by the Elected Council Body.

14.3.2 **Climate Emergency – Notice of Motion by Cr Simon Zeller, Mudla Wirra Ward**

That Council:

1. Acknowledges we are in a state of climate emergency that requires urgent action by all levels of government, including local Councils.
2. Declares a climate emergency and in doing so accepts that the containment of climate change and its serious social and economic implications is a duty of utmost priority.
3. Factors in the impact on the climate in all its dealings and will, whenever possible, attend to those issues as a matter of priority, which do have the potential to mitigate climate change and its implications.
4. Orients itself in all future actions to combat climate change on the reports of the Intergovernmental Panel on Climate Change (IPCC).
5. Establishes a working group to develop a broadly based response to this emergency

14.4 MOTIONS WITHOUT NOTICE

Rules per Regulations

- *A member may bring forward a motion without notice and if required by the Mayor, put it in writing.*
- *Before addressing the meeting, the member shall state the purpose of the motion.*
- *A member cannot move more than one motion without notice on the same subject at any meeting.*

15. CONFIDENTIAL ITEMS

15.1 **Strategy Committee - STR12.1/2019 -8 Parkers Road, Gawler Belt**

Folder ID: VG 3124027006

Preamble:

This is a sensitive matter involving both the personal affairs of an individual as well as complex legal aspects.

Specific provisions of the Local Government Act 1999, below, provide Council with the ability to consider the matter in confidence and in the circumstances it is deemed appropriate that these provisions be drawn upon.

Recommendation

1. That under the provisions of Section 90(2) and (3) (a) and (h) of the Local Government Act 1999, an order be made that with the exception of those persons listed all other persons present and the public be excluded from attendance at the meeting in order to consider in confidence a report **15.1 STR12.1/2019 8 Parkers Road, Gawler Belt** relative to the provision of:
 - (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead); and
 - (h) legal advice.
2. That accordingly, on this basis, the principle that meetings of Light Regional Council should be conducted in a place open to the public has been outweighed by the need to keep the discussion confidential.

Recommendation

Pursuant to Section 91(7) of the Local Government Act 1999, the Council orders that the report, minute and associated documents pertaining to **15.1 STR12.1/2019 8 Parkers Road, Gawler Belt** of the meeting held on 26 March 2019 relating to a matter that was considered in confidence pursuant to Section 90(2) and (3) (a) and (h) be kept confidential until the matter is finalised.

15.2 5 Shilling Estate – Activation Proposal

File: 58298

Preamble:

This item is presented in confidence to enable the Council to consider a commercial proposal associated with further activation of the Five Shilling Estate.

Recommendation

- 1 That under the provisions of Section 90(2) and (3)(b) and (d) of the Local Government Act 1999, an order be made that with the exception of those persons listed all other persons present and the public be excluded from attendance at the meeting in order to consider in confidence a report *15.2 - 5 Shilling Estate – Activation Proposal* relative to the consideration of—
 - (b) *information the disclosure of which –*
 - (i) *could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
 - (ii) *would, on balance, be contrary to the public interest;*

and

 - (d) *commercial information of a confidential nature (not being a trade secret) the disclosure of which—*
 - (i) *could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
 - (ii) *would, on balance, be contrary to the public interest;*
- 2 That accordingly, on this basis, the principle that meetings of Light Regional Council should be conducted in a place open to the public has been outweighed by the need to keep the discussion confidential.

Recommendation

Pursuant to Section 91(7) of the Local Government Act 1999, the Council orders that the report, minute and associated documents pertaining *15.2 - 5 Shilling Estate – Activation Proposal* of the meeting held on 26 March 2019, relating to a matter that was considered in confidence pursuant to Section 90(2) and (3) (b) and (d) be kept confidential until the matter is finalised.

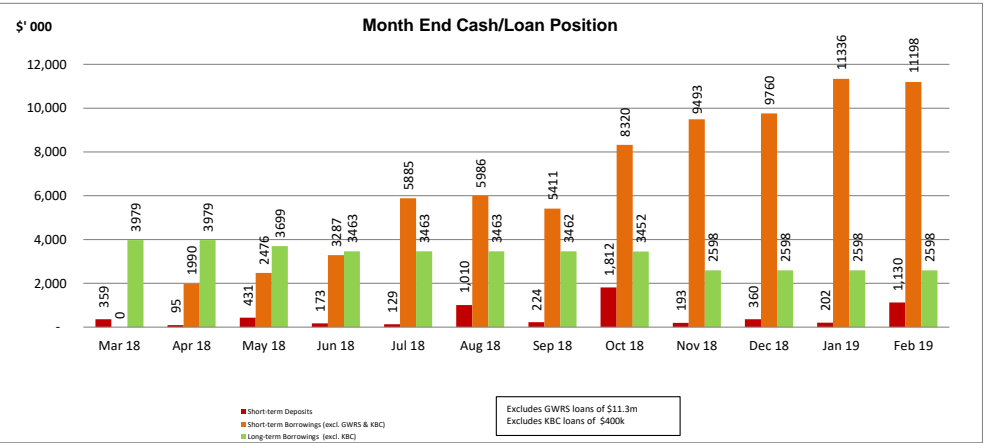
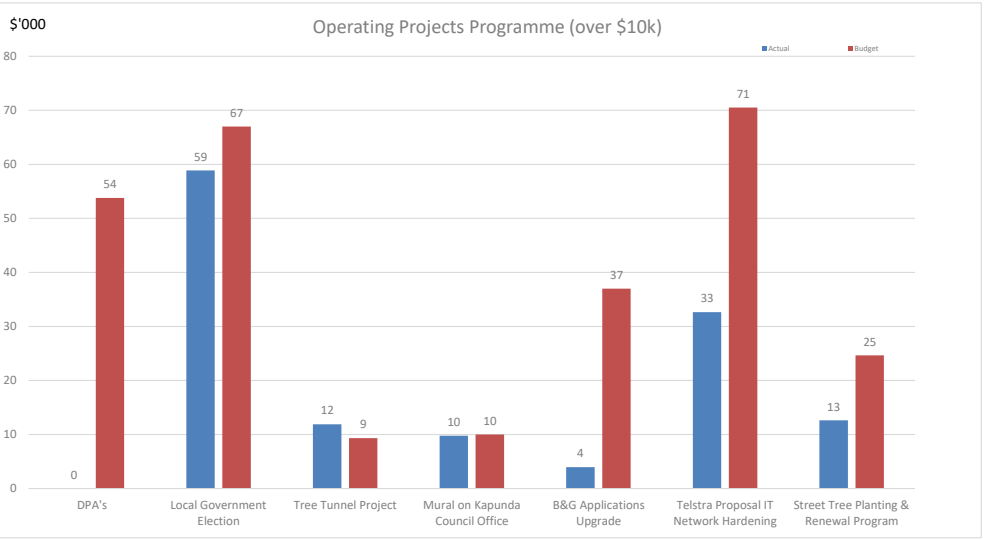
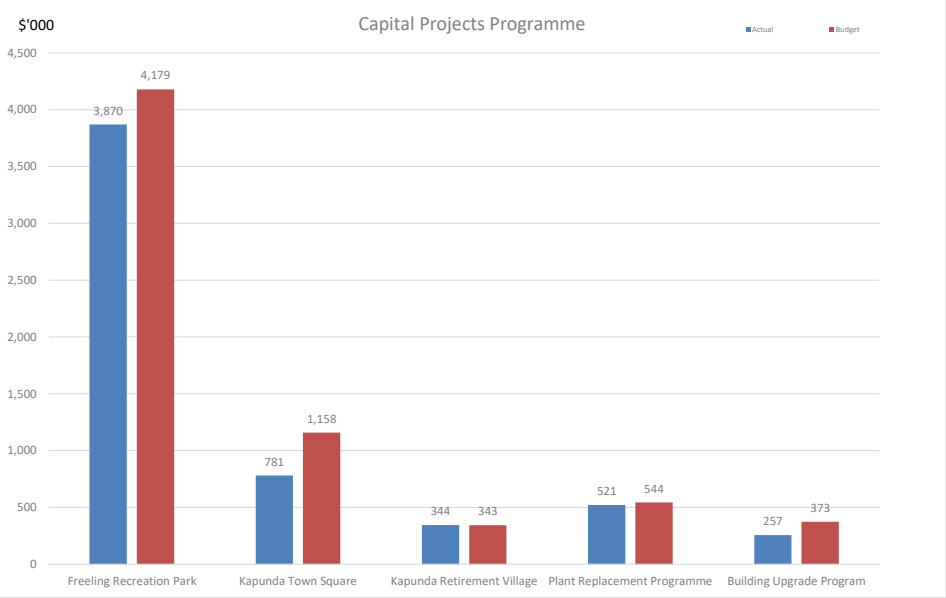
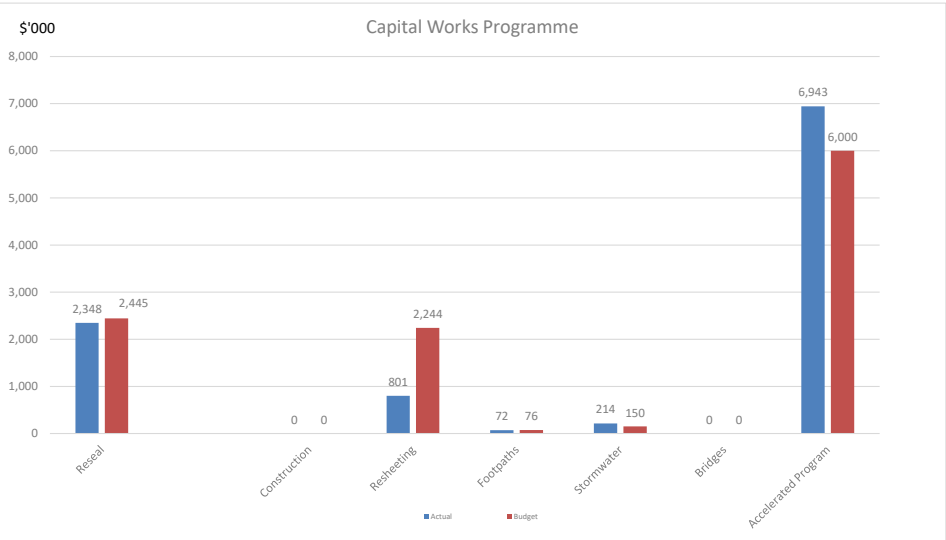
16. **NEXT MEETING**

17. **CLOSURE**

LIGHT REGIONAL COUNCIL - FINANCIAL PERFORMANCE FOR THE YEAR TO DATE 28 FEBRUARY 2019

Statement of Accrued Budget Position for the Year to Date 28 FEBRUARY 2019					
Description	February Actual	February Budget	Variance	Variance %	Revised Q1 Annual Budget
Revenue					
Rates Revenue (total generated for 2018/2019)	18,455,487	18,350,003	105,484	1	18,385,439
Gawler Water Reuse Scheme	1,800,000	1,800,000	-	-	1,800,000
Statutory Charges	419,581	352,716	66,865	19	456,936
User Charges	256,297	197,705	58,592	30	248,312
Grants & Subsidies	863,988	856,018	7,970	1	1,458,038
Interest Income	9,148	33,852	(24,704)	(73)	42,289
Reimbursements	228,383	199,790	28,593	14	270,952
Other Income	194,323	157,039	37,284	24	321,083
Total Revenue	22,227,209	21,947,123	280,086	1	22,983,048
Expenses					
Employee Expenses					
Salaries and Wages	4,052,062	4,746,995	694,933	15	6,332,414
Employee leave expense	3,578	125,837	122,259	97	192,558
Superannuation	491,681	462,482	(29,199)	(6)	707,638
Workers' Compensation Insurance	272,435	267,288	(5,147)	(2)	356,981
Income Protection Insurance	101,761	107,295	5,534	5	143,299
Material, Contracts & Other Expenses					
Audit Fees	2,900	11,900	9,000	76	14,794
Bad and Doubtful Debts	246	8,592	8,346	97	12,884
Elected members' expenses	178,449	184,480	6,031	3	248,672
Operating Lease Rentals	76,209	169,864	93,655	55	254,800
Advertising	29,527	77,040	47,513	62	115,584
Bank Charges	37,701	41,912	4,211	10	62,886
Contractors	1,222,252	1,526,720	304,468	20	2,387,214
Electricity	217,608	222,406	4,798	2	333,850
Insurance	156,700	208,083	51,383	25	278,071
Legal Expenses	59,354	84,696	25,342	30	127,011
NRM Levy	162,191	243,285	81,095	33	324,381
Other Levies	39,750	17,816	(21,934)	(123)	25,538
Maintenance	538,908	601,886	62,978	10	916,907
Parts, accessories & consumables	170,847	306,803	135,956	44	466,673
Printing & Stationery	56,266	81,640	25,374	31	122,477
Professional services	509,536	667,248	157,712	24	1,038,705
Sundry	591,557	682,296	90,739	13	972,759
Subscriptions / Membership Fees	97,675	90,392	(7,283)	(8)	135,587
Telephone & Internet	77,183	66,616	(10,567)	(16)	99,944
Water	101,565	156,525	54,960	35	210,450
Fringe Benefit Tax	20,148	31,488	11,340	36	62,974
Depreciation Amortisation & Impairment	3,595,514	3,595,514	-	-	5,395,411
Less: Capitalised and distributed costs	(182,282)	(159,557)	22,725	14	240,781
Interest Expense	550,402	627,944	77,542	12	944,796
Gawler Water Reuse Scheme	240,146	131,944	(108,202)	(82)	926,020
Total Expenses	13,471,866	15,387,430	1,915,564	12	22,963,997
Operating Surplus/(Deficit)	8,755,343	6,559,693	2,195,650	33	19,051

Statement of Budget Position for the Year to Date 28 FEBRUARY 2019 (Rates Received)					
Description	February Actual	February Budget	Variance	Variance %	Revised Q1 Annual Budget
Revenue					
Rates Revenue (received to 13/03/2019)	13,915,365	12,233,335	1,682,030	14	18,385,439
Gawler Water Reuse Scheme	1,800,000	1,800,000	-	-	1,800,000
Statutory Charges	419,581	352,716	66,865	19	456,936
User Charges	256,297	197,705	58,592	30	244,312
Grants & Subsidies	863,988	856,018	7,970	1	1,458,038
Interest Income	9,148	33,852	(24,704)	(73)	42,289
Reimbursements	228,383	199,790	28,593	14	240,825
Other Income	194,323	157,039	37,284	24	316,083
Total Revenue	17,687,087	15,830,455	1,856,632	12	22,943,921
Expenses					
Employee Expenses					
Salaries and Wages	4,052,062	4,746,995	694,933	15	6,364,414
Employee leave expense	3,578	125,837	122,259	97	192,558
Superannuation	491,681	462,482	(29,199)	(6)	707,638
Workers' Compensation Insurance	272,435	267,288	(5,147)	(2)	356,981
Income Protection Insurance	101,761	107,295	5,534	5	143,299
Material, Contracts & Other Expenses					
Audit Fees	2,900	11,900	9,000	76	14,794
Bad and Doubtful Debts	246	8,592	8,346	97	12,884
Elected members' expenses	178,449	184,480	6,031	3	248,672
Operating Lease Rentals	76,209	169,864	93,655	55	254,800
Advertising	29,527	77,040	47,513	62	115,584
Bank Charges	37,701	41,912	4,211	10	62,886
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Legal Expenses	59,354	84,696	25,342	30	127,011
NRM Levy	162,191	243,285	81,095	33	324,381
Other Levies	39,750	17,816	(21,934)	(123)	25,538
Maintenance	538,908	601,886	62,978	10	916,907
Parts, accessories & consumables	170,847	306,803	135,956	44	466,673
Printing & Stationery	56,266	81,640	25,374	31	122,477
Professional services	509,536	667,248	157,712	24	1,011,205
Sundry	591,557	682,296	90,739	13	973,299
Subscriptions / Membership Fees	97,675	90,392	(7,283)	(8)	135,587
Telephone & Internet	77,183	66,616	(10,567)	(16)	99,944
Water	101,565	156,525	54,960	35	210,450
Fringe Benefit Tax	20,148	31,488	11,340	36	62,974
Depreciation Amortisation & Impairment	3,595,514	3,595,514	-	-	5,395,411
Less: Capitalised and distributed costs	(182,282)	(159,557)	22,725	(14)	240,781
Interest Expense	550,402	627,944	77,542	12	944,796
Gawler Water Reuse Scheme	240,146	131,944	(108,202)	(82)	926,020
Total Expenses	13,471,866	15,387,430	1,915,564	12	22,975,537
Operating Surplus/(Deficit)	4,215,221	443,025	3,772,196	851	(31,616)



Significant Variances with potential budget implications

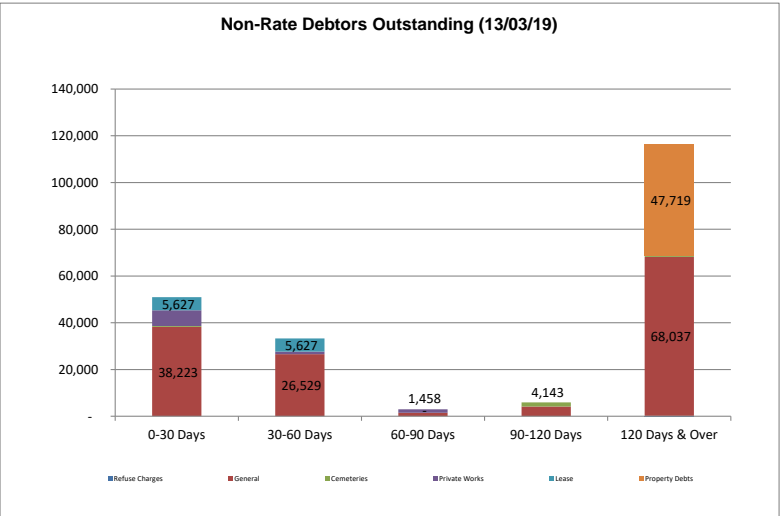
The negative variance for Interest Income relates to the timing of holding costs pertaining to the Kapunda Lifestyle Village. Variances in Salaries & Wages and Employee Leave Expense are the result of leave accruals yet to be brought to account. The positive variance relating to Advertising is a result of budget apportionment variances largely due to unspent funds for the Tourism Strategy Situational Analysis project. Other Levies is showing a negative variance due to timing of budgets for Dog and Cat Management Board Levy and levies payable to Construction Industry Training Board (CITB). The negative variance relating to Subscriptions and Memberships reflects payment of these relating to the current financial year in advance. The unfavourable variance for Telephone and Internet expenses is relating to the delay in the implementation of the IT Network Hardening Project and projected savings not being realised as budgeted. The positive variance relating to Water and Fringe Benefits tax is also a timing variance. The negative variance in relation to Gawler Water Reuse Scheme relates to purchase of Water from the Virginia Pipe Scheme for a period from November 2017 to June 2018 which was not invoiced until October 2018.

Council Rates Outstanding

At 13 March 2019 rates outstanding total \$6.347m (13/03/2018 \$5.941m). \$4.284m (2018 \$3.994m) relates to current years rates outstanding and \$2.063m (2018 \$1.947m) relates to previous year rates outstanding. Quarter 3 rates payments became due for payment on 1 March 2019. \$0.209m remains outstanding applicable to the Roseworthy Separate Rate raised over 2015 and 2016, which are due and payable by 30 June 2021.

Long outstanding major non-rate debtors

Name of Debtor	Amount	Invoice Date	For	Comment
Kapunda Bowling Club	22,000.00	16/01/2017	Sealing of Carpark	Extended payment terms until 2022 granted to the Bowling Club
C R Lindner Nominees	17,152.37	8/10/2015	Legal Fees	Awaiting finalisation of legal fees claimable re: Old Adelaide Road closure
TM Snell	9,905.06	29/11/2016	Emergency Order	Legal matter
Bently Developments	13,500.00	19/12/2017	LMA	Extended payment terms to mid 2019 granted under terms of the LMA
BT & CL Moten	1,875.00	4/06/2018	Development Fees	Development Plan Consent for DA 313/325/2017 being paid in instalment
	64,432.43			





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**THURSDAY 11 APRIL 2019 - 6PM TO 9PM
FREELING AGRICULTURAL MULTI-PURPOSE CENTRE
HANSON ST, FREELING**

**LUNCH OR SUPPER INCLUDED
BOOKINGS ARE ESSENTIAL FOR CATERING PURPOSES**

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2022/2023)

**Project
Number**
(Please complete if
you know project ID)

354350

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

Kapunda LoRaWAN Gateway & IoT Sensors

RESPONSIBLE GENERAL
MANAGER:

General Manager, Economic Development

PROJECT MANAGER:
(Staff member responsible for
delivering the project outcomes)

General Manager, Economic Development

BUSINESS UNIT

Economic Development

Which **STRATEGIC
MANAGEMENT PLAN**
Objective does the project
contribute to?

Goal 3 Objective 3.1 Support local agricultural and tourism industries as well as
well as manufacturing and small business

Goal 1 Objective 1.3 Continued efficiency improvements in service delivery

1. SCOPE AND OBJECTIVES OF THE PROJECT

PROJECT TYPE:

Capital Project

NATURE OF EXPENDITURE:

Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

New or upgraded assets

WHY DO WE NEED:

Support of Council's Plans, Policies or Strategies

Dutton ☒ Light ☐ Laucke ☐ Mudla Wirra ☐

WARD :

If the project is in more than one Ward, please provide % allocation:

The LoRaWAN Gateway can be replicated in other townships and rural
areas of Wards.

2. PROJECT DELIVERABLES

- What value and benefits will the Council derive?
- What Business Process/Service Standard Improvements will result?
- Is there any future operational saving from the Project?
- What is its relevance to the Council's Ratepayers and Residents?

The project deliverables will be a Long Range Wide Area Network (LoRaWAN) Gateway located centrally in Kapunda that can receive remote Internet of Things (IoT) sensor data within a long range radius (e.g. up to 7km), with the data stored in a web platform which can be analysed by staff or potentially made available publically (in close to real time).

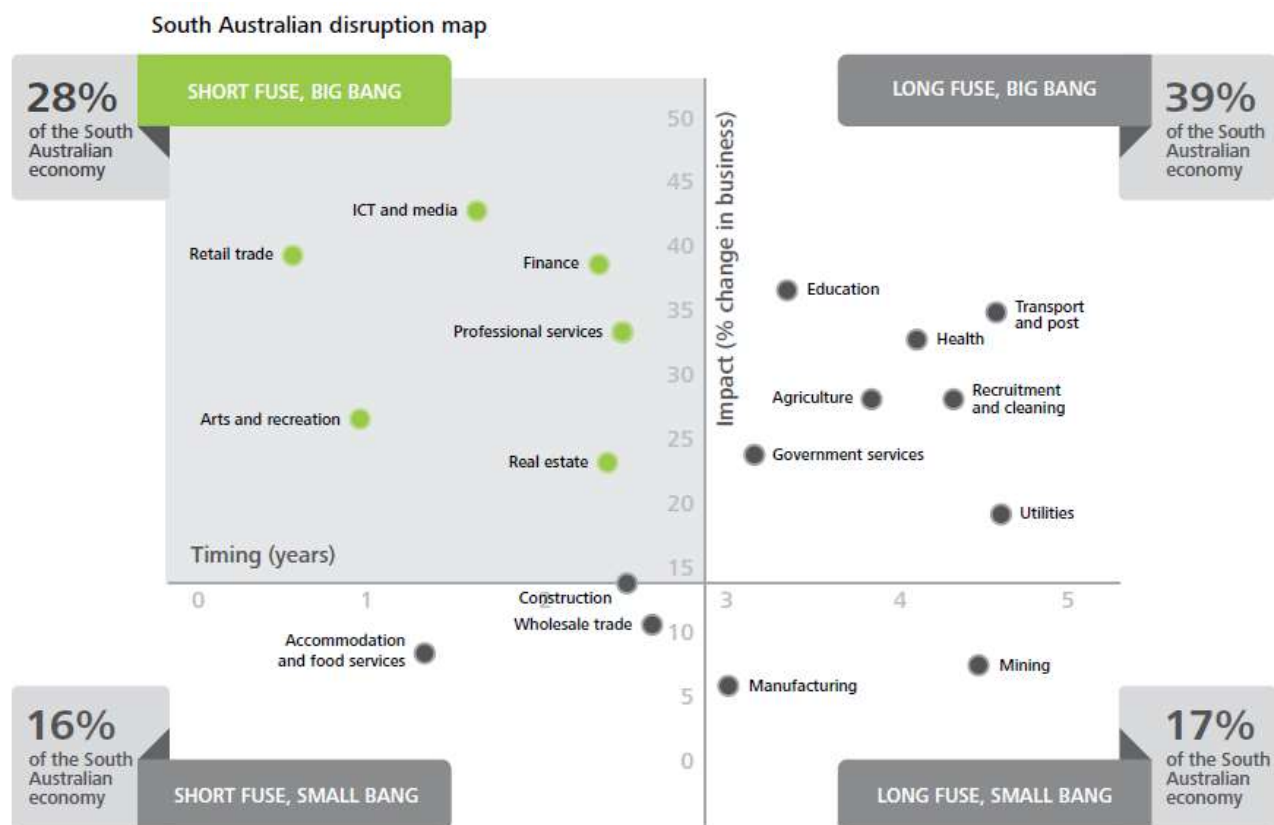
Together with the Gateway, the business case proposal will include the supply and installation of IoT sensors including carpark and bin fill-level sensors to collect data on use to inform future planning and infrastructure decisions. These sensors do not require a grid or solar power supply, they typically operate using long life batteries (lasting 5-10 years), sending small packets of data at short intervals (say, every 10 minutes). The sensors are typically low-cost and easy to install or move around, can be government owned or privately owned (but data made available to government/community).

The proposed LoRaWAN Gateway will be an open source product that can accept all LoRaWAN signals, such that any new IoT sensors communicating over LoRaWAN within range can be received, processed and published.

Why LoRaWAN Gateways

Deloitte's recent report on [South Australia Digital Disruption – Digital Opportunities](#) discusses Government's role as being facilitators, catalysts and a responder to digital opportunities. Their South Australian Disruption map (pasted below) shows that transport, agriculture and government services have a **big bang** impact on the economy, however will take a few years to implement.

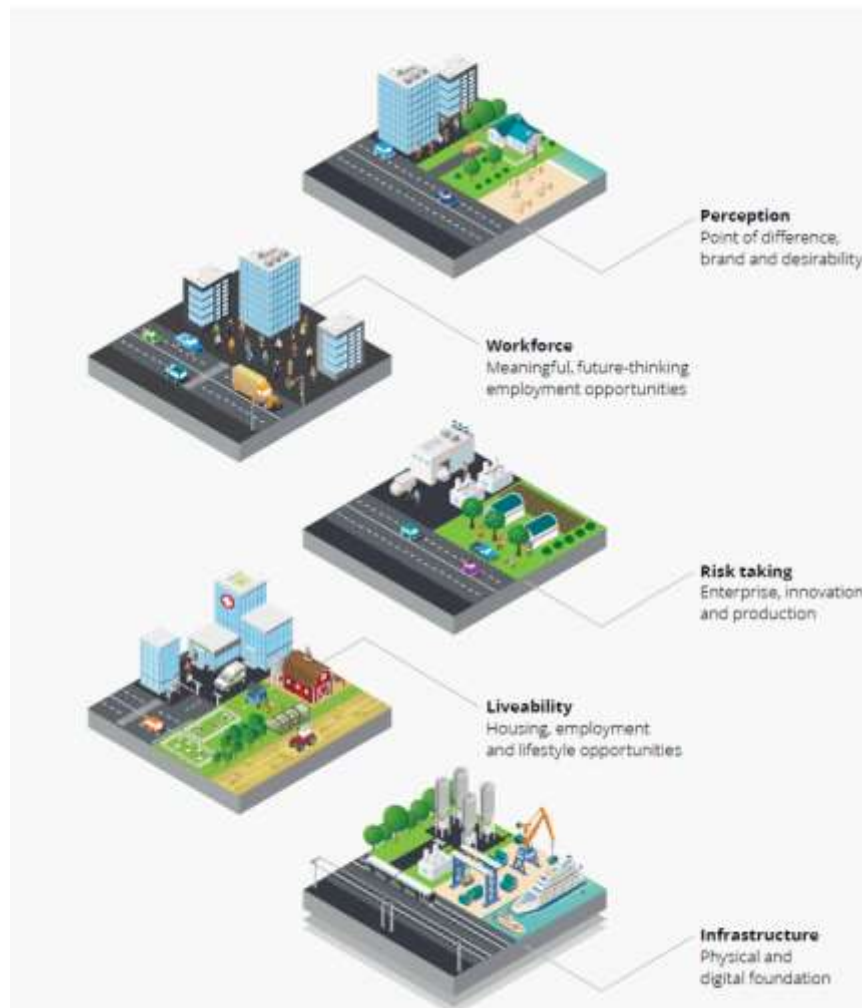
The establishment of an initial trial of a digital public gateway for IoT sensors now will ensure that opportunities in these economic sectors are not lost in the next 3-5 years.



For South Australia's regional economies to be successful, Deloitte also report in their "[Lets make it Adelaide](#)" series that regional South Australia must activate the economy by focussing on digital

Agribusiness, Tourism, Professional and Technology Services sectors. A LoRaWAN gateway will service each of these priority areas.

South Australia's drivers



Business Need for Car Parking Data

IoT sensor products able to communicate over LoRaWAN are growing each month. There are several online [marketplaces](#) that list many devices currently available. Car parking sensors are just one. Other sensors include:

- Weather
- Soil moisture
- Air quality
- Noise
- Crowd detection (via smartphone Wi-Fi or Bluetooth)
- Water quality
- Water level/flood
- Door entry / people counting

In looking at the business need for car parking sensors, we have chosen to discuss the Kapunda Town Centre. This town centre has 118 line-marked public car parks, yet anecdotally Council does not provide enough car parking spaces. The planned Foodland Supermarket will add another 86 car parks when constructed, providing a total of 204 car parks.

Is there not enough car parking spaces? Is this a peak-time issue which is only a problem for less than 5% of the time? Is this an issue for specific areas? Are on-street car parks preferred over off-street car parks and what is the average parking duration for these different parking options? Are the existing disabled carpark spaces being used and are they in the right locations? Should Council convert some car parking spaces to

dedicated caravan or bus parking, or should it build a specific off-street car park catering for these larger vehicles? Are the car parking requirements in the Development guidelines applicable to country towns?

By collecting parking data for the 118 line marked spaces in the Kapunda Town Centre, most of the above questions could be answered in more detail. This data would inform decisions about improving car parking options for the Town Centre, which could involve:

- Applying parking limits in peak locations at peak times
- Providing additional or relocated disabled car parks
- Converting generic car parking spaces to caravan and/or bus parking spaces
- Whether or not to acquire more land and build more off-street carparks.

This business case seeks to purchase 20 car park sensors for in-ground installation. The sensors would be installed in car parks for a 2 month period and then removed and reinstalled in other car parks in the precinct. Two months of carpark data would therefore be collected for all of the 118 Town Centre car parks over a 12 month period.

Following the Kapunda trial, if LoRaWAN gateways are set-up in other townships then the car parking sensors can be installed in those other townships to gather similar data in perceived problem areas.

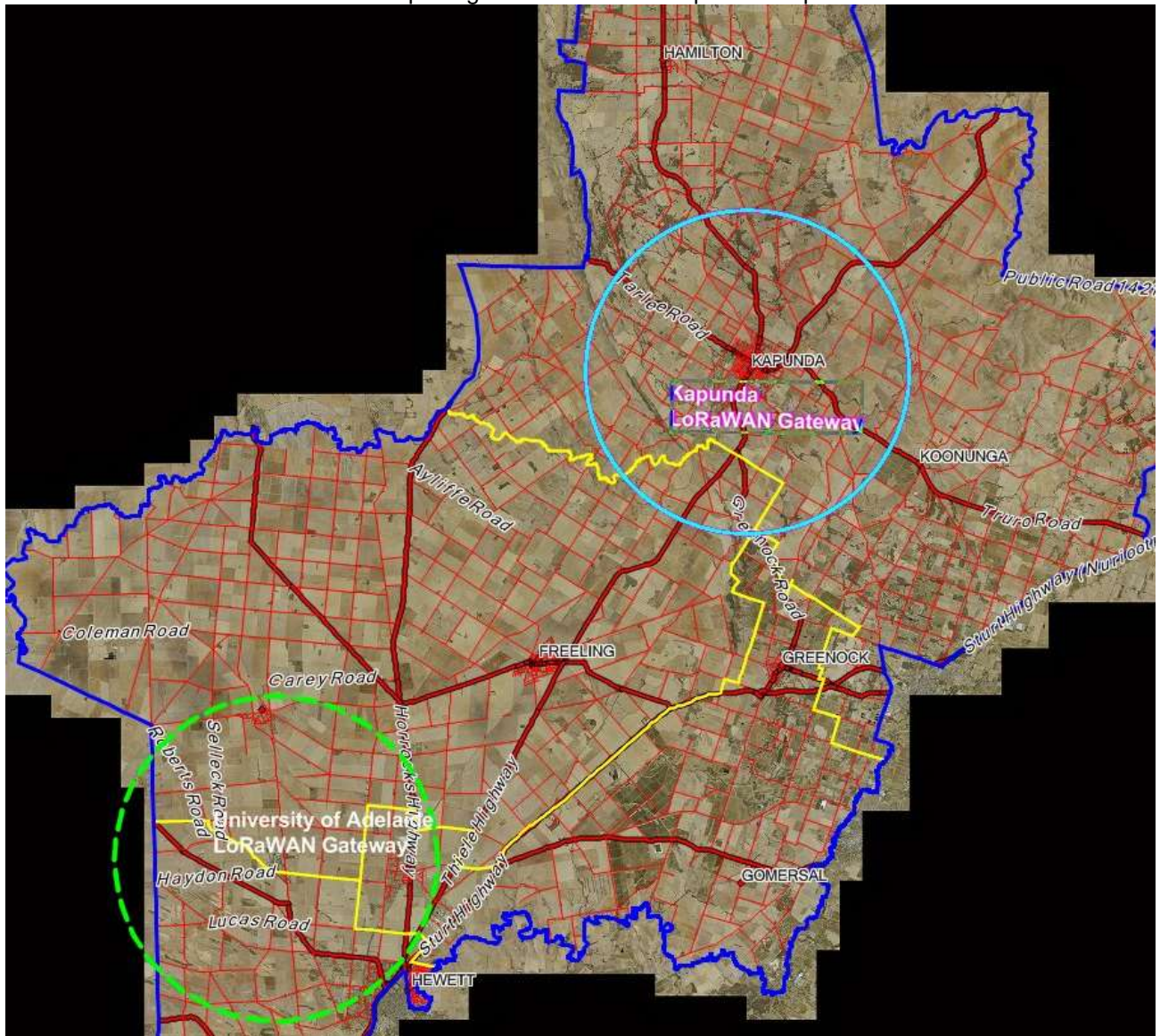


Figure 1 – Map of LoRaWAN Gateway Range (7km radius)



Figure 2 – Map showing carpark locations and bin locations in the Kapunda Town Centre precinct

3a FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- Will internal resources (staff / IT / HR / procurement / WHS) be required to deliver the project OR will external contractors / consultants be engaged to deliver the project?
- If internal resources are required, have you secured support from the relevant Department to this deliver this business case?
- How much contingency do you need to build in to the project?

TIMELINES

- What are the timelines e.g. one quarter, one year, multiple years?
- If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.
- If the project is approved by the Council, when is the project expected to commence & complete?

The proposal is to engage [Meeta](#) or the University of Adelaide to work with Council's IT Team to supply, install, configure and commission the LoRaWAN Gateway infrastructure. This gateway could be installed at the Kapunda Main Office or the Kapunda Town Square, with the Main Office being the likely location.

Meeta is the company behind connecting the SA Water smart drinking fountain to the monitoring platform, donated to Council and installed in the Kapunda Town Square. Meeta have adopted the LoRaWAN technology and simple, long life sensor systems and use a cost effective data analysis system incorporating Microsoft Power Bi (software Council already has access to).

Microsoft's Power Bi is a simple program to use, like Excel & Word, and there are [blogs/articles](#) on the internet showing how to use it to analyse real time data. It is a cost effective system that does not require ongoing license fees. Through some research and support from Meeta, it is expected that Council's IT Team can configure a Power Bi solution for displaying the LoRaWAN network sensor data received by the proposed Kapunda gateway.

Council staff have met with the University of Adelaide's Living Lab unit, who are also collaborating with the City of Prospect and 4 other Councils in conjunction with this and the 'Connected Cities' project. They will be activating a LoRaWAN gateway at the University of Adelaide's Roseworthy Campus in early 2019 and will be developing data storage, processing and open source reporting tools for that gateway. This system presents a neat opportunity for Council to transfer data from a Kapunda LoRaWAN gateway through the University's network, whereby they will have a secure system that also deals with privacy issues.

Council's I&E field staff could easily be trained to install the car park sensors. It is expected that 2 staff could take approximately ½ hour to install each car park sensor. They would move remove and reinstall 20 sensors every 2 months, thus it would be about a days' work for 2 staff every 2 months.

It is expected that the gateway and initial sensor installation could be delivered within a quarter (i.e. before the end of 2019).

Should the Kapunda gateway prove successful, the network could be expanded by rolling out gateways in other townships. Also, new sensors could be added to monitor air quality (e.g. odour) to help with compliance matters or provide public data to assist with bushfire protection (e.g. guide farmers when it is safe to harvest).

These future opportunities are perhaps where the biggest use of LoRaWAN might be – in the rural areas and on township fringes. A conversation with Leo Gaggl (Manager of Operations at G3 International Pty Ltd, the Chairperson of the Growing Data Foundation Ltd and the initiator for the Adelaide Community of The Things Network) revealed that it is likely the IoT via LoRaWAN may have bigger implications in rural areas than in cities, thus redefining the concept of 'smart cities.' Future partnerships with companies such as SA Power Networks and Beam Internet could easily see a rural LoRaWAN network implemented over the next few years, particularly if the Kapunda trial is successful.

Figure 3, below, is a concept map of rural areas where IoT weather sensors could be installed and connected to a web platform via LoRaWAN gateways. An online webpage could be used to display layers such as live Grass Fire Index Rating, to help farmers make decision on whether it's safe to harvest. Whilst such an application of LoRaWAN gateways is not included in the current scope of this Business Case, this

demonstrates the future potential that could be implemented if a successful trial in Kapunda (and Roseworthy via the University of Adelaide) occurs.

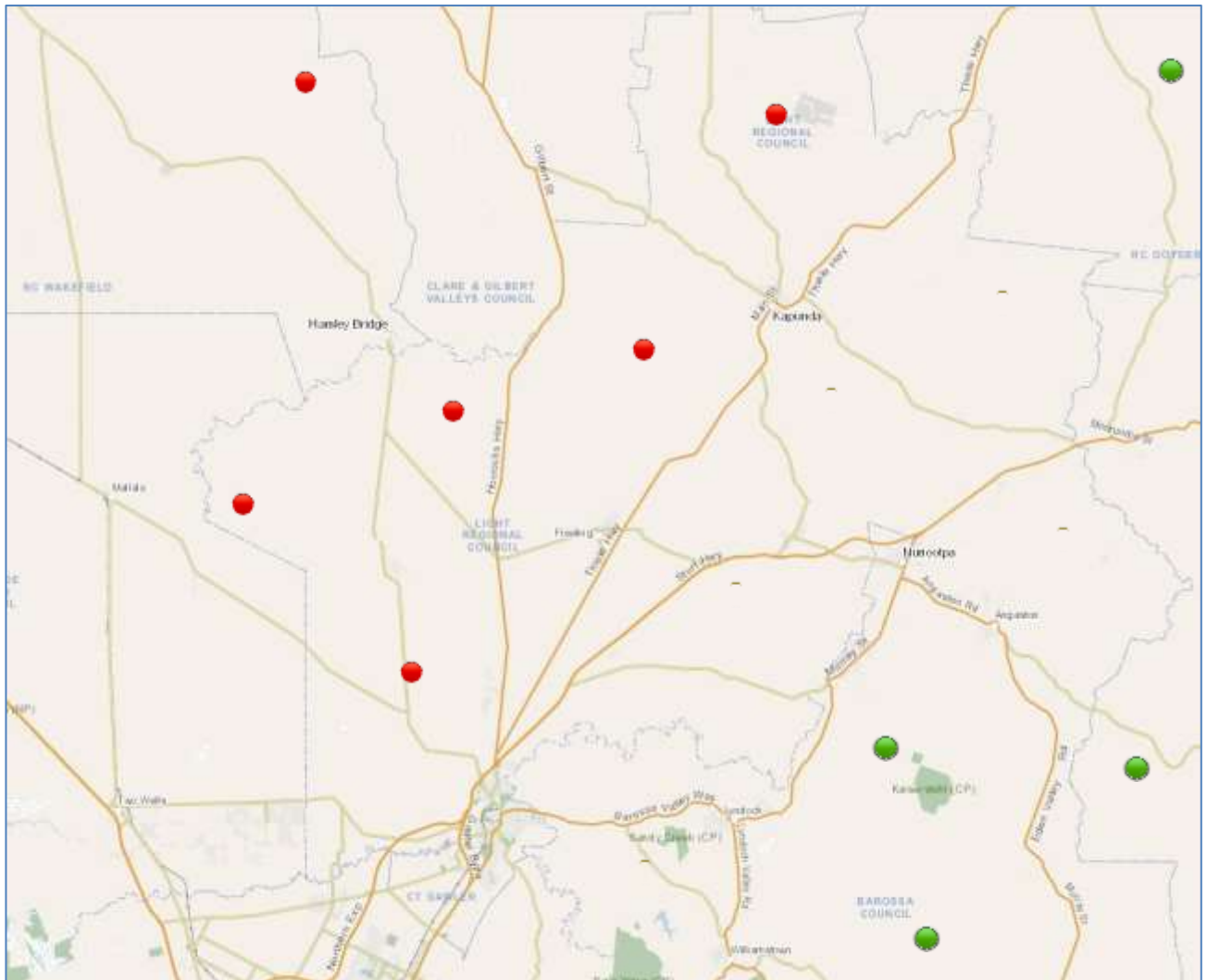


Figure 3– Concept map of Grass Fire Index Rating at various IoT sensor locations, indicating risk of harvesting. **Red** dots might indicate that it's considered unsafe to harvest, **yellow** to use caution if intending to harvest and **green** is considered safe to harvest.

3b PROJECT FINANCE & COST ESTIMATE (excluding GST)

- Please provide a breakdown of the project income and expenditure in **Table 1** below
- If delivery of the Project spans multiple financial years, please allocate the total project budget to the respective years
- If the project is on-going, i.e. **an introduction of a new service**, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

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Grants – Federal					
Grants – State					
General Rates Revenue	-\$20,000				-\$20,000
Community Contribution					
Reserve Funds					
Others (please specify)					
Total Income	-\$20,000				-\$20,000
Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (internal staff)					
Contractors/materials					
New/Upgrade					
Labour (internal staff)					
Loan Interest					
Contractors/materials	\$15,000				\$15,000
Operating Project Expenditure					
Labour (internal staff)	\$5,000				\$5,000
Contractors/materials					
Total Expenses	\$20,000				\$20,000
Future Operational Expenses					
Labour					
Contractors/materials					
Depreciation (cost / useful life)					
Utilities					
Future Operational Savings					
Labour					
Contractors/materials					
Depreciation					
Utilities					
Future operational expenses & savings to be included in Recurrent Operating Budget	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	

3c PLEASE EXPLAIN HOW THE BUDGET WAS ESTIMATED (contact Finance for assistance)

The sensors are estimated to cost in the order of \$200-\$300 each. Therefore 20 car parking sensors would cost \$4000-6000. The remainder of the \$15000 budget would be consumed by the gateway installation (say \$4000-6000), leaving \$5000 for Meeta's/University of Adelaide support and consulting advice.

A formal quote has been requested from the University of Adelaide (DOC ID 360801) and ongoing discussions are being held with Meeta regarding the Kapunda Town Square drinking fountain data. These will further quantify the proposed budget.

4. KEY ASSUMPTIONS

- Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.

The cost estimates are based on advice from Meeta prior to receiving a formal quote, correspondence with Council's IT Team and discussions with the University of Adelaide who will be installing a LoRaWAN Gateway at their Roseworthy Campus also.

It is assumed that the Kapunda Main Office infrastructure will be able to accommodate the LoRaWAN Gateway infrastructure, including a connection to the internet:

- Antenna supported on existing mast on roof
- IT infrastructure recently installed for Kapunda Main Street public Wi-Fi system considered appropriate with adequate capacity for LoRaWAN, including dedicated NBN connection

5. RISK MANAGEMENT

- What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?
- How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix
- Are there any constraints/other expectations that will impact on the delivery of the project outcome? For example, pending grants application.

Political/Reputation

- Do nothing approach (i.e. not proceeding) might receive criticism from community regarding Council's lack of action on town centre car parking and from primary industry rate payers re lack of services to the rural ratepayers.

Legal

- Any contracts with Meeta, the University of Adelaide and/or web portal software companies needs to carefully consider data use rights. This will be managed within Terms and Conditions of engagement.
- The Council's Smart Cities and Suburbs Program grant agreement requires it to install and operate bin fill-level sensors in an ongoing fashion to Kapunda Town Centre. In order to meet a recent Milestone report, AFN Solutions 'loaned' Council some bin-fill level sensors to demonstrate it had achieved a progress Milestone. The Council is obliged to install its own bin-fill level sensor network to fulfil its grant agreement obligations.

Financial

- Actual quotes might exceed preliminary estimates. The scope of the project can be tailored to fit an approved budget by purchasing a lesser number of IoT sensors and rotating them through different spaces more frequently. The impact of capturing a slightly smaller period of data per sensor location is not considered to adversely impact the project outcomes.

Technical

- The technical risk involving a LoRaWAN gateway will be mitigated by engaging a contractor (Meeta and/or the University of Adelaide) who has rolled out this technology across Australia under the stringent standards and guidelines of companies such as SA Water, who have very high regard to technical risk.

Operational

- Upskilling of Council's young IT Team is considered to be a fantastic opportunity for them in a growing world of IoT devices, under the guidance of Meeta.
- Discussions with University of Adelaide will include opportunities to utilise undergraduate and post graduate student learning as part of operations to analyse sensor data and create public interfaces, in conjunction with Council's IT Team.

6. LINKS AND DEPENDENCIES

- What links exist between your project and other projects?
- Are you dependent upon another project finishing before yours can start?
- Does the project require close working relationships with other staff of the Council or external partners?

There are strong links with the Roseworthy Township Expansion project and the University of Adelaide's Roseworthy Campus, as well as the Connected Cities project involving other South Australia Council's.

There are links with this LoRaWAN Gateway opportunity and connecting SA Water's smart drinking fountain in the Kapunda Town Square to their LoRaWAN network.

7. ADDITIONAL INFORMATION

The following supporting information is attached to support this Business Case and assist decision making by the GM group and the Elected Members. (Please select as appropriate).

- ☐ Detailed costing's for the project.
- ☐ I& extracts
- ☐ Risk Plan
- ☒ Research/feasibility reports
- ☐ Sketches, site plans, maps

Refer relevant Deloitte Reports relating to Making It Your Adelaide:

- Deloitte - SA Digital Opportunities 2015, Document ID 354326
- Deloitte - Make Your Adelaide - Activating the Regions, Document ID 354324
- Deloitte - Make Your Adelaide - Activating the City, Document ID 354323
- Deloitte - Make it Big Adelaide Report, Document ID 354322
- Deloitte - Make it a Plan Adelaide Report, Document ID 354321

University of Adelaide Smart Cities Program <https://www.adelaide.edu.au/smart-cities/home>

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF

Kieren Chappell, General Manager Economic Development 16/1/19
(Insert name & title of Project Owner who prepared the business case) (Date)

Supported by

Kieren Chappell, General Manager Economic Development 16/1/19
(Insert name & title of relevant General Manager) (Date)

2. GENERAL MANAGERS GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

☐ APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:

- ☐ 2019/2020 Budget – Year 1
- ☐ 2020/2021 Budget – Year 2
- ☐ 2021/2022 Budget – Year 3
- ☐ 2022/2023 Budget – Year 4

☐ NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

The Business Case should demonstrate that the project;

- ✓ meets Council's Strategic Objectives and business needs;
- ✓ contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;
- ✓ is feasible and achievable in the time allowed;
- ✓ has been chosen after exploring risk and other options; and
- ✓ will deliver clear benefits and/or provide value for money.

4. CHECKLIST

Is the Strategic Business Case made?

- ✓ Does the project meet a business need?
- ✓ Is it affordable and achievable and are sufficient resources identified?
- ✓ Is there a clear project scope?
- ✓ Have we explored enough options?
- ✓ Have we sought advice from everyone we need to?
- ✓ Do we have support from stakeholders within the Council and outside?
- ✓ Do we know the major risks?
- ✓ Have detailed costs been agreed with Finance Department?

APPENDIX 1: RISK ASSESSMENT MATRIX

LIKELIHOOD RATING

LIKELIHOOD	DESCRIPTION	PROBABILITY OF OCCURENCE
Rare	May occur in rare circumstances	More than 20 years
Unlikely	Could occur at some stage	Within 10 - 20 Years
Possible	Might occur at some stage	Within 3 - 5 years
Likely	Will probably occur at most times	Within 2 years
Almost Certain	Is expected to occur at most times	Within 1 year

CONSEQUENCE RATING

CONSEQUENCE	INJURY	SERVICE INTERRUPT	ENVIRONMENT	FINANCE	REPUTATION
Insignificant	Nil	< 4 hours	Nil	< \$20k	Nil
Minor	First Aid	Up to 1 day	Minor short term	\$20k - \$100k	Minor Media
Moderate	Medical Treatment	1 day – 1 week	Wide short term	\$101k-\$500k	Moderate Media
Major	Disability	1 week – 1 month	Wide long term	\$501K - \$1M	High Media
Catastrophic	Fatality	More than 1 Month	Irreversible long term	> \$1M	Inquiry

RISK RATING

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2022/2023)

**Project
Number**
(Please complete if
you know project ID)

359736

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

LRC Corporate Style Guide

RESPONSIBLE GENERAL
MANAGER:

June Austin

PROJECT MANAGER:
(Staff member responsible for
delivering the project outcomes)

Lara Matters & Andrew Chown

BUSINESS UNIT

Business and Finance

Which **STRATEGIC
MANAGEMENT PLAN**
Objective does the project
contribute to?

Goal 2 Objective 2.4 Improved communication with stakeholders

1. SCOPE AND OBJECTIVES OF THE PROJECT

PROJECT TYPE:

Operating Project

NATURE OF EXPENDITURE:

Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

Choose an item.

WHY DO WE NEED:

To provide guidance for the way the LRC brand should be presented from both a graphic and language perspective, whether for general or specific publication. The Corporate Style Guide is the roadmap and ensures the corporate style is professional, cohesive, consistent, and recognisable.

WARD :

Dutton ☒ Light ☒ Laucke ☒ Mudla Wirra ☒

If the project is in more than one Ward, please provide % allocation:

Whole of Council business initiative

2. PROJECT DELIVERABLES

What value and benefits will the Council derive?

What Business Process/Service Standard Improvements will result?

Is there any future operational saving from the Project?

What is its relevance to the Council's Ratepayers and Residents?

Throughout 2014 a small internal team commenced work on a Corporate Style Guide which sought to provide guidance to Council officers and Elected Members on the ways and means of communicating Councils corporate message, the appropriate use of the corporate logo and went as far as providing suggestions on elements such as punctuation.

This document was to include technical elements such as signage design, though for a number of reasons was never finalised. It is however noted that a number of actions recommended within have been commenced and completed such as the adoption of the *Signposting Strategy and Guidelines*.

It has increasingly become clear that there is a growing need to deliver an LRC Corporate Style Guide which provides clear guidance to Council officers, Elected Members and the public on how LRC's corporate material can be used, when it can be used and how information will be disseminated both internally and externally. In essence, the Corporate Style Guide will be the 'go-to' document for communications both internally and externally and will provide clear guidance on the look and feel, as well as the voice/tone of documents. The Corporate Style Guide would aim to strike a balance between creativity and the need to maintain a professional, cohesive, consistent and recognisable corporate image.

The Style Guide, for example, would be used when preparing both internal and external documents and communications across broad media including:

- The Annual Report
- Annual Business Plan and LTFP
- Strategic Plan
- Tourism Plan
- Strategies
- Corporate Letterhead
- Corporate Templates e.g. Policy, Procedure, Agendas, Presentations
- IAMP
- Social Media
- Website
- Marketing and Tourism collateral
- Etc.

With a new Website for LRC, Tourism and Libraries imminent, an update for the Intranet site scheduled, and a drive towards digital communications i.e. Social Media, there is also an opportunity to consider updating the accents of the LRC logo. This would entail modernising the brand asset and refreshing LRCs visual identity in line with the Corporate Style Guide, without changing the foundation or losing its message.

Lastly, it is recognised that there will be a need for a comprehensive internal change management plan to engage with staff and ensure that any new 'Style' is being adopted and the correct 'message' is being portrayed.

3a FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

Will internal resources (staff / IT /HR / procurement / WHS) be required to deliver the project OR will external contractors / consultants be engaged to deliver the project?

If internal resources are required, have you secured support from the relevant Department to this deliver this business case?

How much contingency do you need to build in to the project?

TIMELINES

What are the timelines e.g. one quarter, one year, multiple years?

If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.

If the project is approved by the Council, when is the project expected to commence & complete?

The project will be delivered with a mix between both internal and external resources. It is anticipated that a small internal working group will be established to provide guidance to an external consultant (marketing and communications/media expert) who will subsequently undertake a review of the current Corporate Style Guide and deliver a final copy that is easy to use and comprehensive.

It is anticipated that elements such as standard templates and graphics will be provided by the consultant in multiple formats for broad use; and critical components such as brand ethos, logo size and placement, proper colour use, typefaces, image and photography guidelines, voice and writing style included.

The project would commence immediately with plans to complete the works by the end of Q2.

It is noted that, depending on the reach of the Corporate Style Guide and in the event that elements such as the logo is refreshed, there will be a need to utilise the enhanced 'style' when replacing or purchasing new assets such as signage. This is not anticipated to have a budget impact as the roll-out of the enhanced 'style' would occur in a staged manner as assets are replaced or purchased.

3b PROJECT FINANCE & COST ESTIMATE (excluding GST)

Please provide a breakdown of the project income and expenditure in **Table 1** below

If delivery of the Project spans multiple financial years, please allocate the total project budget to the respective years

If the project is on-going, **i.e. an introduction of a new service**, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter as negative)					
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Community Contribution					
Reserve Funds					
Others (please specify)					
Total Income					
Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (internal staff)					
Contractors/materials					
New/Upgrade					
Labour (internal staff)					
Loan Interest					
Contractors/materials					
Operating Project Expenditure					
Labour (internal staff)	\$6,000				\$6000

Contractors/materials	\$20,000				\$20,000
Total Expenses	\$26,000				\$26,000
Future Operational Expenses					
Labour					
Contractors/materials					
Depreciation (cost / useful life)					
Utilities					
Future Operational Savings					
Labour					
Contractors/materials					
Depreciation					
Utilities					
Future operational expenses & savings to be included in Recurrent Operating Budget	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	

3c PLEASE EXPLAIN HOW THE BUDGET WAS ESTIMATED (*contact Finance for assistance*)

The anticipated budget was estimated utilising cost information gathered from colleagues at Adelaide Plains Council who have recently been through a marketing and brand guidelines process. The proposed LRC process is more encompassing than this higher level process, and as such appropriate adjustments have been made.

4. KEY ASSUMPTIONS

Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.

It is assumed that:

- the cost will be covered within current budget
- the current draft Corporate Style Guide is suitable for baseline preparations.
- the preparation of templates in multiple formats will be suitable for internal and external use.

5. RISK MANAGEMENT

What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?

How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix

Are there any constraints/other expectations that will impact on the delivery of the project outcome? For example, pending grants application.

The primary risks are:

Political (Medium Risk)

- Appetite for a new Corporate Style Guide
- Appetite for a logo 'refresh' and 'enhancement'

Reputational (Medium Risk)

- Community sentiment and attitudes toward an enhanced style and potentially refreshed logo

Financial (Low Risk)

- Costs associated with acquisition

Technical (Low Risk)

- Engagement of a suitably qualified consultant with a sound understanding of the project brief

- Broad understanding amongst staff of the Corporate Style Guide and its application to all areas of Council.

6. LINKS AND DEPENDENCIES

What links exist between your project and other projects?

Are you dependent upon another project finishing before yours can start?

Does the project require close working relationships with other staff of the Council or external partners?

This project and the completion of a comprehensive Corporate Style Guide links with other projects in the ICT and Tourism areas.

7. ADDITIONAL INFORMATION

The following supporting information is attached to support this Business Case and assist decision making by the GM group and the Elected Members. (Please select as appropriate).

- ☐ Detailed costing's for the project.
- ☐ I& extracts
- ☐ Risk Plan
- ☒ Research/feasibility reports
- ☐ Sketches, site plans, maps

Draft *Light Regional Council Style Guide* (prepared in 2014).

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF

Andrew Chown – Manager, Strategy

(Insert name & title of Project Owner who prepared the business case)

19 February 2019

(Date)

Supported by

June Austin – GM Business and Finance

(Insert name & title of relevant General Manager)

19 February 2019

(Date)

2. GENERAL MANAGERS GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

☐

APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:

☐

2019/2020 Budget – Year 1

☐

2020/2021 Budget – Year 2

☐

2021/2022 Budget – Year 3

☐

2022/2023 Budget – Year 4

☐

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

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RISK RATING

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH
Certain					

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
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Light Regional Council Style Guide



TABLE OF CONTENTS

Overview / Introduction	1
Corporate Colours and Logo Design	3
Typeface.....	3
Photography / Iconic Images	3
Text	3
Corporate Templates & Forms	3
Corporate Documentation.....	4
LRC Forms - Internal.....	4
LRC Forms – External	4
Ampersand (&).....	5
Apostrophes.....	5
Back Slash (/)	5
Capitalisation	5
Citing sources.....	5
Dates	5
Hyphens	5
Its and it's.....	5
Lists	5
Numbers	6
Punctuation.....	8
Shortened Forms	9
Spelling.....	10
Time	10
Web and email addresses.....	10
Writing Style	10
A short guide to writing in plain English	11
A short guide to writing in plain English	15

Overview / Introduction

(If required?)

The Light Regional Council Style Guide is a guide for individuals and departments preparing documentation, signage, marketing and promotional material for internal and external purposes consistent with the Light Regional Council corporate style....

Corporate Colours and Logo Design



LIGHT
REGIONAL
COUNCIL

The Light Regional Council (LRC) logo is not to be varied in any aspect, such as ratio, typeface or colour. The LRC logo can be downloaded from the LRC intranet. Aside from use with the logo, **blue** should be the dominant colour on brochure covers, posters and other printed matter.

Logo Font - Cambria (Headings) – Spacing 1.5pt

Colour	Pantone	Hex	RGB
Blue	2758	001E62	0:30:98
Green	341	007A53	0:122:83
Yellow	143	F1B434	241:180:52
Red	1525	B94700	185:71:0

This is **Blue**

This is **Green**

This is **Yellow**

This is **Red**

Typeface

Official Light Regional Council typeface:

Print - ?
Web - ?

Photography / Iconic Images

Image Library location:

InfoXpert\User Workspace\Photographs

Text

Ensure written materials are consistent and appropriate context.

Light Regional Council House Style: *(refer to Quick Reference Style Sheet?)*

Corporate Templates and Forms

Corporate Documentation

(Letters, emails [including email Signature Template], Memorandum, Fax, File Note, Powerpoint Presentations, Brochures, Flyers) – examples and template location here?

LRC Forms - Internal

Internal (Gift or Benefit Declaration, Expenditure Voucher, Debtor Invoice Request and other Finance Department forms; Delegations Register, Guidelines, checklists, payroll and WHS forms, reports, instructions, assessment and Claim forms)

LRC Forms – External

(Grants Application and Acquittal Forms, Common Seal Request, Public Forum Request, Development Application, Cat Cage Hire Agreement, Dog Registration Form, Special Events Permit, Contracts, Tenders – PERMITS, APPLICATIONS, NOTIFICATIONS, REQUESTS, AGREEMENTS, CLAIM FORMS

Newsletters, ezines (electronic newsletters)

Reports [Strategic Plan, ABP, Technical Reports]

Agendas, Minutes

Public Relations and Marketing (inc Brochures and Welcome Packs, Posters, Banners)

Advertising, Public Notices, Media Releases

LRC Information Sheets

LRC Policy and Procedure Documents

Other LRC Documentation (Presentation Folders?, Exponare Maps/Printouts)

ID Cards

Stationery – Outsourced printing (Envelopes, Business Cards, Rates Notices,

Branded Clothing (Uniform, Polo Shirts, Promotional Clothing [diagrams / technical specifications?])

Street Signage (diagrams / technical specifications?)

Vehicle Signage (diagrams / technical specifications?)

General / Other Signage (Welcome to LRC signs, Building signage, Parks, Local Places, Bins, Scroll/Screen signs [diagrams / technical specifications?])

Promotional Materials (Phone Covers) / Paraphernalia (Mugs, Pens, Umbrellas) Event Materials, Name Badge, Place Card

IT (Apps [iCouncil, My Local Places], web-site, intranet, social media

STYLE GUIDE - ALPHABETICAL LISTING

Ampersand (&)

Use the word **and** in general written material. Use an ampersand in the names of departments or committees.

Apostrophes

Use an apostrophe to indicate possession, for example, *the General Manager's office*, *the Council's mission*. An apostrophe is also used in a contraction, for example, *it's* (it is), *don't* (do not), *they're* (they are). An apostrophe is not used to indicate a plural.

Back Slash (/)

Use no space before or after an oblique when used between individual words, letters or symbols; one space before and after the oblique when used between longer groups which contain internal spacing, for example, *n/a* and *Language and Society / Langue et société*.

Capitalisation

Use minimal capitals wherever possible – obvious exceptions are at the beginnings of sentences and in proper nouns such as names, places and groups. Use minimal capitals in headings: eg Engaging our communities.

Citing Sources

If you include statistics, quotes or other factual information in your writing, ensure that you cite the source either in text or as a footnote. Backing up information in publications will add credibility, weight and professionalism to the message you're trying to convey (but the references themselves must be credible).

Dates

(See 'Numbers' below)

Hyphens

Do not overuse hyphens, but don't omit them where they are necessary. Hyphenation can be a matter of taste but take a consistent approach as much as possible. Check an Australian English dictionary if in doubt.

While there are few firm rules on hyphenation, hyphens are generally used:

- with some prefixes and suffixes: eg *pre-1945*, *non-toxic*, *150-odd*
- when spelling out numbers above twenty (except for multiples of ten): eg *thirty-two*
- to clarify meaning: eg *re-cover* (to cover again) BUT *recover* (to retrieve or to recuperate)
- in noun-plus-noun compound nouns: eg *owner-driver*, *mother-in-law*
- in most compound adjectives: eg *full-time student*, *up-to-date records*, *fee-paying student*, *the high-quality work* BUT *work of high quality* (Note: do not use hyphens in compound adjectives that are further modified, eg *a very well known book*)
- to connect two words to a common base word: eg *part- and full-time students*
- to connect parts of a word or phrase that breaks across two lines.

Its and it's

Use *it's* only when you mean *it is*, for example, *it's arriving on Friday*.

Lists

Punctuation

Minimal punctuation is recommended in a dot-point series:

- Use a colon after the lead-in sentence and avoid using semicolons after each point.
- Use a full stop in points that contain a complete sentence or more than one sentence.
- Use a capital letter eg to begin points that are full sentences, but lower case for points that are incomplete sentences.

Lead-in sentence

Introduce lists, or dot-point series, with a lead-in sentence. Eg, regardless of whether each point will form a full sentence or part of one, dot-points must be in 'parallel'; that is, they must follow the same grammatical structure: eg

You are eligible to be a Commonwealth Supported student if you are:

- *an Australian citizen*
- *a New Zealand citizen who will reside in Australia for the duration of your studies*
- *the holder of a permanent humanitarian visa who will be residing in Australia for the duration of your studies.*

NOT *You are eligible to be a Commonwealth Supported student if you are:*

- *an Australian citizen*
- *a New Zealand citizen who will reside in Australia for the duration of your studies*
- *permanent humanitarian visa holders who will be residing in Australia for the duration of their studies are eligible to be a Commonwealth Supported student.*

Stand-alone lists do not need a lead-in sentence and usually don't require dot points: eg *Meeting room equipment*
Chairs (25)

Tables (2)

Lectern

Note that there is also no punctuation in a stand-alone list.

Numbers

General

Write the numbers 'ten' and under in continuous prose (common exceptions include \$5, 3 January, 2 per cent) and expressed numerically. When beginning a sentence, always spell the number out: eg *There were 25 students in the class* BUT *Twenty-five students attended the class.*

When referring to spans of numbers in text, spell out 'to' or 'and' rather than use a dash: eg *We'll need between two and three weeks to complete the project* NOT *We'll need between 2-3 week.* OR *We'll need between two-three weeks...*

Use commas for numbers of five digits or more: eg *4000* BUT *26,000*

Write phone numbers in the following format: (08) 8302 0000 or, for international audiences, +61 8 8302 0000.

Dates and Time

- Use the following format for full dates without punctuation, even where the day is included: eg *25 January 2006, Friday 22 May 2001*
- When writing the date using only numerals, use the following format: *29/4/14*
- When referring to an era, don't include an apostrophe after the year: eg *1960s* NOT *1960's*
- When writing times, use a full stop between hours and minutes, and include one space between the number and abbreviation: eg *9.15 am, 12.00 pm*
- When writing periods of time in years use the following formats: Financial Year 2016/2017, a number of years 2016-2020

Currency

In international publications, the Australian dollar should be differentiated by placing the appropriate letter before the symbol: eg *A\$18,500 per annum.*

Where necessary include the relevant symbol and unit for other currencies.

Punctuation

There is a trend to minimal punctuation in marketing materials. When using any word or sentence punctuation, ensure that it will add to the meaning and flow of the text.

Full Stops

- Don't use full stops in headings.
- Generally, full stops are not used in abbreviations - especially commonly used ones (eg, ie, am, pm, etc).
- Use full stops in expressions of time: eg *10.30 am*. See also Dates and Time.
- Only use full stops in lists where the point contains more than one sentence. See also Lists.

Commas

Commas serve many purposes, but avoid over-using them. As a general rule use commas to:

- separate a list of items or a string of adjectives: eg *We require your name, address, phone number and date of birth.*
- avoid ambiguity and clumsy expression: eg
 - *He was not run over, mercifully.*
 - *As we walked through the park, exploding fireworks illuminated the harbour.*
- enclose clauses: eg *Professor John Smith, from the School of Accounting, is visiting Freeling.*
These are called bracketing commas, because they could be replaced by brackets. Make sure you include the second comma.
- Note the difference between these two sentences:
 - *He went to the shop, which was open.* (There was one shop, and it was open).
 - *He went to the shop which was open.* (There were several shops. He went to the open one).

Semicolons

Semicolons are stronger than a comma but weaker than a full stop. Use them to separate a series of phrases where commas have already been included and there could be some confusion about where each phrase ends: eg *The Division offers courses in media, arts and culture; psychology, social work and human services; and education.*

Colons

Use colons to:

- introduce lists presented with dot points
- connect subtitles to titles: eg *Referencing: a guide to the author-date system*

It is not necessary to use a colon at the beginning of a list of examples within a sentence. For example: *We have courses in computing, science and mathematics*, NOT *We have courses in: computing; science; and mathematics.*

Apostrophes

There are a number of rules about apostrophes, but they are generally used to indicate possession or contraction where letters are missing.

When used to indicate possession, place the apostrophe:

- before 's' in the singular: eg *John's qualification*. Note that this is also recommended for singular nouns ending with 's': eg *the campus's facilities*
- after 's' in regular plurals: eg *The Vice Chancellors' Committee*
- before 's' in irregular plurals: eg *children's toys, women's rights*

Where a person's name ends with 's', pronunciation should determine use: eg *James's idea, the Thompsons' car*. Note that possessive pronouns do not take apostrophes: eg *his report, our buildings; their work; its approach.*

In contractions, apostrophes are used where letters have been omitted from a single word, or where two words have been joined: eg *we are* = *we're*, *would not* = *wouldn't*.

Confusion arises between it's and its. If you're unsure, mentally substitute 'it is' for whatever you're writing. If it doesn't make sense, don't use the apostrophe.

Never use an apostrophe in plural non-possessives: eg *fresh apples* NOT *fresh apple's* and *three PVCs* NOT *three PVC's*.

Note that apostrophes are now often omitted in generic phrases where the plural noun is more descriptive than possessive: eg *drivers licence* BUT *the young driver's licence*.

Hyphens

Do not overuse hyphens, but don't omit them where they are necessary. Hyphenation can be a matter of taste but take a consistent approach as much as possible. Check an Australian English dictionary.

While there are few firm rules on hyphenation, hyphens are generally used:

- with some prefixes and suffixes: eg *pre-1945*, *non-toxic*, *150-odd*
- when spelling out numbers above twenty (except for multiples of ten): eg *thirty-two*
- to clarify meaning: eg *re-cover* (to cover again) BUT *recover* (to retrieve or to recuperate)
- in noun-plus-noun compound nouns: eg *owner-driver*, *mother-in-law*
- in most compound adjectives: eg *full-time employee*, *up-to-date records*, *fee-paying student*, *the high-quality work* BUT *work of high quality* (Note: do not use hyphens in compound adjectives that are further modified, eg *a very well known book*)
- to connect two words to a common base word: eg *part- and full-time employees*
- to connect parts of a word or phrase that breaks across two lines

See the Quick Reference Style Sheet for some preferred LRC-specific spellings as well as some general examples.

Quotation marks

Single quotation marks are preferred for all speech in marketing materials: eg *'Clinical placements allow you to apply theory to a real-world situation,' he says.*

Note that double quotations are used for quotes within quotes: eg *'She asked, "Why didn't you check?" and I didn't know what to say.'*

Punctuation marks that form part of a quote are contained within the quotation marks: eg *'I hope to travel overseas and complete a master degree', says Amy. 'After that, world domination!'*

Brackets

Use square [] brackets within round brackets () to differentiate between separately bracketed items: eg *...(the Home Assist and Community Care Program [HACC])*

Spacing

Use single spacing throughout marketing materials and after, not before, punctuation marks.

Shortened Forms

Shortened forms include abbreviations, acronyms and symbols. They should only be included if they suit the context of the publication and if the majority of readers will be familiar with the terms.

- In general, avoid using shortened forms in text: eg *The Barossa wine region is approximately 35 kilometres from the city centre...* NOT *...35 kms*
- Spell out potentially confusing shortened forms on the first mention and with the shortened form included in brackets: eg *Light Regional Council (LRC)...* THEN *...consultation with LRC residents....* Don't use 'the' to introduce the shortened form: eg *...residents of LRC...* NOT *...residents of the LRC...*
- Grammatical contractions such as *don't*, *isn't* and *we're* are not recommended for formal documents; however they can help to create a lighter, friendlier tone in certain contexts and for certain audiences
- Avoid using symbols such as the ampersand (&), per cent (%) or measurement symbols (*km*, *kg*) in sentences - spell these out. An exception is where a company or organisation name includes a symbol:
eg P&O

Note that symbols can be included in tables.

Spelling

Use Australian English spelling conventions in marketing materials. Make sure that your computer and Word spell checking function are set to use Australian English as the default, including:

- '-ise'/'-yse' not '-ize'/'-yze' endings: eg *specialise* NOT *specialize*; *analyse* NOT *analyze*
- single not double consonants: eg *focusing* NOT *focussing*; *targeted* NOT *targetted*
Be aware of exceptions to this rule: eg *cancelled*, *modelled* and *admitted*
- '-our' not '-or' endings: eg *colour* NOT *color*; *honour* NOT *honor*; BUT *Victor Harbor*

Other preferred spellings

- Use accents in words where their removal may suggest another pronunciation: eg *résumé* and *résumé*
- *Program* NOT *programme*, except where used in an official title: eg *Higher Education Loans Programme*
- See Hyphens for advice on hyphenation

When in doubt, check spellings in an Australian English dictionary.

Time

(See Numbers – Dates and Time)

Web and email addresses

When including web addresses (URLs) in-text:

Print materials

- **all web addresses:** don't include 'http://': eg www.abcd.com NOT <http://www.abcd.com>; www.atn.edu.au NOT <http://www.atn.edu.au>
- **LRC web addresses:** as long as it is clear from the text that a website address follows, you can also leave off the *www*, and write simply *light.sa.gov.au* (plus any extensions). This is handy in advertising materials where space is an issue. If in doubt, try the URL you want to use in the web first
- Don't place a full stop at the end of the address, even when it ends a sentence
- Be aware that the forward slash (/) is not required at the end of a web address
- Don't use capitals in email or web addresses: eg karen.smith@abc.com.au and www.abcd.com
- Don't capitalise the words 'website' or 'webpage' unless they begin a sentence

Web

Some best practice rules apply to hyperlink styles

- generally avoid 'click here' terminology. Where you must use an instruction like this, use 'select' instead of click (accessibility issue)
- use the exact name of the page / form / document you are linking to in the hyperlink so users can choose whether to go there
- avoid using 'naked' URLs - this looks ugly, ie don't link <http://www.light.sa.gov.au/page.aspx>, put the link behind the words [Light Regional Council](http://www.light.sa.gov.au/page.aspx)

Writing Style

Use a friendly, clear style. Use language that is unambiguous, inclusive and non-discriminatory.

A short guide to writing in plain English

To ensure clear communication, it is best to write in plain English. Eagleson (1990) defines plain English as: 'clear, straightforward expression using only as many words as are necessary...it is not baby talk nor is it a simplified version of English'.

Plain English is writing that is straightforward, clear and concise. It developed as a general-purpose strategy for improving public communication.

It doesn't mean that plain English is grammatically boring, or written with a limited vocabulary. Writing in plain English simply highlights a number of methods for achieving clear and accessible communication.

Some of the principal precepts of plain English are:

- Use short sentences (1.5 - 2 lines long) but vary sentence length for interest and rhythm.
- Use simple sentence structures.
- Use short paragraphs (2 - 3 sentences is ideal).
- Make one point per paragraph. The first sentence of a paragraph should be your topic sentence (in most cases).
- Use familiar, everyday words that readers will understand.
- Be precise, using enough words to achieve clarity but avoid unnecessary words that can distract from the main points.
- Use the active rather than the passive voice wherever possible (i.e. put the person into the answer first).

For example: The Chief Executive Officer signed the contract this morning.
in preference to

The contract was signed this morning by the Chief Executive Officer.

- Don't use special public service 'speak' that ordinary people don't use.
- Avoid abbreviations or acronyms but if you do need to use them, always spell out the long version first and place the acronym in brackets beside it. (Never use acronyms in headlines or headings.)
- Use only the essential capital letters.
- Engage with the audience by using personal pronouns such as 'we', 'you', 'I', 'my', except in formal contexts.
- Use verbs in preference to constructions based on nouns derived from verbs.

For example: 'explain' rather than 'provide an explanation of'
or
'apply' rather than 'make an application'

- Break up dense strings of nouns or nouns and modifiers.

For example: 'the outline development plan land package release conditions' could read 'the release conditions of the draft development package'

- Avoid euphemisms, clichés and overused or 'trendy' words or phrases.
- Avoid convoluted constructions such as double negatives.

For example: 'not unlikely'

- Write the verb before the adjective in most cases.

For example: run quickly **not** quickly run
developed specifically **not** specifically developed

- Writing in plain English does not mean writing the way we speak. This style is too casual for most of the material we produce. Written English for business purposes is still formal. It's just that plain English is clear and straightforward, not casual and chatty.

Wordiness

Many of us are guilty of adding buzz words or important sounding words to our writing, which often leads to unnecessary wordiness and lack of clarity. Simple words and phrases create a document that will communicate your message more effectively. Avoid using excess words, wordy phrases, vague abstractions and overused or repetitive words.

Examples of excess words:

- completely eliminate
- future planning
- end result

Examples of vague abstractions:

- absolutely
- currently
- numerous
- particular
- substantial
- such as

Examples of overused words:

- actual
- addresses
- existing
- further
- hierarchy
- identifies
- impacts
- significant

To write in plain English you should try to eliminate the following words and phrases from your work:

Wordy

absolute perfection
added
added bonus
address this issue
alleviate
arguably
as a consequence of
as you will know
assistance
at an early date
at this point in time
attached herewith
attempt
behind schedule
beverage
blue in colour
call a halt to
centred around
close proximity
commence
constructed
currently
despite the fact that we made repeated attempts despite
due to the fact that
during the month of June
endeavour
flatly rejected
freak accident
future prospects
gained entrance
in connection with
in terms of
in the course of
in the first place
in order to
in respect of/to
in the event of
in view of the fact that
liaising with
necessitate
objective
old-age pension
on behalf of
on a part-time basis
one of the last remaining
owing to the fact that
participate
passing phase
past history
peruse
peruse the maps to ascertain the status of
personnel
possessed
presently
prior to
readily apparent
subsequent to
such time as
to my mind
the line traverses the property
the majority of

Replacement

perfection
said
bonus
solve, handle, tackle, deal with
prevent, stop
probably
because
leave this phrase out
help, aid

soon

now, currently, presently
enclosed, attached

try

late
drink
blue
stop

centred on
close

start, begin
built
now
repeated attempts
because
in June
try
rejected
accident

prospects
got in

about
leave it out
while, when or during
first

to
about

if, while, when or during
because
speaking with or working with
require
aim
age pension
for
part-time
one of the last
because
take part
phase
history
read
you are welcome to come and look
staff, people, workers, employees
had
soon

before
clear

after
when
I think, I know
crosses
most, usually

the policy was informed by
the process must be transparent
your feedback is being sought
with a view to
with regard to
with the aim of
with the minimum of delay

this policy is
accountable, is a fair process
your comments
to
about
to
immediately / quickly / now

A short guide to writing in plain English

A

Aboriginal

Use a capital letter when referring to Australian Indigenous peoples. Use lower case 'a' if referring to indigenous populations of other countries.

among

Not 'amongst'

B

biannual/biennial

Biannual is twice a year; biennial is every two years

building

Lower case when referring to building names eg

Hawke building

by-law

Hyphenate and lower case unless used in a title

C

Commonwealth

Always capitalised when referring to the government, as in Commonwealth Government; internationally Australian Government is preferred.

cooperate/coordinate

One word

Council

Noun (as in Light Regional Council – this Council)

council

Lower case for generic or plural references 'all councils, another council'

cutting edge

Two words (no hyphen)

D

decision making

Two words (no hyphen)

different from preferred; **different to** accepted

E

email

One word

eg

No punctuation; avoid using in formal writing (spell out 'for example')

F

feedback

One word

fee-paying

Hyphenate when using as a compound adjective

fieldwork

One word

first hand

Two words (no hyphen)

focusing, focused

One 's'

fulfil

One 'l'

full-time

Hyphenate

G

grades

Uppercase, eg 'Credit', 'Pass Level 2'

H

halfway

One word

half-year

Hyphenate when using as a compound noun

healthcare

One word when used as an adjective

I

indigenous

Lower case when referring to plants, animals or people of a particular country/region but upper case when referring to Indigenous Australians.

internet

Lower case

ie

No punctuation; avoid using in formal writing

L

learnt

Preferred past-participle

Licence

Noun

license

Verb

long-standing

Hyphenate

N

NB

Upper case; no punctuation

O

online

One word

on-site

Hyphenated

P

part-time

Hyphenate

per cent

Two words, but 'percentage'

Practice

Noun

practise

Verb

prerequisites

One word

problem solving

No hyphen, unless used as a compound adjective

program

Not 'programme'

S

socio-economic

Hyphenate

South Australian Government/State of South Australia

Capitalise when it's an official form of address

state government

Lower case for generic or plural references

T

timeframeOne word

W

website/webpage

One word

web-link

Hyphenated

wellbeing

One word

worldwide

One word

while

Not whilst

world-class

Hyphenate when using as a compound adjective

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2022/2023)

**Project
Number**
(Please complete if
you know project ID)

360348

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

Kapunda Bowling Club On Road Parking

RESPONSIBLE GENERAL
MANAGER:

Richard Dodson

PROJECT MANAGER:
(Staff member responsible for
delivering the project outcomes)

Jason Norman

BUSINESS UNIT

Infrastructure and Environment

Which **STRATEGIC
MANAGEMENT PLAN**
Objective does the project
contribute to?

Goal 2 Objective 2.2 Continuous improvement of community facilities

1. SCOPE AND OBJECTIVES OF THE PROJECT

PROJECT TYPE:

Capital Project

NATURE OF EXPENDITURE:

Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

New or upgraded assets

WHY DO WE NEED:

Elected Member initiative

Dutton ☒ Light ☐ Laucke ☐ Mudla Wirra ☐

WARD :

If the project is in more than one Ward, please provide % allocation:

Enter % details if applicable

2. PROJECT DELIVERABLES

- What value and benefits will the Council derive?
- What Business Process/Service Standard Improvements will result?
- Is there any future operational saving from the Project?
- What is its relevance to the Council's Ratepayers and Residents?

The project aims to deliver an indented parking area and a sealed footpath on Montefiore Street at Kapunda immediately adjacent the Kapunda Bowling Club.

Indenting the car parking will allow people who find it difficult to get into and out of a parked car quickly greater room to do so as the vehicle will not encroach on the through traffic lane. Currently there is approximately 3.5m of verge area and the intention is to utilise 1.5m of this for the parking. The remaining 2m would be block paved.

The paving of the footpath would serve two purposes. The first being a solid all weather surface that is ideal for pedestrians including those that require devices to support their walking. The second being the reduction of dust that ultimately finds its way onto the synthetic bowling greens.

This second issue is particularly important as the combination of dust and foot traffic on the greens can lead to rapid deterioration of the bowling surface and premature replacement.

In addition to this it will also increase the amount of safe car parks available to the bowling club and improve overall road safety for motorists using Montefiore Street.

The following is a breakdown of the cost and extent of works required:

1. Prepare and Install the Kerb & Gutter 1m from the existing roll over kerb - \$6000
2. Civil work to prepare the sealing and footpath area - \$14000
3. Hand Sealing of the widen car park area - \$2500
4. Install block paving footpath of 2m - \$5000
5. Relocation of the Double SEP - \$15000- \$20000 (depend on the depth of the pipe and services)

Works would be delivered by the Accelerated Infrastructure Program team.

3a FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- Will internal resources (staff / IT /HR / procurement / WHS) be required to deliver the project OR will external contractors / consultants be engaged to deliver the project?
- If internal resources are required, have you secured support from the relevant Department to this deliver this business case?
- How much contingency do you need to build in to the project?

TIMELINES

- What are the timelines e.g. one quarter, one year, multiple years?
- If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.
- If the project is approved by the Council, when is the project expected to commence & complete?

This project will be delivered via the use of internal staff and contractors.

3b PROJECT FINANCE & COST ESTIMATE (excluding GST)

- Please provide a breakdown of the project income and expenditure in **Table 1** below
- If delivery of the Project spans multiple financial years, please allocate the total project budget to the respective years
- If the project is on-going, **i.e. an introduction of a new service**, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter as negative)					
Grants – Federal					
Grants – State					
General Rates Revenue	-\$47,500				-\$47,500
Community Contribution					
Reserve Funds					
Others (please specify)					
Total Income	-\$47,500				-\$47,500
Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (internal staff)					
Contractors/materials					
New/Upgrade					
Labour (internal staff)	\$15,000				\$15,000
Loan Interest					
Contractors/materials	\$32,500				\$32,500
Operating Project Expenditure					
Labour (internal staff)					
Contractors/materials					
Total Expenses	\$47,500				\$47,500
Future Operational Expenses					
Labour					
Contractors/materials					
Depreciation (cost / useful life)		\$1,900	\$1,900	\$1,900	\$5,700
Utilities					
Future Operational Savings					
Labour					
Contractors/materials					
Depreciation					
Utilities					
Future operational expenses & savings to be included in Recurrent Operating Budget	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

3c PLEASE EXPLAIN HOW THE BUDGET WAS ESTIMATED (*contact Finance for assistance*)

Budget has been based on current contract rates and current internal plant and labour costs using the same estimating principles as other components of the Accelerated Infrastructure Program.

4. KEY ASSUMPTIONS

- Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.

Assumptions are based on similar works currently being undertaken within the Council area.

5. RISK MANAGEMENT

- What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?
- How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix
- Are there any constraints/other expectations that will impact on the delivery of the project outcome? For example, pending grants application.

Key risks are for people entering or exiting their vehicles when parked on the western side of Montefiore Street.

No reputational or political risks are envisaged from these work.

6. LINKS AND DEPENDENCIES

- What links exist between your project and other projects?
- Are you dependent upon another project finishing before yours can start?
- Does the project require close working relationships with other staff of the Council or external partners?

N/A

7. ADDITIONAL INFORMATION

The following supporting information is attached to support this Business Case and assist decision making by the GM group and the Elected Members. (Please select as appropriate).

- ☐ Detailed costing's for the project.
- ☐ I& extracts
Risk Plans
- ☐ Research/feasibility reports
- ☐ Sketches, site plans, maps

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF

Jason Norman, Operations Manager

(Insert name & title of Project Owner who prepared the business case)

25/2/2019

(Date)

Supported by

Richard Dodson, General Manager, Infrastructure & Environment

(Insert name & title of relevant General Manager)

25/2/2019

(Date)

2. GENERAL MANAGERS GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

☐

APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:

☐

2019/2020 Budget – Year 1

☐

2020/2021 Budget – Year 2

☐

2021/2022 Budget – Year 3

☐

2022/2023 Budget – Year 4

☐

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

The Business Case should demonstrate that the project;

- ✓ meets Council's Strategic Objectives and business needs;
- ✓ contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;
- ✓ is feasible and achievable in the time allowed;
- ✓ has been chosen after exploring risk and other options; and
- ✓ will deliver clear benefits and/or provide value for money.

4. CHECKLIST

Is the Strategic Business Case made?

- ✓ Does the project meet a business need?
- ✓ Is it affordable and achievable and are sufficient resources identified?
- ✓ Is there a clear project scope?
- ✓ Have we explored enough options?
- ✓ Have we sought advice from everyone we need to?
- ✓ Do we have support from stakeholders within the Council and outside?
- ✓ Do we know the major risks?
- ✓ Have detailed costs been agreed with Finance Department?

APPENDIX 1: RISK ASSESSMENT MATRIX

LIKELIHOOD RATING

LIKELIHOOD	DESCRIPTION	PROBABILITY OF OCCURENCE
Rare	May occur in rare circumstances	More than 20 years
Unlikely	Could occur at some stage	Within 10 - 20 Years
Possible	Might occur at some stage	Within 3 - 5 years
Likely	Will probably occur at most times	Within 2 years
Almost Certain	Is expected to occur at most times	Within 1 year

CONSEQUENCE RATING

CONSEQUENCE	INJURY	SERVICE INTERRUPT	ENVIRONMENT	FINANCE	REPUTATION
Insignificant	Nil	< 4 hours	Nil	< \$20k	Nil
Minor	First Aid	Up to 1 day	Minor short term	\$20k - \$100k	Minor Media
Moderate	Medical Treatment	1 day – 1 week	Wide short term	\$101k-\$500k	Moderate Media
Major	Disability	1 week – 1 month	Wide long term	\$501K - \$1M	High Media
Catastrophic	Fatality	More than 1 Month	Irreversible long term	> \$1M	Inquiry

RISK RATING

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2022/2023)

**Project
Number**
(Please complete if
you know project ID)

360776

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

Review of Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan

RESPONSIBLE GENERAL
MANAGER:

Craig Doyle

PROJECT MANAGER:
(Staff member responsible for
delivering the project outcomes)

Craig Doyle

BUSINESS UNIT

Strategy & Development

Which **STRATEGIC
MANAGEMENT PLAN**
Objective does the project
contribute to?

Goal 2 Community Health and Wellbeing

1. SCOPE AND OBJECTIVES OF THE PROJECT

PROJECT TYPE:

Operating Project

NATURE OF EXPENDITURE:

Non-Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

Choose an item.

WHY DO WE NEED:

Compliance with legislative requirements/changes

WARD :

Dutton ☐ Light ☐ Laucke ☐ Mudla Wirra ☐

If the project is in more than one Ward, please provide % allocation:

25% all wards

2. PROJECT DELIVERABLES

- What value and benefits will the Council derive?
- What Business Process/Service Standard Improvements will result?
- Is there any future operational saving from the Project?
- What is its relevance to the Council's Ratepayers and Residents?

Refer below

3a FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- Will internal resources (staff / IT /HR / procurement / WHS) be required to deliver the project OR will external contractors / consultants be engaged to deliver the project?
- If internal resources are required, have you secured support from the relevant Department to this deliver this business case?
- How much contingency do you need to build in to the project?

TIMELINES

- What are the timelines e.g. one quarter, one year, multiple years?
- If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.
- If the project is approved by the Council, when is the project expected to commence & complete?

Refer below

3b PROJECT FINANCE & COST ESTIMATE (excluding GST)

- Please provide a breakdown of the project income and expenditure in **Table 1** below
- If delivery of the Project spans multiple financial years, please allocate the total project budget to the respective years
- If the project is on-going, **i.e. an introduction of a new service**, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter as negative)					
Grants – Federal					
Grants – State					
General Rates Revenue	-\$15,000				-\$15,000
Community Contribution					
Reserve Funds					
Others (please specify)					
Total Income	-\$15,000				-\$15,000
Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (internal staff)					
Contractors/materials					
New/Upgrade					
Labour (internal staff)					
Loan Interest					
Contractors/materials					
Operating Project Expenditure					
Labour (internal staff)	\$5,000				\$5,000
Contractors/materials	\$10,000				\$10,000
Total Expenses	\$15,000				\$15,000
Future Operational Expenses					
Labour					
Contractors/materials					
Depreciation (cost / useful life)					
Utilities					
Future Operational Savings					
Labour					
Contractors/materials					
Depreciation					
Utilities					
Future operational expenses & savings to be included in Recurrent Operating Budget	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	

3c PLEASE EXPLAIN HOW THE BUDGET WAS ESTIMATED (contact Finance for assistance)

The current *Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan* dates back to July 2014.

This document was produced through a collaborative project involving the Town of Gawler, The Barossa Council, Adelaide Plains Council and Light Regional Council with assistance from a consultant.

Section 51(19) of the *SA Public Health Act, 2011* requires that a “regional public health plan must be reviewed at least once in every 5 years”, which becomes due from July 2019.

It is proposed that Light Regional Council allocates up to \$15K towards this requirement (combined cash contribution and in-kind staff time allowance).

4. KEY ASSUMPTIONS

- Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.

For this project it is assumed that:

- The four regional councils will each agree to continue to collaborate in this strategic area
- The cost contribution (up to \$10K) will be allocated towards involvement of a consultant, with staff/ in-kind project assistance (\$5K) in addition to this.
- Completion will occur in the 2019-2020 Financial Year.

5. RISK MANAGEMENT

- What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?
- How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix
- Are there any constraints/other expectations that will impact on the delivery of the project outcome? For example, pending grants application.

Project risk relates to both 'reputation' and 'legal' considerations - that is, non-compliance with legal requirements and potentially not otherwise being included in a regional project for this purpose.

6. LINKS AND DEPENDENCIES

- What links exist between your project and other projects?
- Are you dependent upon another project finishing before yours can start?
- Does the project require close working relationships with other staff of the Council or external partners?

This project is linked back to the initial 2014 project and as noted, requires a close working relationship with external Council partners. A Project Working Group comprised of staff from each Council has met regularly during the past four years to manage resultant projects and reporting requirements and it is expected that this (or a modified form) will continue for the next part of the project.

7. ADDITIONAL INFORMATION

The following supporting information is attached to support this Business Case and assist decision making by the GM group and the Elected Members. (Please select as appropriate).

- ☐ Detailed costing's for the project.
- ☐ I& extracts
- ☐ Risk Plan
- ☐ Research/feasibility reports
- ☐ Sketches, site plans, maps

A Consultant quote has not been sought at this point, while the individual Council's consider their respective positions.

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF

(Insert name & title of Project Owner who prepared the business case)

(Date)

Prepared and supported by

Craig Doyle – GM, Strategy & Development

28 February 2019

(Insert name & title of relevant General Manager)

(Date)

2. GENERAL MANAGERS GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

☐

APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:

☐

2019/2020 Budget – Year 1

☐

2020/2021 Budget – Year 2

☐

2021/2022 Budget – Year 3

☐

2022/2023 Budget – Year 4

☐

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

The Business Case should demonstrate that the project;

- ✓ meets Council's Strategic Objectives and business needs;
- ✓ contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;
- ✓ is feasible and achievable in the time allowed;
- ✓ has been chosen after exploring risk and other options; and
- ✓ will deliver clear benefits and/or provide value for money.

4. CHECKLIST

Is the Strategic Business Case made?

- ✓ Does the project meet a business need?
- ✓ Is it affordable and achievable and are sufficient resources identified?
- ✓ Is there a clear project scope?
- ✓ Have we explored enough options?
- ✓ Have we sought advice from everyone we need to?
- ✓ Do we have support from stakeholders within the Council and outside?
- ✓ Do we know the major risks?
- ✓ Have detailed costs been agreed with Finance Department?

APPENDIX 1: RISK ASSESSMENT MATRIX

LIKELIHOOD RATING

LIKELIHOOD	DESCRIPTION	PROBABILITY OF OCCURENCE
Rare	May occur in rare circumstances	More than 20 years
Unlikely	Could occur at some stage	Within 10 - 20 Years
Possible	Might occur at some stage	Within 3 - 5 years
Likely	Will probably occur at most times	Within 2 years
Almost Certain	Is expected to occur at most times	Within 1 year

CONSEQUENCE RATING

CONSEQUENCE	INJURY	SERVICE INTERRUPT	ENVIRONMENT	FINANCE	REPUTATION
Insignificant	Nil	< 4 hours	Nil	< \$20k	Nil
Minor	First Aid	Up to 1 day	Minor short term	\$20k - \$100k	Minor Media
Moderate	Medical Treatment	1 day – 1 week	Wide short term	\$101k-\$500k	Moderate Media
Major	Disability	1 week – 1 month	Wide long term	\$501K - \$1M	High Media
Catastrophic	Fatality	More than 1 Month	Irreversible long term	> \$1M	Inquiry

RISK RATING

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2022/2023)

**Project
Number**
(Please complete if
you know project ID)

360831

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

Reproduction of The Kapunda Mural

RESPONSIBLE GENERAL
MANAGER:

GM Economic Development, Kieren Chappell

PROJECT MANAGER:
(Staff member responsible for
delivering the project outcomes)

ED Officer, Stacie Dickson

BUSINESS UNIT

Economic Development

Which **STRATEGIC
MANAGEMENT PLAN**
Objective does the project
contribute to?

Goal 2 Community Health and Wellbeing

1. SCOPE AND OBJECTIVES OF THE PROJECT

PROJECT TYPE:

Operating Project

NATURE OF EXPENDITURE:

Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

Choose an item.

WHY DO WE NEED:

Elected Member initiative

Dutton ☒ Light ☐ Laucke ☐ Mudla Wirra ☐

WARD :

If the project is in more than one Ward, please provide % allocation:

2. PROJECT DELIVERABLES

- What value and benefits will the Council derive?
- What Business Process/Service Standard Improvements will result?
- Is there any future operational saving from the Project?
- What is its relevance to the Council's Ratepayers and Residents?

This project involves the re-production and installation of The Kapunda Mural which was formerly located on the IGA Supermarket on the corner of Main & Crase Streets, Kapunda.



Figure 1 – The Kapunda Mural, prior to demolition of the former IGA Supermarket building, corner of Main and Crase Streets, Kapunda.

The Barossa.com website provides some background information into the mural, refer <https://www.barossa.com/uploads/507/kapunda-mural.pdf>

Of note is the contribution by local Primary School students with input from local High School students. Furthermore, Acknowledgments of support and the community effort in producing this mural have been written in the clouds of the mural.

The mural was carefully removed by demolition contractors in order to demolish the building it was mounted to, to make way for the construction of the Kapunda Town Square (project recently completed). Upon removal, the mural was placed into storage in the basement of the Kapunda Community Gallery's Main Street premises. At that time, there was a missing piece (refer Figure 1, to the left of the window) to the mural and the condition of the plywood frame/backing for the mural was in poor condition.

The Kapunda Community Gallery has assessed the mural as being in a condition that cannot be restored, which is further evidenced by the dilapidation report prepared by the IGA Supermarket building demolition contractor documenting its poor condition. Furthermore, as the mural was constructed around features such as windows, if it were to be relocated then there would be gaps in the mural.

Due to the community significance of the themes and contribution by artists and the local community, there is a sense of heritage about the mural. Community consultation during December of 2015 associated with the Kapunda Town Square project noted a propensity for the mural to be restored and relocated, or new artwork created. Since this time, several murals have been implemented in the Main Street of Kapunda, with some incorporating aspects of the many Kapunda Mural themes.

Members of the Kapunda Business Alliance have highlighted that the size of the mural would fit within the alcove area at the rear of the Thomson Building along Hill Street. Furthermore, it was noted that this area is quite 'plain', has a picnic table and bicycle stand and the mural would be seen by visitors utilising the nearby public toilets. This section of Hill Street is often where buses stop to dispatch visitors or where caravan's park.



Figure 2 – Mock up The Kapunda Mural if relocated to Hill Street behind the Thomson Building

The Kapunda Community Gallery (KGC) have offered to re-produce and relocate The Kapunda Mural to the proposed Hill Street location, subject to obtaining the relevant Development Approvals. The KGC have offered up to 400 hours of volunteer labour to re-create the mural, which has an estimated value of \$10,000. This business case is for the Council to cover the cost of the materials required to re-create the mural on a longer lasting backing (marine ply). The cost of these materials has been estimated to be \$5,000 and includes sealers to ensure the mural will be long lasting.

Should the business case be successful, the ownership of the mural would be vested to the Kapunda Community Gallery for ongoing maintenance. Council's involvement would be to provide a funding contribution and approve the placement of the mural on Council's asset (subject to relevant Development Approvals).

3a FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- Will internal resources (staff / IT / HR / procurement / WHS) be required to deliver the project OR will external contractors / consultants be engaged to deliver the project?
- If internal resources are required, have you secured support from the relevant Department to this deliver this business case?
- How much contingency do you need to build in to the project?

TIMELINES

- What are the timelines e.g. one quarter, one year, multiple years?
- If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.
- If the project is approved by the Council, when is the project expected to commence & complete?

Council would provide in-kind staff resources to prepare the business case, assess necessary applications (development, fixings to the Thomson Building wall, etc.) and process the funding contribution being provided to the Kapunda Community Gallery.

The project is proposed to be completed within the 2019/20 financial year.

3b PROJECT FINANCE & COST ESTIMATE (excluding GST)

- Please provide a breakdown of the project income and expenditure in **Table 1** below
- If delivery of the Project spans multiple financial years, please allocate the total project budget to the respective years
- If the project is on-going, i.e. **an introduction of a new service**, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter as negative)					
Grants – Federal					
Grants – State					
General Rates Revenue	\$5,000				\$5,000
Community Contribution (in-kind from Council)	\$2,000				\$2,000
Reserve Funds					
Others (please specify)					
Total Income	\$7,000				\$7,000
Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (internal staff)					
Contractors/materials					
New/Upgrade					
Labour (internal staff)					
Loan Interest					
Contractors/materials					
Operating Project Expenditure					
Labour (internal staff)	\$2,000				\$2,000
Contractors/materials	\$5,000				\$5,000
Total Expenses	\$7,000				\$7,000
Future Operational Expenses					
Labour					
Contractors/materials					
Depreciation (cost / useful life)					
Utilities					
Future Operational Savings					
Labour					
Contractors/materials					
Depreciation					
Utilities					
Future operational expenses & savings to be included in Recurrent Operating Budget	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	

3c PLEASE EXPLAIN HOW THE BUDGET WAS ESTIMATED (contact Finance for assistance)

Estimate for material costs provided by the Kapunda Community Gallery, based on similar mural projects completed to date and future murals being planned.

Estimate total material cost is \$5000, consisting of marine plywood backing, paints, fasteners and framing. It is estimated that the labour costs to install the mural to the wall will be of the order of \$2,000 which could be undertaken by a builder or, potentially, by Council staff (potentially as in-kind).

The Kapunda Community Gallery has estimated it could contribute up to 400 hours of in-kind labour to re-create the mural, valued at around \$10,000.

4. KEY ASSUMPTIONS

- Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.
- That a Development Application will be approved for the mural to be mounted on the rear wall of the Thomson Building, along Hill Street.
- That the structural integrity of the existing walls proposed to mount the mural to are fit for purpose.
- That there is general support from the community to re-produce and re-locate The Kapunda Mural, despite several new murals being completed or underway that acknowledge similar Kapunda themes.

5. RISK MANAGEMENT

- What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?
- How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix
- Are there any constraints/other expectations that will impact on the delivery of the project outcome? For example, pending grants application.

Key Risks

- That there is not general community support to place a relocated mural in the proposed location.
- Development approval is not received to place a relocated mural in the proposed location, potentially due to the State Heritage listing of the Thomson Building.
- The re-produced mural is constructed of suitable materials that are long lasting and will not deteriorate quickly.

6. LINKS AND DEPENDENCIES

- What links exist between your project and other projects?
- Are you dependent upon another project finishing before yours can start?
- Does the project require close working relationships with other staff of the Council or external partners?

The project is linked to the Kapunda Town Square project, whereby community consultation highlighted some concerns that the mural would not be re-located.

The project will require development approval in order to proceed.

7. ADDITIONAL INFORMATION

The following supporting information is attached to support this Business Case and assist decision making by the GM group and the Elected Members. (Please select as appropriate).

- ☐ Detailed costing's for the project.
- ☐ I& extracts
- ☐ Risk Plan
- ☐ Research/feasibility reports
- ☐ Sketches, site plans, maps

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF

Kieren Chappell, General Manager Economic Development

28/2/2019

(Insert name & title of Project Owner who prepared the business case)

(Date)

Supported by

(Insert name & title of relevant General Manager)

(Date)

2. GENERAL MANAGERS GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

☐

APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:

☐

2019/2020 Budget – Year 1

☐

2020/2021 Budget – Year 2

☐

2021/2022 Budget – Year 3

☐

2022/2023 Budget – Year 4

☐

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

The Business Case should demonstrate that the project;

- ✓ meets Council's Strategic Objectives and business needs;
- ✓ contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;
- ✓ is feasible and achievable in the time allowed;
- ✓ has been chosen after exploring risk and other options; and
- ✓ will deliver clear benefits and/or provide value for money.

4. CHECKLIST

Is the Strategic Business Case made?

- ✓ Does the project meet a business need?
- ✓ Is it affordable and achievable and are sufficient resources identified?
- ✓ Is there a clear project scope?
- ✓ Have we explored enough options?
- ✓ Have we sought advice from everyone we need to?
- ✓ Do we have support from stakeholders within the Council and outside?
- ✓ Do we know the major risks?
- ✓ Have detailed costs been agreed with Finance Department?

APPENDIX 1: RISK ASSESSMENT MATRIX

LIKELIHOOD RATING

LIKELIHOOD	DESCRIPTION	PROBABILITY OF OCCURENCE
Rare	May occur in rare circumstances	More than 20 years
Unlikely	Could occur at some stage	Within 10 - 20 Years
Possible	Might occur at some stage	Within 3 - 5 years
Likely	Will probably occur at most times	Within 2 years
Almost Certain	Is expected to occur at most times	Within 1 year

CONSEQUENCE RATING

CONSEQUENCE	INJURY	SERVICE INTERRUPT	ENVIRONMENT	FINANCE	REPUTATION
Insignificant	Nil	< 4 hours	Nil	< \$20k	Nil
Minor	First Aid	Up to 1 day	Minor short term	\$20k - \$100k	Minor Media
Moderate	Medical Treatment	1 day – 1 week	Wide short term	\$101k-\$500k	Moderate Media
Major	Disability	1 week – 1 month	Wide long term	\$501K - \$1M	High Media
Catastrophic	Fatality	More than 1 Month	Irreversible long term	> \$1M	Inquiry

RISK RATING

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2021/2022)

**Project
Number**
(Please complete if
you know project ID)

360870

2019/2020



(hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

Unsafe Structure – Community Safety

RESPONSIBLE GENERAL
MANAGER:

General Manager – Strategy and Development

PROJECT MANAGER:
(Staff member who delivers the
project outcomes)

Lisa Sapio – Manager - Development Services

BUSINESS UNIT

Development Services

Which **STRATEGIC
MANAGEMENT PLAN**
Outcomes does the
Project Contribute to?

Goal 3 Outcome 2: Demonstrate strong leadership working with and for the community.

1. SCOPE AND OBJECTIVES OF THE PROJECT:

PROJECT TYPE:

Operating Project

NATURE OF EXPENDITURE:

Non-Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

Choose an item.

WHY DO WE NEED:

Choose an item.

WARD :

Dutton ☒ Light ☒ Laucke ☒ Mudla Wirra ☒

If the project is in more than one Ward, please provide % allocation:

This applies across the whole council

2. PROJECT DELIVERABLES

- *What value and benefits will the Council derive?*
- *What Business Process/Service Standard Improvements will result?*
- *Is there any future operational saving from the Project?*
- *What is its relevance to the Council's Ratepayers and Residents?*

Unsafe Structures and need for Council to erect temporary fencing to keep the community safe

From time to time staff receive complaints about the condition of a building. In some instances, Orders or Notices are issued on land owners to rectify unsafe situations. On occasions a building becomes so dilapidated and unsafe that they can threaten public safety. Where this occurs, then a Notice is issued. The Act is written in such a manner where a land owner fails to undertake the necessary works, then Council must "make good the breach" in the instance of an emergency order or in the event a section 84 Notice install safety fencing in the event of a land owner not complying with a council directive. Essentially this means that Council is required to rectify the safety breach and ensure that public safety is maintained. In 2018, this required council to hire safety fencing to protect the public in the event a wall or building collapses or is threatening to collapse. Over the last few years the issuing of these orders has increased as have complaints from the community. In recent times, Council has had to intervene on a property on Hare Street, Kapunda and Railway Terrace Kapunda. The land owner of the Hare Street property has failed to undertake the emergency works and Council has had to engage contractors to undertake stabilisation works as well as structural engineers. In the instance of Railway Terrace, Council has had to erect temporary fencing at a rate of \$150 per month to install the fencing to keep the community safe as the land owner has failed to do so. This fence has been in place almost 12 months. No budget line exists and based on the number of matters currently being investigated by staff, it is expected that council will need to intervene on more matters due to Land Owners not complying with orders issued on historic properties for dwellings in local townships.

When staff are required to undertake works given a landowners failure to do so, all is done to ensure that we recover costs, i.e. placing a caveat or lien on the Title. However, in many instances this is only recoverable when and if the owner sell the property.

Enforcement Notices are not something that are issued lightly. These orders are only issued once a serious complaint is issued, our building officers investigate and an independent structural engineer is called in. If the work is an emergency and the landowner do not undertake the works as per the notice, the Council issuing the notice is responsible for remediating the issue and removing the threat and hence required to undertake works. As mentioned 2 serious complaints with almost identical scenarios in Kapunda currently exist. One, is such a concern that we are fearful that a two-storey will may fall onto a footpath area, hence the need to erect temporary safety fencing because the land owner has failed to do so. The cost of the fencing has been sourced from a budget line in the I&E department. This is however not deemed appropriate and a dedicated budget line should be provided.

In most instances this will only be an expense for the Council in the future and don't expect that we will see a return on our expenditure.

3.A FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- *Are Internal Resources (staff/IT/HR/Procurement/OHS) required to deliver the Project OR external contractors/consultants will be engaged to deliver the project?*
- *If Internal Resources required, have you secured support from relevant Council Departments/Divisions to this business case?*
- *How much contingency do you need to build in to the project?*

TIMELINES

- *What are the timelines e.g. one quarter, one year, multiple years?*
- *If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.*
- *If the project is approved by the Council, when is the project expected to commence & complete?*

A budget allocation expense line of \$5,000 is deemed necessary. It is hoped that this will cover the cost of the hire fencing whilst legal proceedings are instigated against land owners. This monetary sum would allow for the provision of more than one fence over a calendar year.

3.B PROJECT FINANCE & COST ESTIMATE: (Excluding GST)

- Please provide a breakdown of the Project Income and Expenditure in the table 1 below
- If the delivery of the Project will span multiple financial years, please allocate the total project budget to the respective years
- If the project is an on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

TABLE 1: BUDGET BREAKDOWN - \$ (Total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter a negative amount)					
Federal Govt. Grants					
State Govt. Grants					
General Rates Revenue	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
Community Contribution					
Funds available in Reserves					
Others (please specify)					
Total Income	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (Internal staff)					
Contractors/materials					
New/Upgrade					
Labour (Internal staff)					
Loan Interest					
Contractors/materials					
Operating Project Expenditure					
Labour (Internal staff)					
Contractors/materials	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
Total Expenses	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
Future Operational Expenses in					
Labour					
Contractors/materials					
Depreciations (cost/useful life)					
Utilities					
Future Operational Savings in					
Labour					
Contractors/materials					
Depreciations					
Utilities					
Future Operational Expenses & Savings to be included in Recurrent Operating Budget	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

3.C PLEASE EXPLAINS HOW THE BUDGETS WE ESTIMATED: (Please contact Finance if you need assistance)

This figure is based on the current hiring cost of the temporary fence. \$150 per month then multiply this by 12 months totals \$1,800. I have then allowed for the hire of more than one fence per annum to deal with these compliance matters. The \$1,800 foreshadowed is a starting point for one fence per annum based on current market costs. An increase in extremely hot summers or wet winters such as last year may see a number of these scenarios as the majority of the buildings affected are historic buildings that are not well maintained and have at the most a simple blue stone footing. Wet conditions cause substantial moisture to collect beneath the home and this in turn affects the stability of buildings and causes substantial cracking. Often the ceilings pull

away from the walls which in turn affects the stability of the whole building. Where the threat of a wall falling onto a public area, the fencing will be required. This will be requested of the land owner, but experience has illustrated that in some instances the land owner will not comply with a direction.

4. KEY ASSUMPTIONS

- Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.

This is not a discretionary expense but rather a legislative requirement.

5. RISK MANAGEMENT

- What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?
- How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix
- What constraints/other expectations that will impact on the delivery of the Project Outcome? For example, pending grants application.

Failure to undertake the works by Council could result in a loss of life to the community. Where council is made aware of such issues the liability that the Council faces is significant.

6. LINKS AND DEPENDENCIES

- What links exist between your project and other projects?
- Are you dependent upon another project finishing before yours can start?
- Does the project require close working relationships with other staff of the Council or external partners?

Legislative requirement

7. ADDITIONAL INFORMATION

Following reports or supporting information have been attached to support Business Case and decision making by the GM group and the Elected Members. (please cross).

- ☐ Detailed costing's for your project.
- ☐ I& Extracts
- ☐ Risk Plan
- ☐ Research/feasibility reports
- ☐ Sketches, site plans, maps

[Click here to enter details](#)

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF:

Lisa Sapio – Manager – Development Services 28/2/19
(Insert name & title of Project Owner who prepared the business case) (Date)

Supported by

Craig Doyle 28/2/2019
(Insert name & title of relevant General Manager) (Date)

2. GENERAL MANAGERS GROUP REVIEW:

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

☐ APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:

- ☐ - 2019/2020 Budget – Year 1
- ☐ - 2020/2021 Budget – Year 2
- ☐ - 2021/2022 Budget – Year 3
- ☐ - 2022/2023 Budget – Year 4

☐ NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

The Business Case should demonstrate;

- ✓ that the project meets the Council Strategic Objectives and business needs;
- ✓ contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;
- ✓ is feasible and achievable in the time allowed;
- ✓ has been chosen after exploring risk and other options; and
- ✓ will deliver clear benefits and/or provide value for money.

4. CHECKLIST

Is the Strategic Business Case made? Does the project appear to:

- ✓ Meet a business need?
- ✓ Affordable and achievable?
- ✓ Is there a clear project scope?
- ✓ Have we explored enough options?
- ✓ Have we sought advice from everyone we need to?
- ✓ **Do we have support from stakeholder within the Council and outside?**
- ✓ Do we know the major risks?
- ✓ Does it look achievable and are sufficient resources identified?
- ✓ **Have detailed costs been agreed with Finance Department?**

APPENDIX 1: RISK ASSESSMENT MATRIX

LIKELIHOOD RATING

LIKELIHOOD	DESCRIPTION	PROBABILITY OF OCCURENCE
Rare	May Occur in Rare circumstances	More than 20 years
Unlikely	Could Occur at some stage	Within 10-20 Years
Possible	Might Occur at some stage	Within 3-5 years
Likely	Will probably occur at most times	Within 2 years
Almost Certain	Is expected to occur at most times	Within 1 year

CONSEQUENCE RATING

CONSEQUENCE	INJURY	SERVICE INTERRUPTION	ENVIRONMENT	FINANCE	REPUTATION
Insignificant	Nil	<4 hours	Nil	<\$20k	Nil
Minor	First Aid	Up to 1 day	Minor short Term	\$20k - \$100k	Minor Media
Moderate	Medical Treatment	1 day – 1 week	Wide Short Term	\$101k-\$500k	Moderate Media
Major	disability	1 week – 1 month	Wide Long Term	\$501K - \$1M	High Media
Catastrophic	Fatality	More than 1 Month	Irreversible Long Term	>\$1M	Inquiry

RISK RATING

LIKELIHOOD	RISK RATING					
	CONSEQUENCE		CONSEQUENCE		CONSEQUENCE	
	Insignificant	Minor	Moderate	Major	Catastrophic	
Rare	L	L	M	M	H	
Unlikely	L	L	M	M	H	
Possible	L	M	H	H	H	
Likely	M	M	H	H	VH	
Almost Certain	M	H	H	VH	VH	

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2021/2022)

**Project
Number**
(Please complete if
you know project ID)

360871

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

Planning Officer – Employ a fulltime planning officer for a period of 3 years from 1 August 2019 to 1 August 2022 with potential to extend this role where new allotment growth continues

RESPONSIBLE GENERAL
MANAGER:

General Manager – Strategy and Development

PROJECT MANAGER:
(Staff member responsible for
delivering the project outcomes)

Lisa Sapio - Manager – Development Services

BUSINESS UNIT

Development Services

Which **STRATEGIC
MANAGEMENT PLAN**
Objective does the project
contribute to?

Goal 3 Industry, Innovation & Infrastructure

1. SCOPE AND OBJECTIVES OF THE PROJECT

PROJECT TYPE:

Operating Project

NATURE OF EXPENDITURE:

Non-Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

Choose an item.

WHY DO WE NEED:

Compliance with legislative requirements/changes

WARD :

Dutton ☐ Light ☐ Laucke ☐ Mudla Wirra ☐

If the project is in more than one Ward, please provide % allocation:

Increased development applications will predominantly occur as a result of the Roseworthy expansion, 5 Shillings Activation program (Kapunda) and with expected additional growth in Freeling based on approved land division applications and applications under assessment.

The PDI Act which will come into full effect in July 2020 will require changes to application processing along with the implementation of new processes and procedure to accommodate all the changes within the

planning system. This will require new SOP's and checklists to be established for all the various applications and the changes to the system.

2. PROJECT DELIVERABLES

- What value and benefits will the Council derive?
- What Business Process/Service Standard Improvements will result?
- Is there any future operational saving from the Project?
- What is its relevance to the Council's Ratepayers and Residents?

Over the last 2 years the Region has also seen a resurgence in increased economic activity which has also increased the number of more complex applications being submitted which require applications being presented to Council's DAP and CAP. This has included the expansion of the Orora Glass factory (\$33 million dollar expansion and separate \$3 million dollar expansion), numerous winery proposals and expansions, farm buildings, road transport terminals, Freeling agricultural centre, Kapunda Bakery, Kapunda Supermarket, Kapunda Tourist park cabins, Scott's Transport building enclosure, Tremlett Grain silos, large scale solar panels, Xavier College expansions and Flow FM radio station. Large scale land divisions are particular time consuming such as those in Wasleys, Hewett and Freeling along with numerous land divisions in Gawler Belt and Roseworthy due to the EFPA legislation which was introduced by the Government of the day which established a sunset period for the lodgement of any land divisions in Rural Living Zones after 1 April 2019. An increase in enquiries has also had an impact on resources within the Planning realm. Council was fortunate that since 2016 that the part time (0.6 FTE) Compliance officer, who is a qualified planner has been able to be taken off line from the compliance role at times to assist with the processing of applications.

The increase in development applications over the last 2 years has seen more pressure placed on the existing development staff along with the staggered implementation of the PDI Act. A third of weekly tasks over the last 2 years has been attributed to time spent on staff reviewing draft legislation, making submissions to State Government on proposed changes and the like related to the new PDI Act. The new Council Assessment Panel 's, re-write of SOP's and Terms of Reference, introduction of accredited professionals etc. along with the legislative changes have introduced draft Regulations and a new Act along with numerous new assessment tools such as practice directions, condition rules and the planning and design code. This equates to a new system that requires an extraordinary amount of time on understanding and commenting on these reforms and drafts which in turn will translate to significant time being devoted to adopting new practices and systems to deal with all the changes. This is in addition to having to work with a new Portal that will store and manage all applications in the future. . These reforms are a once in a 25 year reform and total rewrite of legislation. The impact on this cannot be understated.

Council has also placed a strong emphasis on economic development over the last 5 years and the planning team play a significant role with assisting the General Manager Economic Development (ED) in providing advice and guidance on development matters. The ongoing role of the planning staff in areas such as ED in addition to the now approved Roseworthy Development Plan Amendment which has already resulted in the lodgement of 2 land division applications will see the current staff workloads increased substantially. The numerous land divisions that in turn have created allotments which have been approved in the last 24 months now culminate and translate into applications for dwellings, sheds, swimming pools, verandas and carports etc.

Staff also provide preliminary advice on larger more complex applications before they are lodged in an attempt to ensure that the application once lodged can be more streamlined and assessed with all the information required.

This budget business case is to accommodate the following approved land divisions and subsequent applications. These allotments below are generated from larger land divisions and do not factor in the 1 into 2 allotments created which are in addition to that listed below.

Land Division	Status of land division	Number of lots
Wasleys Fields Estate - Mudla Wirra Road	Approved and titles to be issued in 6 weeks. Expect lots to come on line by April 2019. Lots already pre-sold and numerous owners trying to lodge applications now.	47

Hewett – Murray Street	Approved and roads and services under construction. Expect completion by June 2019 and lots to come on line in July 2019. Lots already pre-sold and numerous owners trying to lodge applications now	25 lots
Kapunda – 5 Shillings Aqua Reef	Stage 2 fully cleared and expect house applications to arrive soon. So, 25 lots now on the market and expect 31 in late 2019 when next section of road and services completed	25 lots ready now 31 lots expected December 2019 to be available
Jackman Street Greenock	Currently in appeal – 3 rd party opposed the approval	11 lots If approved by Court possible 2019 completion
Gawler Belt	20 new lots came on line in 2018	Another 20 to come on line by end of 2019.
Roseworthy	Roseworthy Growth Area. 2 land division lodged for stage 1 with 50 lots proposed by two developers. Likely to be approved by late 2019. Need to then consider other stages	100 lots could come on line by end of 2019 or early 2020
Freeling – Rural Living Railway Terrace	42 lot land division to be lodged in 4 March 2019	Expect approval by mid to late 2019 as prelim advice already provided.
Lancer – Freeling Developments – Freeling south now complete	Last stage of Freeling South – Hanson Street land division.	Last 20 lots now available to purchasers
Lancer – Musolino land division	53 lots approved in 2019	Expect developer to start building roads this year 2019 as Hanson Street estate completed.
Tyed Up Land – Wasleys (Ashwell Road) still under consideration and has 55 lots proposed	55 lots	Still under assessment. Processing unclear as the developer has placed the application on hold)

(NB Ashwell Road has not been included in the 284 lots)

Approximately 284 lots coming on line by end of 2019 with more than 50 % of those listed above already approved and roads and services under construction. This is in addition to existing DA workload. Each new allotment will translate to 3 development applications, i.e. dwelling, then veranda / shed and possible swimming pool.

Planners and Manager DS continue to work unpaid overtime due to the pressures mentioned above. The council was aware of the pressure placed on the DS Team when the Pinery Fire event generated an additional 126 development applications in 2016 which placed considerable pressure on staff, however, Roseworthy is expected to create 2,500 allotments. The Freeling Rural Land Division is unexpected and will contribute to growth for the council area. The Roseworthy expansion will therefore generate pressures over and above those experienced as a result of the Pinery Fire.

Stage 1 of the major land divisions for Roseworthy were submitted in December 2018 and January 2019 which will generate significant enquires and translate to development application for dwellings, educational establishments, retail and industrial developments.

During the 2017 calendar year the DS staff assessed \$50.6 million worth of development that in turn generates additional rating revenue. In the 2018 calendar year \$80.5 million worth of development was assessed.

The additional planner will be able to assist in the assessment of minor and more complex applications.

The additional planner will enable the compliance officer to focus solely on compliance issues which occur. The introduction of the Litter Control and Local Nuisance Act has seen compliance numbers escalate as has general complaints from the community.

This position will ultimately improve the Council's ability to process applications in a timely fashion enabling the economy to grow as well as navigate its way through the changes to the processing of applications via the PDI Act.

Proposed business case to accommodate new planner to deal with substantial growth. Propose Level 5 starting 1st July 2019. Cost \$85,500 (Based on Level 5 Year 3) (Therefore Lisa, Darby, Maxine (0.8) and Kynan (fulltime) as planners and Joe as compliance officer (0.6)). The position proposed would be in addition to these staff. An experienced planner is required as the resources required to train graduate planners would be crippling given the changes to the system and work load mentioned in this business case.

3a FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- Will internal resources (staff / IT / HR / procurement / WHS) be required to deliver the project OR will external contractors / consultants be engaged to deliver the project?
- If internal resources are required, have you secured support from the relevant Department to this deliver this business case?
- How much contingency do you need to build in to the project?

TIMELINES

- What are the timelines e.g. one quarter, one year, multiple years?
- If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.
- If the project is approved by the Council, when is the project expected to commence & complete?

If Roseworthy does gather significant momentum along with the other growth areas within the council, it will enable the council to evaluate and extend the 3 year full time contract position to be retained on-going as Roseworthy is anticipated to occur over a 10+ year period.

Costings have been obtained from Council's payroll officer factoring annual leave, leave loading, super contributions etc. An experienced planner would be employed at a Level 5, which would equate to a wage of approx. \$85,000 with full cost for an employee reaching \$100,212 over a 12-month period. This cost would apply over 3 years along with payroll increases consistent with the EBA.

3b PROJECT FINANCE & COST ESTIMATE (excluding GST)

- Please provide a breakdown of the project income and expenditure in **Table 1** below
- If delivery of the Project spans multiple financial years, please allocate the total project budget to the respective years
- If the project is on-going, **i.e. an introduction of a new service**, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter as negative)					
Grants – Federal					
Grants – State					
General Rates Revenue	-\$98,325	-\$100,586	-\$102,900	-\$105,267	-\$407,078
Community Contribution					
Reserve Funds					
Others (please specify)					
Total Income	-\$98,325	-\$100,586	-\$102,900	-\$105,267	-\$407,078

Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (internal staff)					
Contractors/materials					
New/Upgrade					
Labour (internal staff)					
Loan Interest					
Contractors/materials					
Operating Project Expenditure					
Labour (internal staff)					
Contractors/materials					
Total Expenses					
Future Operational Expenses					
Labour	\$98,325	\$100,586	\$102,900	\$105,267	\$407,078
Contractors/materials					
Depreciation (cost / useful life)					
Utilities					
Future Operational Savings					
Labour (including 15% on-costs)					
Contractors/materials					
Depreciation					
Utilities					
Future operational expenses & savings to be included in Recurrent Operating Budget	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

3c PLEASE EXPLAIN HOW THE BUDGET WAS ESTIMATED (contact Finance for assistance)

Costings have been calculated by Ingrid Weber for total costs including wages, LSL, workers comp, gross salaries and PA Levy.

These costs are based on a fulltime resource and level 5. See attachment

4. KEY ASSUMPTIONS

- Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.

This role requires specialist skills and University Bachelor Degree and extensive on the job training.

Current staffing will not be able to meet statutory time frames required by legislation to process applications which will then threaten Council's reputation, community and industry expectations and give rise to appeals for failing to issue decisions.

With expected growth in Roseworthy, this additional resource will assist in dealing with the workloads. It is anticipated that this will enable the council to manage the increase in applications for the first 3 years and enable future budget bids to be made if and when required.

5. RISK MANAGEMENT

- What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?
- How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix
- Are there any constraints/other expectations that will impact on the delivery of the project outcome? For example, pending grants application.

Risk is related to public safety, legal, political and reputation.

6. LINKS AND DEPENDENCIES

- What links exist between your project and other projects?

- Are you dependent upon another project finishing before yours can start?
- Does the project require close working relationships with other staff of the Council or external partners?

The additional resource is required to support the Roseworthy Growth Area, Freeling, Kapunda, Hewett and Wasleys land divisions and new legislative requirements of the Local Nuisance and Litter Control Act and complaints

7. ADDITIONAL INFORMATION

The following supporting information is attached to support this Business Case and assist decision making by the GM group and the Elected Members. (Please select as appropriate).

- ☐ Detailed costing's for the project.
- ☐ I& extracts
- ☐ Risk Plan
- ☐ Research/feasibility reports
- ☐ Sketches, site plans, maps

See costs calculated by Ingrid Weber

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF

Lisa Sapio – Manager Development Services
(Insert name & title of Project Owner who prepared the business case)

28/2/2019
(Date)

Supported by

Craig Doyle

(Insert name & title of relevant General Manager)

28 February 2019
(Date)

2. GENERAL MANAGERS GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

- ☐ APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:
- ☐ 2019/2020 Budget – Year 1
 - ☐ 2020/2021 Budget – Year 2
 - ☐ 2022/2022 Budget – Year 3
 - ☐ 2022/2023 Budget – Year 4

☐ NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

The Business Case should demonstrate that the project;

- ✓ meets Council's Strategic Objectives and business needs;
- ✓ contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;
- ✓ is feasible and achievable in the time allowed;
- ✓ has been chosen after exploring risk and other options; and

- ✓ will deliver clear benefits and/or provide value for money.

4. CHECKLIST

Is the Strategic Business Case made?

- ✓ Does the project meet a business need?
- ✓ Is it affordable and achievable and are sufficient resources identified?
- ✓ Is there a clear project scope?
- ✓ Have we explored enough options?
- ✓ Have we sought advice from everyone we need to?
- ✓ Do we have support from stakeholders within the Council and outside?
- ✓ Do we know the major risks?
- ✓ Have detailed costs been agreed with Finance Department?

APPENDIX 1: RISK ASSESSMENT MATRIX

LIKELIHOOD RATING

LIKELIHOOD	DESCRIPTION	PROBABILITY OF OCCURENCE
Rare	May occur in rare circumstances	More than 20 years
Unlikely	Could occur at some stage	Within 10 - 20 Years
Possible	Might occur at some stage	Within 3 - 5 years
Likely	Will probably occur at most times	Within 2 years
Almost Certain	Is expected to occur at most times	Within 1 year

CONSEQUENCE RATING

CONSEQUENCE	INJURY	SERVICE INTERRUPT	ENVIRONMENT	FINANCE	REPUTATION
Insignificant	Nil	< 4 hours	Nil	< \$20k	Nil
Minor	First Aid	Up to 1 day	Minor short term	\$20k - \$100k	Minor Media
Moderate	Medical Treatment	1 day – 1 week	Wide short term	\$101k-\$500k	Moderate Media
Major	Disability	1 week – 1 month	Wide long term	\$501K - \$1M	High Media
Catastrophic	Fatality	More than 1 Month	Irreversible long term	> \$1M	Inquiry

RISK RATING

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2022/2023)

**Project
Number**
(Please complete if
you know project ID)

360876

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

Light Regional Council Public Art Strategy

RESPONSIBLE GENERAL
MANAGER:

GM Economic Development, Kieren Chappell

PROJECT MANAGER:
(Staff member responsible for
delivering the project outcomes)

ED Officer, Stacie Dickson

BUSINESS UNIT

Economic Development

Which **STRATEGIC
MANAGEMENT PLAN**
Objective does the project
contribute to?

Goal 2 Objective 2.2 Continuous improvement of community facilities

1. SCOPE AND OBJECTIVES OF THE PROJECT

PROJECT TYPE:

Operating Project

NATURE OF EXPENDITURE:

Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

Choose an item.

WHY DO WE NEED:

Elected Member initiative

WARD :

Dutton ☒ Light ☒ Laucke ☒ Mudla Wirra ☒

If the project is in more than one Ward, please provide % allocation:

The proposed strategic planning document would cover the entire Council area.

2. PROJECT DELIVERABLES

- What value and benefits will the Council derive?
- What Business Process/Service Standard Improvements will result?
- Is there any future operational saving from the Project?
- What is its relevance to the Council's Ratepayers and Residents?

Historically, Council's strategic planning documents have focussed on core local government services predominantly based around infrastructure, financial management and spatial planning. More recently, a Public Health and Wellbeing Plan was adopted along with a Tourism Plan.

As Council's capacity to fund more community, recreational and place-making projects continues to grow, and in light of the emerging Roseworthy Township Expansion, community and Elected Member enquiries into funding public art has steadily increased. Also, there are healthy artist communities established in many of Council's townships and rural areas which has resulted in a number of community-led arts projects being delivered.

In the past, the Council has contributed to or lead public art projects, typically in an ad-hoc manner but related to associated projects or opportunities at that time (e.g. Map the Miner, Clyde the Horse, McLeod's Daughter's Windmill/Bath, etc.). With the recent emergence and popularity of silo art, street art murals and sculptures, Council staff are receiving more enquiries for Council support to contribute funding towards public art projects. Anecdotally, private sector funding for public art has also been on the increase, particularly from utilities or mining companies seeking to invest profits from natural resources back into regional communities.

It is considered that now (or soon) might be the right time for Light Regional Council to develop a strategy for public art across its entire area. There are some examples of public art strategies developed by tourism and/or art-focussed Council's. Following some very preliminary research of examples, two include:

- Byron Bay Public Art Strategy <https://www.byron.nsw.gov.au/Community/Arts-and-culture/Public-Art>
- Maribyrnong City Council Public Art Strategy <https://www.maribyrnong.vic.gov.au/arts-and-culture/Ongoing-programs/Public-Art>

A Public Art Strategy for Light Regional Council is not expected to be as detailed as the two examples listed, however the content in those examples are considered to be appropriate. As such, the suggested content for inclusion in a Public Art Strategy may involve:

- Executive Summary
- Purpose
- Strategy, Vision and Objectives
- Strategic Planning Context
- What is public art? Benchmarks and examples.
- Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis
- Background/History into Light Regional Council's People and Places
- Community Consultation Process
- Strategy Implementation, which could include:
 - Policy, procedure, guidelines and program development
 - Networking and establishment of stakeholder relations
 - Funding and resource requirements
 - Guidelines for new Developments
 - Identified Projects
 - Priority public sites and locations
 - Suitable and prominent utility/infrastructure/private assets

The development of a Public Art Strategy would identify potential projects across the whole Council region and not just townships, areas or Wards where influential Stakeholders may have an interest. Such projects are expected to include silo art, wall murals, sculptures, etc., whereby the strategy would estimate approximate costs and suggest funding/delivery options for Council, community and private sector consideration. This would enable greater focus and direction for the community in marshalling volunteers and funds to help activate works. The document would also be a critical reference for any grant funding applications that might deliver outcomes at a State or Federal level.

3a FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- Will internal resources (staff / IT / HR / procurement / WHS) be required to deliver the project OR will external contractors / consultants be engaged to deliver the project?
- If internal resources are required, have you secured support from the relevant Department to this deliver this business case?
- How much contingency do you need to build in to the project?

TIMELINES

- What are the timelines e.g. one quarter, one year, multiple years?
- If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.
- If the project is approved by the Council, when is the project expected to commence & complete?

Given the nature of this proposed strategic plan is quite different to the Council's current human resource skills base, it is considered that an external consultant having expertise in public art would be best placed to prepare the Plan under the guidance of a Project Manager. Council's current organisational structure does not easily identify a clear Department or role that best suits this project management task which crosses over economic development and community objectives. In the absence of further workforce planning, the Project Management could be led by the Economic Development Department with support from other Departmental resources.

Council's Management has written to Arts SA for recommendations on suitable consultants that could prepare a Public Art Strategy so that a budget estimate could be sought. At the time of writing this business case, a response from Arts SA had not been received and, as such, accurate budget costings are not included herein. Nevertheless, based on recent actual costs to prepare similar plans such as the Tourism Plan, this project is valued at \$9,000-15,000.

For the purposes of this business case, a project cost of \$12,000 has been adopted. If the business case is approved, the project scope could be adjusted to suit the budget if tender pricing from consultants exceeds the project budget.

3b PROJECT FINANCE & COST ESTIMATE (excluding GST)

- Please provide a breakdown of the project income and expenditure in **Table 1** below
- If delivery of the Project spans multiple financial years, please allocate the total project budget to the respective years
- If the project is on-going, i.e. **an introduction of a new service**, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter as negative)					
Grants – Federal					
Grants – State					
General Rates Revenue	-\$12,000				-\$12,000
Community Contribution					
Reserve Funds					
Others (please specify)					
Total Income	-\$12,000				-\$12,000
Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (internal staff)					
Contractors/materials					
New/Upgrade					
Labour (internal staff)					
Loan Interest					
Contractors/materials					
Operating Project Expenditure					
Labour (internal staff)					
Contractors/materials	\$12,000				\$12,000
Total Expenses	\$12,000				\$12,000
Future Operational Expenses					
Labour					
Contractors/materials					
Depreciation (cost / useful life)					
Utilities					
Future Operational Savings					
Labour					
Contractors/materials					
Depreciation					
Utilities					
Future operational expenses & savings to be included in Recurrent Operating Budget	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	

3c PLEASE EXPLAIN HOW THE BUDGET WAS ESTIMATED (contact Finance for assistance)

Consulting costs based on recent actuals for preparing strategic plans of a similar nature. When budget estimates from potential consultants are received, the business case can be updated.

4. KEY ASSUMPTIONS

- Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.

Council's Management will assist and potentially lead the community engagement process associated with preparing the Plan.

5. RISK MANAGEMENT

- What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?
- How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix
- Are there any constraints/other expectations that will impact on the delivery of the project outcome? For example, pending grants application.

A key risk is that a Plan is prepared identifying costly projects with no clear direction on how they could be funded or within a reasonable timeframe. The consulting brief will ensure that funding and resource requirements are to be clearly identified and potential projects revised following consultation with funding stakeholders, such that the endorsed projects and timeframe to deliver are realistic.

6. LINKS AND DEPENDENCIES

- What links exist between your project and other projects?
- Are you dependent upon another project finishing before yours can start?
- Does the project require close working relationships with other staff of the Council or external partners?

Public art is linked to:

- New township developments (e.g. Roseworthy Township Expansion, Five Shillings Estate)
- Existing works (e.g. maintenance of Map the Miner and other public artworks)
- The people, places and heritage of our areas
- Contributing to the Visitor Economy

7. ADDITIONAL INFORMATION

The following supporting information is attached to support this Business Case and assist decision making by the GM group and the Elected Members. (Please select as appropriate).

- ☐ Detailed costing's for the project.
- ☐ I& extracts
- ☐ Risk Plan
- ☐ Research/feasibility reports
- ☐ Sketches, site plans, maps

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF

Cr Deane Rohrlach, Dutton Ward

1/3/19

(Insert name & title of Project Owner who prepared the business case)

(Date)

Supported by

General Manager Economic Development, Kieren Chappell

1/3/19

(Insert name & title of relevant General Manager)

(Date)

2. GENERAL MANAGERS GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

☐

APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:

☐

2019/2020 Budget – Year 1

☐

2020/2021 Budget – Year 2

☐

2021/2022 Budget – Year 3

☐

2022/2023 Budget – Year 4

☐

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

The Business Case should demonstrate that the project;

- ✓ meets Council's Strategic Objectives and business needs;
- ✓ contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;
- ✓ is feasible and achievable in the time allowed;
- ✓ has been chosen after exploring risk and other options; and
- ✓ will deliver clear benefits and/or provide value for money.

4. CHECKLIST

Is the Strategic Business Case made?

- ✓ Does the project meet a business need?
- ✓ Is it affordable and achievable and are sufficient resources identified?
- ✓ Is there a clear project scope?
- ✓ Have we explored enough options?
- ✓ Have we sought advice from everyone we need to?
- ✓ Do we have support from stakeholders within the Council and outside?
- ✓ Do we know the major risks?
- ✓ Have detailed costs been agreed with Finance Department?

APPENDIX 1: RISK ASSESSMENT MATRIX

LIKELIHOOD RATING

LIKELIHOOD	DESCRIPTION	PROBABILITY OF OCCURENCE
Rare	May occur in rare circumstances	More than 20 years
Unlikely	Could occur at some stage	Within 10 - 20 Years
Possible	Might occur at some stage	Within 3 - 5 years
Likely	Will probably occur at most times	Within 2 years
Almost Certain	Is expected to occur at most times	Within 1 year

CONSEQUENCE RATING

CONSEQUENCE	INJURY	SERVICE INTERRUPT	ENVIRONMENT	FINANCE	REPUTATION
Insignificant	Nil	< 4 hours	Nil	< \$20k	Nil
Minor	First Aid	Up to 1 day	Minor short term	\$20k - \$100k	Minor Media
Moderate	Medical Treatment	1 day – 1 week	Wide short term	\$101k-\$500k	Moderate Media
Major	Disability	1 week – 1 month	Wide long term	\$501K - \$1M	High Media
Catastrophic	Fatality	More than 1 Month	Irreversible long term	> \$1M	Inquiry

RISK RATING

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2022/2023)

**Project
Number**
(Please complete if
you know project ID)

361020

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

Property and Contracts Officer

RESPONSIBLE GENERAL
MANAGER:

Richard Dodson

PROJECT MANAGER:
(Staff member responsible for
delivering the project outcomes)

Megan Renzella

BUSINESS UNIT

Infrastructure & Environment Department

Which **STRATEGIC
MANAGEMENT PLAN**
Objective does the project
contribute to?

Goal 1 Objective 1.3 Continued efficiency improvements in service delivery

Goal 1 Objective 1.4 Appropriate allocation of resources to areas of priority need

1. SCOPE AND OBJECTIVES OF THE PROJECT

PROJECT TYPE:

Operating Project

NATURE OF EXPENDITURE:

Non-Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

Choose an item.

WHY DO WE NEED:

Support of Council's Plans, Policies or Strategies

Dutton ☒ Light ☒ Laucke ☒ Mudla Wirra ☒

WARD :

If the project is in more than one Ward, please provide % allocation:

Enter % details if applicable

2. PROJECT DELIVERABLES

- What value and benefits will the Council derive?
- What Business Process/Service Standard Improvements will result?
- Is there any future operational saving from the Project?
- What is its relevance to the Council's Ratepayers and Residents?

With the realignment of departments and duties to relevant officers as necessary in the past few years, the Property and Facilities portfolio has seen an increased variety of duties. The realignment makes sense in the bigger picture however we have come to realise that resources need to be aligned with the volume and diversity of tasks. Currently tasks are either not being completed in a timely manner nor completed in full to the high standard of detail that may be necessary. Improvements to the portfolio have been recognised for implementation in response to auditor recommendations, customer feedback (internal and external) and self-evaluation with a view towards providing quality property functions for all Council needs.

As some functions may align, link or overlap with other internal departments, it is proposed to provide robust systems and processes and utilise the functions available with existing and new dedicated software where possible (e.g. Authority Register Module, SkyTrust etc.), rather than using cumbersome labour intensive spreadsheets.

An example of the types of scenarios where assistance is required to other departments include;

- Provision of easement for CWMS infrastructure, particularly where existing infrastructure is to be replaced
- Easements for drainage as a result of township stormwater plans
- Land acquisition for road works, drainage basins
- Road rentals – existing and proposed to be invoiced appropriately (note there have been no invoices sent for road rentals since 2009/2010)
- Road closures for development proposals, business proposals etc.
- Leases or licenses relating to private development proposals or commercial ventures.

In addition to the current requirements to provide property services, the development of Roseworthy and other areas of the Council, will generate an increase in land being acquired that may or may not require a Community Land Management Plan, a lease or license for occupancy, asset handover and recording, etc.

A summary of the general areas within the portfolio of Property & Facilities is provided below;

Contracts and Procurement

Contract register
Contractor register
Contractor engagement
Inspections – audits of contractors
Procurement policy
Procurement Procedures
Templates

Road Opening and Closing

Road Process Orders
Register of Road Closures
Templates

Land – Community and Operational

Register of Properties
Category of Land
Community Land
Community Land Management Plans
Crown Land

Land Acquisition and Disposal

Land Acquisition for Easement or Road / CWMS purposes

Land Disposal Process

Asset disposal or acquiring

Leases, Licenses and Agreements

Road Rentals
Leases and Licenses
Management Agreements

Property & Facility Maintenance

Operational Sites
Community Buildings
Public Toilets
Playgrounds
Recreational Sites
Maintenance Programs
Emergency Management

Capital Programs

Renewal
New Assets

Insurance

Council Land and Building Assets

SUMMARY OF DELIVERABLES

- Service Delivery improvements
- Streamlined delivery through one portal / department
- Improved timeframes for completion of processes – with the streamlined process and adequate resources
- Less duplication of work and review of historical files / processes when multiple departments involved
- Consistency of approach and process
- Improved compliance with auditor requirements

- Improved compliance with legislative requirements
- Improved timeframes to complete a task – e.g. Road Process Order, Land Acquisition
- Ability to deliver other projects (operational and capital) with the additional resource assisting in the other areas of the portfolio.
- Building on business continuity during times of leave.
- Succession planning with the development of an appropriate officer over time.
- Staff health and well-being. Additional hours worked constantly are unsustainable and reduce the effectiveness and productivity of existing staff. Providing an additional resource will enable staff to focus on their tasks with more enthusiasm, motivation and outcomes.

3a FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- Will internal resources (staff / IT /HR / procurement / WHS) be required to deliver the project OR will external contractors / consultants be engaged to deliver the project?
- If internal resources are required, have you secured support from the relevant Department to this deliver this business case?
- How much contingency do you need to build in to the project?

TIMELINES

- What are the timelines e.g. one quarter, one year, multiple years?
- If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.
- If the project is approved by the Council, when is the project expected to commence & complete?

The position of Property & Contracts Officer is proposed as an ongoing position reporting direct to the Property & Facilities Manager within the Infrastructure & Environment Department.

The position is proposed to commence as a part time role (3 days per week) with operational projects identified to be delivered as time progresses. Appendix A provides a summary of the expectations of the proposed role.

Physical Assets / Resources required for the position include;

- Desk
- Computer – desktop or laptop
- Chair
- Desk Phone

Advertising for the position will occur once the budget has been approved (assumed to be by 30 June 2019). Although the position is expected for the full financial year, practically it is likely to commence 1 August 2019 once the recruitment process has been completed, although 1 July 2019 is the preferred commencement date.

The first month wage allocation (if not filled) can be attributed to physical resources required and set up costs for the role utilising any spare desks that may be available in the organisation or transfer of asset costs.

- Cost savings – some processes done by consultants can be done in house. Reduction in budget overruns refer 1570.250.306 and 1570.250.357 (currently)
- Cost savings – efficiency of work processes, less double handling, reduction in mistakes made due to fatigue.
- Income – adhoc external sources e.g. sale of land from Road Closures or land.
- Income – regular external sources e.g. Road Rentals, commercial transactions such as telecommunication leases, leasing of land for business purposes etc. (for example Freeling Childcare Centre)
- Income – Internal sources other departments- CWMS, AIP, GI, Planning, and Economic Development – contracts for consultants for other areas.
- **Unpaid time - 203.52 x L4.4 hourly rate 40.71 = \$8285 (costed at the rate of the proposed resource)
- **Refer section 3c

The implications of not providing a resource will impact on the delivery of key processes and capital programs without the potential income from improved processes.

3b PROJECT FINANCE & COST ESTIMATE (excluding GST)

- Please provide a breakdown of the project income and expenditure in **Table 1** below
- If delivery of the Project spans multiple financial years, please allocate the total project budget to the respective years

- If the project is on-going, i.e. **an introduction of a new service**, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter as negative)					
Grants – Federal					
Grants – State					
General Rates Revenue	-\$31,423	-\$49,266	-\$71,283	-\$83,961	-\$235,933
Community Contribution					
Reserve Funds					
Others - Road Rentals – yrl fee	-\$12,000	-\$12,000	-\$12,000	-\$12,000	-\$48,000
Application Fee every 5 years	-\$6,500				-\$6,500
Others – Lease of land parcels	-\$5,000	-\$5000	-\$5000	-\$5000	-\$20,000
Income					
Total Income	-\$54,923	-\$66,266	-\$88,283	-\$100,961	-\$310,433
Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (internal staff)					
Contractors/materials					
New/Upgrade					
Labour (internal staff)					
Loan Interest					
Contractors/materials					
Operating Project Expenditure					
Labour (internal staff)					
Contractors/materials					
Total Expenses					
Future Operational Expenses					
Labour	\$57,923	\$69,266	\$91,283	\$103,961	\$322,433
Contractors/materials					
Depreciation (cost / useful life)					
Utilities					
Future Operational Savings					
Labour					
Contractors/materials (staff resources vs consultants)	-\$3,000	-\$3,000	-\$3,000	-\$3,000	-\$12,000
Depreciation					
Utilities					
Future operational expenses & savings to be included in Recurrent Operating Budget	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

POTENTIAL Capital income from land sales (net profit)	2019-2020	2020-2021	2021-2022	2022-2023	
Railway Tce x1	-\$60,000				-\$60,000
Twartz Road x 6			-\$150,000	-\$750,000	-\$900,000
Hewett x 8 (future opportunity)					-\$800,000
Johnson Road (18/19 or 19/20)	-\$55,000				-\$55,000
Berriman Road, North Street, other public roads etc. (18/19 or 19/20)	-\$20,000				-\$20,000
POTENTIAL income road rentals back dated (10 yrs.)	-\$78,460				-\$78,460

Rates Income Potential over 10 Years. The impact from activating land sales over a 10 year period will generate additional rates income. Assuming a minimum charge of \$1000 x 15 allotments for the new land parcels in Railway Tce, Twartz Road and Hewett (\$150,000+). This figure is conservative and assumes the

land will not be developed and only fetch minimum rates. In reality, the land would be developed increasing its value where more than the minimum charge would be applied.

Operating Cost Recovery from Capital Income. With the sale of land from other processes, there is a discussion with finance who are investigating how to offset the operating cost to achieve the land sales and cover operating costs with the capital income.

At the November 2015 meeting of the Infrastructure Committee, the following Notice of Motion was presented and accepted.

11.3 NOTICE OF MOTION

IC11.3.1/2015 Township Land and Buildings – Notice of Motion by Cr Lynette Reichstein

Moved Cr Lynette Reichstein

Seconded Cr Deane Rohrlach

That individual township reports be presented to upcoming Infrastructure Committee meetings listing land and/or buildings that may be considered surplus to Council's recreational, social or operational needs. The reports should be formatted such that each township or rural land listing is presented separately and includes potential future use or disposal strategies to best make use of Council assets.
CARRIED

This work was commenced with future reports presented and action taken to revoke the community land status where possible. The process has proven to be lengthy and time consuming, particularly given the public consultation and reporting to the Surveyor General phases. It should be noted that the land identified as potential allotments on Twartz Road Roseworthy, and Railway Terrace Freeling were a result of this process and yet to be completed. An additional resource will assist to finalise the process enabling sale of the land and the subsequent income to put towards other key projects.

3c PLEASE EXPLAIN HOW THE BUDGET WAS ESTIMATED (contact Finance for assistance)

WAGES - Staff wages based on ASU level 4.4. (Para Professional level) estimated based on FTE increasing to 1.0FTE over a period of 4 years. Figures include all costs to Council including LSL, Workers Comp levy, Super etc. 2.5% increase per year as per EB agreement was applied to the full costs, not just the wages.

Year 1 \$57,923 (0.6FTE)
Year 2 \$69,266 (0.8FTE from 1 Jan)
Year 3 \$91,283 (1.0FTE from 1 Jan)
Year 4 \$103,961 (1.0FTE)

The road rental income was based on the last round of invoicing which took place in 2009/2010. At the time there were 195 Road Rentals providing an income of \$7,846.

Based on the proposed fees and charges, if these were new applications in 2019/2020 the rent income would be \$13,689 plus application fees (\$35 x 195 = \$6,825) providing an estimated \$20,514. A conservative amount of \$12,000 has been allowed for each year given the number of road rentals may not be consistent. Note the road rentals are up to a maximum of 5 years with application fees only being charged once every 5 years. A review of the road rentals once the position commences will determine the number of expired leases and new leases required where an application fee will apply.

****Unpaid wages** - Taking into consideration the number of hours extra worked by staff undertaking work within the portfolio (not necessarily paid hours) equals a 3 day per week person for 3 months. Having the extra resource will mean the work currently undertaken will be done more efficiently in the first 3 months, the following 9 months will enable systems to be set up with tasks being able to be done that have previously sat on the back burner.

In the 17/18 FY additional hours worked by staff member 1 = 154.25 hours

In the 17/18 FY additional hours worked by staff member 2 = 49.27 hours (predominantly due to assistance for this portfolio.

203.52 hours equates to 26.77 days. Equates to a person 5 weeks full time, or 3 months at 0.6FTE.

To date for 18/19 hours equal 140.5 hours and 32.79 (unpaid) hours.

Equates to 173.29 hours = 22.8 days

4. KEY ASSUMPTIONS

- Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.

We are assuming that with all the current and previous road rentals that apply where the income has not been sought, the current lease holder will wish to continue to lease the road thus generating the appropriate income.

Additionally, should the position be approved, investigation will take place to determine whether it is feasible to seek income for previous years where no payment has been made for its use (subject to further legal investigation and a resolution of Council).

5. RISK MANAGEMENT

- What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?
- How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix
- Are there any constraints/other expectations that will impact on the delivery of the project outcome? For example, pending grants application.

Current risks include;

- Political – complaints regarding time taken to undertake particular processes
- Technical / Legal / Reputation – stretching resources thin means corners are cut to complete tasks and this carries an increased risk of missing a critical step in a process. In some cases a process may need to commence from the start again.
- Operational effectiveness is compromised as well as staff wellbeing. The ability to complete work with accuracy and quality when fatigued by working additional hours is reduced.

Refer Appendix 1 Risk Assessment Matrix.

LEVEL OF RISK requires the following ACTION

- High Risk (H) Prioritised action required (i.e. make safe and program in current/next program)
- Medium Risk (M) Planned action required (i.e. make safe and program in forward program)

6. LINKS AND DEPENDENCIES

- What links exist between your project and other projects?
- Are you dependent upon another project finishing before yours can start?
- Does the project require close working relationships with other staff of the Council or external partners?

The need to continue with property transactions currently underway is important as the tasks are often dependent and reliant on other external agencies and the external agencies are reliant on our tasks to be completed. As a result, attending to these issues first has meant other projects have not been completed, resulting in allocated budgets being lost due to projects not commencing.

7. ADDITIONAL INFORMATION

The following supporting information is attached to support this Business Case and assist decision making by the GM group and the Elected Members. (Please select as appropriate).

- ☐ Detailed costing's for the project.
- ☐ I& extracts
- ☐ Risk Plan
- ☐ Research/feasibility reports
- ☐ Sketches, site plans, maps

- Attached spreadsheet of tasks and duties of the role.
- Attached PDF being an extract from an excel register of land processes. The extract identified a number of properties where potential to dispose of the land was captured. Note the first parcel after going through the community revocation process, remains as community land and is now being developed for community use by a community incorporated association.
- Attached PDF of information provided by Payroll officer.

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF

Megan Renzella, Property & Facilities Manager

28/2/2019
(Date)

Supported by

Richard Dodson, General Manager Infrastructure & Environment

28/2/2019
(Date)

2. GENERAL MANAGERS GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

☐ APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:

- ☐ 2019/2020 Budget – Year 1
- ☐ 2020/2021 Budget – Year 2
- ☐ 2021/2022 Budget – Year 3
- ☐ 2022/2023 Budget – Year 4

☐ NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

The Business Case should demonstrate that the project;

- ✓ meets Council's Strategic Objectives and business needs;
- ✓ contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;
- ✓ is feasible and achievable in the time allowed;
- ✓ has been chosen after exploring risk and other options; and
- ✓ will deliver clear benefits and/or provide value for money.

4. CHECKLIST

Is the Strategic Business Case made?

- ✓ Does the project meet a business need?
- ✓ Is it affordable and achievable and are sufficient resources identified?
- ✓ Is there a clear project scope?
- ✓ Have we explored enough options?
- ✓ Have we sought advice from everyone we need to?
- ✓ Do we have support from stakeholders within the Council and outside?
- ✓ Do we know the major risks?
- ✓ Have detailed costs been agreed with Finance Department?

APPENDIX 1: RISK ASSESSMENT MATRIX

Risk Assessment of not providing a Property & Contracts Officer

LIKELIHOOD RATING

LIKELIHOOD	DESCRIPTION	PROBABILITY OF OCCURENCE
Rare	May occur in rare circumstances	More than 20 years
Unlikely	Could occur at some stage	Within 10 - 20 Years
Possible	Might occur at some stage	Within 3 - 5 years
Likely	Will probably occur at most times	Within 2 years
Almost Certain	Is expected to occur at most times	Within 1 year

CONSEQUENCE RATING

CONSEQUENCE	INJURY	SERVICE INTERRUPT	ENVIRONMENT	FINANCE	REPUTATION
Insignificant	Nil	< 4 hours	Nil	< \$20k	Nil
Minor	First Aid	Up to 1 day	Minor short term	\$20k - \$100k	Minor Media
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Major	Disability	1 week – 1 month	Wide long term	\$501K - \$1M	High Media
Catastrophic	Fatality	More than 1 Month	Irreversible long term	> \$1M	Inquiry

RISK RATING

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2022/2023)

**Project
Number**
(Please complete if
you know project ID)

361108

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

Open Space Review

RESPONSIBLE GENERAL
MANAGER:

Richard Dodson

PROJECT MANAGER:
(Staff member responsible for
delivering the project outcomes)

Megan Renzella

BUSINESS UNIT

Infrastructure & Environment Department

Which **STRATEGIC
MANAGEMENT PLAN**
Objective does the project
contribute to?

Goal 1 Objective 1.4 Appropriate allocation of resources to areas of priority need

Goal 2 Community Health and Wellbeing

Goal 2 Objective 2.1 Continuous improvement of community wellbeing

Goal 2 Objective 2.2 Continuous improvement of community facilities

1. SCOPE AND OBJECTIVES OF THE PROJECT

PROJECT TYPE:

Operating Project

NATURE OF EXPENDITURE:

Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

New or upgraded assets

WHY DO WE NEED:

Elected Member initiative

WARD :

Dutton ☒ Light ☒ Laucke ☒ Mudla Wirra ☒

If the project is in more than one Ward, please provide % allocation:

Enter % details if applicable

2. PROJECT DELIVERABLES

- What value and benefits will the Council derive?
- What Business Process/Service Standard Improvements will result?
- Is there any future operational saving from the Project?
- What is its relevance to the Council's Ratepayers and Residents?

The project is for the Engagement of a Consultant to undertake a review of Council's parks and gardens at the major townships/areas with a view to determining future needs such as the addition of park furniture and structures, placement, site security, community wellbeing, encouragement of use of the site for local community, tourism etc.

- Seating, park benches or picnic settings
- Shelters / Shade, for picnic settings or play equipment
- BBQ facilities, possible locations
- Toilet facilities, determine the need and suitable location
- Lighting, for security purposes or use at night
- Cameras, for security, surveillance of hidden areas
- Wi-Fi, the benefits for community engagement, secondary use to remotely activate sprinklers or other equipment
- Signage
- Rubbish bins
- Fitness and exercise equipment
- Skate Parks
- Courts
- Play equipment small children
- Play equipment older children
- RV stopover points / facilities
- Surplus areas or areas to amalgamate

The process will also determine a policy for the use or provision of certain facilities and align with the following strategic documents and cover off on a Motion without Notice from Mayor Bill O'Brien at the February 2019 Infrastructure Committee meeting;

- Public Health and Wellbeing Plan 2014
- Open Space, Recreation and Public Realm Strategy 2013

11.4 MOTIONS WITHOUT NOTICE

11.4.1 **BBQ facilities in public places – Motion Without Notice from Mayor Bill O'Brien**

Moved: Mayor Bill O'Brien

Seconded: Cr Lynette Reichstein

That Council staff develop a policy for the establishment of BBQ facilities in public places that includes consideration of ongoing maintenance, public health and fire safety.

CARRIED

It is expected the Open Space Review will be able to provide a summary of our facilities, with recommendations for improvements to each site and township area plus provision of a budget forecast for implementation. Public consultation will form part of the brief for the consultant to ensure views of the community are captured for consideration.

Council staff and Elected Members are constantly receiving comments, feedback or requests and it is expected the review will incorporate these comments and suggest a plan of implementation to address all issues raised and assist with the formulation of an appropriate policy.

A list of facilities will be provided from Council staff to the nominated consultant identifying all existing public toilets, playground and major community facilities to work with plus maps of the area identifying all open space.

NOTE: this business case is complimentary to a previously approved business case for the provision of shelters at parks within the region over a 6 year period (6 townships) of \$15,000 per year.

This proposal is for the consultant work of \$20,000 plus \$35,000 for contractors and materials to be combined with the already approved \$15,000 for the 2019/2020 financial year.

It is expected that following the results of the report, and pre-empting recommendations, that rollout of the recommendations commence with some shelters and seating requested near the Freeling Goods Shed and Anzac Park Freeling and that an allowance for all future years be provided of \$50,000 per year.

3a FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- Will internal resources (staff / IT / HR / procurement / WHS) be required to deliver the project OR will external contractors / consultants be engaged to deliver the project?
- If internal resources are required, have you secured support from the relevant Department to this deliver this business case?
- How much contingency do you need to build in to the project?

TIMELINES

- What are the timelines e.g. one quarter, one year, multiple years?
- If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.
- If the project is approved by the Council, when is the project expected to commence & complete?

Consultants will be engaged to undertake the review and provision of a report with existing staff undertaking the implementation of suggested works using contractors and funded from approved budgets.

Some of the suggestions may incorporate works that can be delivered by Economic Development, Tourism or even Strategy staff (e.g. appropriate corporate signage or historical information signage),

Minor works can be delivered by Councils municipal officers if programs and workload permit, however majority of works are expected to be delivered by the Property & Facilities Manager using the services of relevant contractors.

3b PROJECT FINANCE & COST ESTIMATE (excluding GST)

- Please provide a breakdown of the project income and expenditure in **Table 1** below
- If delivery of the Project spans multiple financial years, please allocate the total project budget to the respective years
- If the project is on-going, **i.e. an introduction of a new service**, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

Refer table 1 below

3c PLEASE EXPLAIN HOW THE BUDGET WAS ESTIMATED (contact Finance for assistance)

Best guess – assuming \$10,000 - \$20,000 for a consultant depending on the level of detail to be provided, plus \$10,000 for seating throughout the area. (Noting a previous business case has also been approved for park shelters due to commence in the 19/20 FY).

Recreational Planner or Landscape Architect 80 hours work x \$180/hr = \$14,400.

Year's 2 – 4 depreciation based on \$35,000 assets and 20 year life.

4. KEY ASSUMPTIONS

- Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.

We are assuming that once the review and outcome document has been completed, the implementation of some of the lower cost / smaller recommendations can be undertaken in the first year, such as the installation of seating and allow planning for rollout of other recommendations in future years.

There is also the assumption that the outcome of the plan and the proposed expenditure will be approved by Council to be completed along with funds allocated over a period of 6 years.

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter as negative)					
Grants – Federal					
Grants – State					
General Rates Revenue	-\$50,000	-\$35,000	-\$35,000	-\$35,000	-\$155,000
Community Contribution					
Reserve Funds					
Others (please specify)					

Total Income					
Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (internal staff)					
Contractors/materials		\$35,000	\$35,000	\$35,000	\$105,000
New/Upgrade					
Labour (internal staff)					
Loan Interest					
Contractors/materials					
Operating Project Expenditure					
Labour (internal staff)					
Contractors/materials	\$50,000				\$50,000
Total Expenses	\$50,000	\$35,000	\$35,000	\$35,000	\$155,000
Future Operational Expenses					
Labour					
Contractors/materials		\$1,500	\$1,500	\$1,500	\$4,500
Depreciation (cost / useful life)		\$1,750	\$1,750	\$1,750	\$5,250
Utilities					
Future Operational Savings					
Labour					
Contractors/materials (staff resources vs consultants)					
Depreciation					
Utilities					
Future operational expenses & savings to be included in Recurrent Operating Budget	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

5. RISK MANAGEMENT

- What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?
- How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix
- Are there any constraints/other expectations that will impact on the delivery of the project outcome? For example, pending grants application.

Current risks include;

- Political – complaints from or to EM's regarding lack of facilities, complaints from the community
- Reputation – not having adequate or suitable facilities where tour companies end up bypassing our towns, tourists are not encouraged to spend time within our region or travel to our region due to a reputation
- Operational/Political/Technical - delivering a small project that may impact a future larger project adversely. Needing to remove a recently completed project to allow for a larger project with a bigger picture in mind.

6. LINKS AND DEPENDENCIES

- What links exist between your project and other projects?
- Are you dependent upon another project finishing before yours can start?
- Does the project require close working relationships with other staff of the Council or external partners?

The project will help to align future capital spend in the most appropriate areas or highest need first based on a holistic approach rather than relying on the interpretation from the few council staff who deliver the projects.

Community Land Management Plans will also be impacted and reliant on the review and there may be a need to review the CLMP's after the review.

7. ADDITIONAL INFORMATION

The following supporting information is attached to support this Business Case and assist decision making by the GM group and the Elected Members. (Please select as appropriate).

- ☐ Detailed costing's for the project.
- ☐ I& extracts
- ☐ Risk Plan
- ☐ Research/feasibility reports
- ☐ Sketches, site plans, maps

Alignment with Council's plans and policies as follows;

COUNCIL'S STRATEGIC PLAN 2016-2020 priorities include (with particular reference for this project);

1. A regional framework for public health – 1.1 **Regional Public Health and Wellbeing Plan**
2. Community and cultural wellbeing – 2.1 Increased levels of participation in council services, 2.4 the community considers they have adequate access to community and health services
3. Economic wellbeing
4. Natural and Built Environment – 4.2 implementation of priority recommendations in regional and local **Open Space and Recreation Plans**.

The Regional **PUBLIC HEALTH AND WELLBEING PLAN**, has a vision for 'A healthy, happy and connected community' with priority areas aligned to this project.

Developed in accordance with Local Government's responsibilities under the South Australian Public Health Act 2011, the Plan aims to promote better community health through harnessing regional strengths, such as:

- A quality natural environment
- Quality recreational facilities, open space and trails
- Town character and amenity
- A resilient and active community
- Effective regional collaboration and action across a variety of areas including open space planning,

The **OPEN SPACE, RECREATION AND PUBLIC REALM STRATEGY** (OSRPRS the 'Strategy') covers the Light Regional Council and adjoining councils of Barossa, Gawler and Adelaide Plains.

The total strategy was completed in four stages which included data collection, classification of open space, assessment and consultation and a final strategy.

The three main documents providing a background to the Strategy were the Context Report, Consultation Report and Audit Report, which together with the Strategy can be used to assist the consultant and will be included as part of the project brief.

In addition to the Guiding Principles and Regional Strategies, there were a series of Local Strategies for each of the Councils. The Strategy covers a high level of broad requirements, however the next step being the basis of this business case is for a more detailed approach to each of the Council's key areas.

An extract from the Consultation Report is provided with specific information regarding the Light Regional Council plus extracts from the Strategy with the Local Strategies for Light Regional Council.

There is also a need to align with the Councils Community Land Register and Management Plans which is an operation project currently underway.

5.3 The Town of Gawler

Open Space

- Investigate more passive open space around Gawler River area suitable for young families
- Ensure open space is safe and secure for all users
- Review options for public use of Goose Island
- Review use of Clonlea Park
- Review the open space provision at Kudla
- Introduce fitness stations at local parks

Public Realm

- Investigate the need for public toilets and change facilities
- Identify opportunities to develop the ambience of Gawler and the main street including markets, speed reduction in the main road and redevelopment of town hall and library
- Consider safe road crossings
- Consider bike lanes for main streets
- Review signage in towns and main streets
- An entry statement is required for the southern entrance to Gawler

Recreation and Sport

- A new playing field is required on the eastern side of Gawler
- Review the recreation centre and swimming facilities provision in Gawler
- Master plan the Gawler River Precinct including sport, recreation and aquatic facilities and passive areas
- Consider the requirements of Gymnastics SA, Netball SA, Skate SA and Athletics SA when planning for recreation and sports facilities
- Work with BMX SA to identify opportunities to upgrade its facilities

Biodiversity

- Investigate potential upgrades to the Gawler River to support environmental and amenity outcomes

5.4 Light Regional Council

Open Space

- Create more trails and linking networks within townships
- Develop the rail reserve from Kapunda to Freeling as a trail
- Light River has potential as a recreational corridor
- Develop a bike trail with Gawler
- Develop more rest spots along the Heyson and Lawson Trails in the region
- The Mine Trail in Kapunda should be maintained and upgraded
- Develop linear links along the northern section of the Gawler River and consider linkages with the bike path on the Northern Expressway
- Consider more open space on the eastern side of the main road
- Review use of open space in Greenock
- Review the design and landscape of Mattisky Reserve including links and connections
- Review use and amount of open space in Roseworthy – including number of play spaces
- Investigate demand for a youth and skate park in Hewett
- Upgrade the play spaces and skate park in Freeling

Public Realm

- Investigate entry statements at townships
- Look at landscaping and tree scapes of townships
- Identify opportunities to enhance the public realm at Wasleys
- Identify opportunities for installation of Community and Public Art in Kapunda
- Consider improvements to civic areas in Kapunda main street to support public events
- Improve signage on the Kapunda Heritage trail and from the caravan park
- Review trail network at the Kapunda Mine walking trail
- Undertake main street projects at Kapunda, Greenock and Freeling

Recreation and Sport

- Investigate demand for indoor recreation facilities at Freeling and Roseworthy
- Review recreation and aquatic facilities and demand at Kapunda – consider shared use
- Upgrade the ancillary services of the Kapunda Swimming Pool
- Undertake turf maintenance at Wasleys Bowling Club and the oval

Light Regional Council - Local Strategies		
Open Space & Trails	Recreation and Sport	Public Realm
LOS 1 Light's predicted growth to 2036 will require an additional 405ha of open space to meet the 9ha/1000 benchmark. Applying the 30% Local & Neighbourhood / 70% District distribution, 121 ha should be passive and 284 ha structured.	Roseworthy LRS1 Develop a regional sports precinct in Roseworthy as per the structure plan LRS2 Investigate a state equestrian centre in conjunction with Adelaide University at, Roseworthy Campus LRS3 Establish indoor recreation facilities at Roseworthy in line with residential development and population growth - 1 x category 5-7 facility - 2 x category 3-4 facilities	LPR1 Reduce on street car parking to allow space for people oriented activities on the footpath such as outdoor dining, safe pedestrian crossings, installation of small parks, meeting places, seating and shade in - Roseworthy Recreation Park - along main roads in Wasleys and Freeling
LOS 2 Create appealing destinations that support socialisation and activity by integrating active recreation spaces that include places for play, exercise, fitness, walking and cycling, informal sporting activities, picnicking, community events and improved landscape amenity at Roseworthy Recreation Park and Freeling.	Wasleys LRS 4 Upgrade district sports ground and facilities.	LPR2 Reduce the speed of traffic travelling on main street in Wasleys and near Roseworthy Recreation Park through a combination of design treatments and earlier speed limit reductions plus reduce the speed to 40km/h in some towns (or parts of towns)
LOS 3 Develop trails within townships linking key areas.	Hewett LRS 5 Develop further play spaces along North Para River.	LPR3 Increase street tree planting numbers and shade in Main Streets and around areas of passive recreation / picnicking in - Roseworthy Recreation Park, - Wasleys Main Street
Kapunda LOS 4 Explore opportunities to develop local or neighbourhood open space on the eastern side of Adelaide Road/Main Street in the Kapunda LOS 5 Develop a linear trail within Kapunda along the disused railway line with potential to extend to Freeling. LPR 6 Revitalise the Kapunda Historic Mine Site.	Kapunda LRS 6 Co-locate sporting activities at Dutton Park as opportunities arise. LRS 7 Explore opportunities to enhance equine facilities at Dutton Park	LPR4 Use indigenous planting palettes to reinforce township character and that of the natural landscape and improve habitat / biodiversity opportunities in - Roseworthy Recreation Park and the - Wasleys Main Street.
Greenock LOS 7 Develop local open space on western side of Kapunda Road	Freeling LRS 8 Investigate the development of a category 2 indoor recreation facility	LPR5 Consider hard surface materials, footpath widths, linking pram ramps and logical routes to and through open space at - Roseworthy Recreation Park and - Wasleys Main Street.
Wasleys LOS 8 Develop passive space at the district sports ground.		LPR6 Reflect authentic township character through thoughtful entrance signage, local artwork and local material selection suitable for a moving car or for a pedestrian to walk up to and read/interpret.
Roseworthy LOS 9 Ensure sound policy is in place to cater for the Open Space needs of the expected population growth.		LPR7 Celebrate not just European heritage but the influence of other cultures (both past and present).

Light Regional Council - Local Strategies		
Open Space & Trails	Recreation and Sport	Public Realm
Hewett LOS 10 Investigate opportunities for additional facilities in the North Para Linear Park area.		LPR8 Develop entry statements at the gateway of each community.
Freeling LOS 11 Ensure sound policy is in place to cater for the open space needs of any future population growth. LOS 12 Develop local play space in the north of the township. LOS 13 Develop a linear trail within Freeling along the disused railway line with potential to extend to Kapunda and later potentially to Roseworthy.		LPR9 Enliven the public realm by building on established community practises such as markets by providing space, power and shelter in retail areas for stalls to encourage activity and that complement existing businesses in the main streets of Kapunda, Greenock, Wasleys and Freeling.
		LPR10 Provide visible and well sign posted links to key areas of interest outside towns and consider accessibility by modes other than just via car.
		LPR11 Enhance views and vistas beyond the townscape towards the hills escarpment, coast or agricultural landscape.
		LPR12 Undertake Council works upgrades that focus on supporting existing public realm uses and carefully consider future growth.
		LPR13 Encourage business owners to think about the spaces outside their buildings so as to attract more people to use the public realm.
		LPR14 Enhance interpretive signage within townships in regard to heritage as appropriate.

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF

Megan Renzella, Property & Facilities Manager
(Insert name & title of Project Owner who prepared the business case)

01/03/2019
(Date)

Supported by

Richard Dodson, General Manager Infrastructure & Environment
(Insert name & title of relevant General Manager)

(Date)

2. GENERAL MANAGERS GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

- ☐ APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:
- ☐ 2019/2020 Budget – Year 1
 - ☐ 2020/2021 Budget – Year 2
 - ☐ 2021/2022 Budget – Year 3
 - ☐ 2022/2023 Budget – Year 4
- ☐ NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

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- ✓ contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;
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CONSEQUENCE RATING

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RISK RATING

LIKELIHOOD	CONSEQUENCE				
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Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

RISK RATING & ACTION PRIORITIES

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High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2022/2023)

**Project
Number**
(Please complete if
you know project ID)

361367

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

FREELING AG CENTRE ENTRANCE AND SKATE PARK

RESPONSIBLE GENERAL
MANAGER:

Richard Dodson, GM Infrastructure & Environment

PROJECT MANAGER:
(Staff member responsible for
delivering the project outcomes)

Megan Renzella, Property & Facilities Manager

BUSINESS UNIT

Infrastructure and Environment

Which **STRATEGIC
MANAGEMENT PLAN**
Objective does the project
contribute to?

Goal 1 Objective 1.2 Resolving the asset renewal gap to attain asset sustainability for agreed service levels

Goal 2 Objective 2.1 Continuous improvement of community wellbeing

Goal 2 Objective 2.2 Continuous improvement of community facilities

1. SCOPE AND OBJECTIVES OF THE PROJECT

PROJECT TYPE:

Capital Project

NATURE OF EXPENDITURE:

Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

New or upgraded assets

WHY DO WE NEED:

Elected Member initiative – Cr Mark Frankcom

Support of Council's Plans, Policies or Strategies (refer section 7)

Dutton ☐ Light ☒ Laucke ☐ Mudla Wirra ☐

WARD :

If the project is in more than one Ward, please provide % allocation:

Enter % details if applicable

2. PROJECT DELIVERABLES

- What value and benefits will the Council derive?
- What Business Process/Service Standard Improvements will result?
- Is there any future operational saving from the Project?
- What is its relevance to the Council's Ratepayers and Residents?

The area immediately behind the Freeling Skate Park has recently been developed into a multi-million dollar Agricultural Multipurpose Centre (Ag Centre), including, but not limited to, indoor basketball courts, gymnasium and football change-rooms. This modern development includes a large car park for visitors to the Ag Centre.

Strategically positioned as the first focal point of the entrance to the new Ag Centre and Recreation Park entrance (Cherry Street) in the north/west corner of the allotment is the Freeling Skate Park, an out of date and unsafe attraction for local and visiting youth.

The completion of the Ag Centre will attract immediate attention from a variety of people, including residents and visitors to the region. In its current state, not only will the Freeling Skate Park substantially detract from the aesthetics of the Ag Centre, it has the potential to cause serious injuries to persons using the facility.

Ratepayers have voiced their concern over the condition of the skate park and the potential for children to be injured whilst using the facility. Being a council asset, the skate park has been continually repaired over the years from general wear and tear, vandalism and now as the life of the materials are past their use by date, some of the skate ramps have been removed.

There has been an increase in graffiti type offending within Freeling and this could be attributed to boredom in local youth. A new skate park would create a safe space for youth, and by increasing the numbers of users, could potentially reduce boredom and ultimately crime.

In February 2019, a submission was made to the Open Space and Places for People program for the development of the Freeling Skate Park as a pedestrian gateway into the Recreation Park and new Ag Centre.

This submission was made with support provided by local Elected Members, community members and Council staff. Subject to obtaining funding from the Open Space and Places for People program of \$150,000, a further \$150,000 would be required from Council.

The expected outcomes of the proposed project include;

1. Promotion of community wellbeing and togetherness with an inviting public open space with multiple uses allowing for passive and active unstructured recreation supporting social interaction, spaces for interaction, amenity and recreation, which improve community health and social well-being.
2. Economic benefit to the town and region with visitors to the Freeling Agriculture Multipurpose Centre with the improved visual aspect, to provide multiple opportunities for visitors to the town, tourists, business, sporting, local play spaces.
3. Enhance the local environment and provide a green cooling affect to aid in the reduction of the urban heat island affect caused by an adjacent carpark, provide air quality improvements, and encourage native fauna and to improve the visual amenity.

In physical terms;

- New concrete skate ramps
- Shady trees and grassed areas
- Shelter and picnic setting
- Park benches
- Meandering Path leading to the Ag Centre and Recreation Park
- New perimeter fencing
- Solar lighting

3a FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- Will internal resources (staff / IT / HR / procurement / WHS) be required to deliver the project OR will external contractors / consultants be engaged to deliver the project?
- If internal resources are required, have you secured support from the relevant Department to this deliver this business case?
- How much contingency do you need to build in to the project?

TIMELINES

- What are the timelines e.g. one quarter, one year, multiple years?
- If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.
- If the project is approved by the Council, when is the project expected to commence & complete?

The project would require Council's Infrastructure and Environment departments labour resources for project management, procurement of contractors and support to remove existing unsuitable structures, and provide irrigation and landscaping expertise for the completion of the parklike entrance.

A community working party will assist by working with specialist contractors to help design an appropriate place in conjunction with input from potential users of the skate park.

Support has been gained from the Property & Facilities Manager, as well as local residents in the form of a committee.

Timing is dependent on the funds being sought through the Open Space and Places for People program. If successful, however, the anticipated start date would be 01/07/2019 with project duration estimated at 6 – 12 months.

Estimated times include procurement process and engagement of contractor (8 weeks), preparation of site (6 weeks) and construction (9 months).

3b PROJECT FINANCE & COST ESTIMATE (excluding GST)

- Please provide a breakdown of the project income and expenditure in **Table 1** below
- If delivery of the Project spans multiple financial years, please allocate the total project budget to the respective years
- If the project is on-going, **i.e. an introduction of a new service**, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

Grant funding of \$150,000 has been applied for which requires a dollar for dollar contribution with the remaining funds needing to come from Council revenue.

Future operational expenses are already included in current operational budgets.

Currently the time and maintenance spent at the site attempting to rectify or make safe components will be reduced. The upgrade will not require ongoing maintenance

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter as negative)					
Grants – Federal					
Grants – State	-\$150,000				-\$150,000
General Rates Revenue	-\$150,000				-\$150,000
Community Contribution					
Reserve Funds					
Others (please specify)					
Total Income	-\$300,000				-\$300,000
Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (internal staff)					

Contractors/materials					
New/Upgrade					
Labour (internal staff)					
Loan Interest					
Contractors/materials	\$300,000				\$300,000
Operating Project Expenditure					
Labour (internal staff)					
Contractors/materials					
Total Expenses	\$300,000				\$300,000
Future Operational Expenses					
Labour					
Contractors/materials					
Depreciation (cost / useful life)		\$2,960	\$2,960	\$2,960	\$8,880
Utilities					
Future Operational Savings					
Labour					
Contractors/materials					
Depreciation					
Utilities					
Future operational expenses & savings to be included in Recurrent Operating Budget	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

3c PLEASE EXPLAIN HOW THE BUDGET WAS ESTIMATED (*contact Finance for assistance*)

Estimated costs for the total redevelopment of the skate park have been obtained through previous projects (landscaping, seating, shading etc.) and through information provided by companies that construct skate parks and the like.

Refer costs spreadsheet.

4. KEY ASSUMPTIONS

- Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.

A proposed concept was attached to the Open Space and Places for People submission; however, the final design is yet to be confirmed and can be modified after community consultation.

5. RISK MANAGEMENT

- What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?
- How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix
- Are there any constraints/other expectations that will impact on the delivery of the project outcome? For example, pending grants application.

There are several identified risks in regards to the existing Skate Park.

Financial – On going costs to repair rusty screws, damaged ramps etc. Risk rating – MEDIUM RISK.

Legal – Liability would likely fall on Council in the event of an injury caused using the skate park in its current condition. Risk rating – HIGH RISK.

Reputation – Ratepayers complaints falling on “deaf ears”. Increase in crime (graffiti, property damage) reflects poorly on local council. Decrease in crime = Increase in residents faith in council. Risk rating – MEDIUM RISK.

The only constraint envisaged at this stage is the pending grant application through the Open Space and Places for People program, and approval of the business case.

6. LINKS AND DEPENDENCIES

- What links exist between your project and other projects?
- Are you dependent upon another project finishing before yours can start?
- Does the project require close working relationships with other staff of the Council or external partners?

This project will provide a pedestrian gateway into the Recreation Park and Ag Centre. This gateway will integrate, combine and complement the area by creating a vibrant and welcoming community space for families to enjoy. The proposed area will include seating, shade, paths, landscaping, nature play areas and other improvements to draw the community together. The project will connect with nearby community groups including Wheatfields Residential Care Facility and the bowling club etc.

The project would promote a community of health and wellbeing and togetherness with an inviting multi-purpose use, promoting social interaction.

The project will also improve the aesthetics of the entrance and act as an invitation for visitors and tourists to extend their stay by taking advantage of the multiple opportunities available in the space.

A working relationship would need to be established between Council, external companies and the community.

7. ADDITIONAL INFORMATION

The following supporting information is attached to support this Business Case and assist decision making by the GM group and the Elected Members. (Please select as appropriate).

- ☐ Detailed costing's for the project.
- ☐ I& extracts
- ☐ Risk Plan
- ☐ Research/feasibility reports
- ☐ Sketches, site plans, maps

Alignment with Council's plans and policies as follows;

COUNCIL'S STRATEGIC PLAN 2016-2020 priorities include (with particular reference for this project);

1. A regional framework for public health – 1.1 **Regional Public Health and Wellbeing Plan**
2. Community and cultural wellbeing – 2.1 Increased levels of participation in council services, 2.4 the community considers they have adequate access to community and health services
3. Economic wellbeing
4. Natural and Built Environment – 4.2 implementation of priority recommendations in regional and local **Open Space and Recreation Plans**.

The Regional **PUBLIC HEALTH AND WELLBEING PLAN**, has a vision for 'A healthy, happy and connected community' with priority areas aligned to this project.

Developed in accordance with Local Government's responsibilities under the South Australian Public Health Act 2011, the Plan aims to promote better community health through harnessing regional strengths, such as:

- A quality natural environment
- Quality recreational facilities, open space and trails
- Town character and amenity
- A resilient and active community
- Effective regional collaboration and action across a variety of areas including open space planning,

The **OPEN SPACE, RECREATION AND PUBLIC REALM STRATEGY (OSRPRS)** identifies the location of the Freeling Skate Park adjacent to the Freeling Recreation Park with a classification of District Open Space. The OSRPRS noted that investigations should be conducted into the feasibility of developing a category 2 recreation facility. Since the recommendation, the feasibility was undertaken with the result being a new multipurpose indoor facility "Freeling Ag Centre" currently being constructed at the site of the Freeling Recreation Park between the oval and the Freeling Skate Park. As the Freeling Skate Park is now very visible on a main corner with frontage to the new Ag Centre, the link between the roads and access to the new site requires improvement for safe recreational activity and to be increased to cater for the increase in use and population of Freeling.

Local Strategy LOS12 – ensure sound policy is in place to cater for the open space needs of any future population growth.

Refer Grant Submission for further details

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF

Megan Renzella, Property & Facilities Manager

3 March 2019

(Insert name & title of Project Owner who prepared the business case)

(Date)

Supported by

Richard Dodson, General Manager Infrastructure & Environment

3 March 2019

(Insert name & title of relevant General Manager)

(Date)

2. GENERAL MANAGERS GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

☐

APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:

☐

2019/2020 Budget – Year 1

☐

2020/2021 Budget – Year 2

☐

2021/2022 Budget – Year 3

☐

2022/2023 Budget – Year 4

☐

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

The Business Case should demonstrate that the project;

- ✓ meets Council's Strategic Objectives and business needs;
- ✓ contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;
- ✓ is feasible and achievable in the time allowed;
- ✓ has been chosen after exploring risk and other options; and
- ✓ will deliver clear benefits and/or provide value for money.

4. CHECKLIST

Is the Strategic Business Case made?

- ✓ Does the project meet a business need?
- ✓ Is it affordable and achievable and are sufficient resources identified?
- ✓ Is there a clear project scope?
- ✓ Have we explored enough options?
- ✓ Have we sought advice from everyone we need to?
- ✓ Do we have support from stakeholders within the Council and outside?
- ✓ Do we know the major risks?
- ✓ Have detailed costs been agreed with Finance Department?

APPENDIX 1: RISK ASSESSMENT MATRIX

LIKELIHOOD RATING

LIKELIHOOD	DESCRIPTION	PROBABILITY OF OCCURENCE
Rare	May occur in rare circumstances	More than 20 years
Unlikely	Could occur at some stage	Within 10 - 20 Years
Possible	Might occur at some stage	Within 3 - 5 years
Likely	Will probably occur at most times	Within 2 years
Almost Certain	Is expected to occur at most times	Within 1 year

CONSEQUENCE RATING

CONSEQUENCE	INJURY	SERVICE INTERRUPT	ENVIRONMENT	FINANCE	REPUTATION
Insignificant	Nil	< 4 hours	Nil	< \$20k	Nil
Minor	First Aid	Up to 1 day	Minor short term	\$20k - \$100k	Minor Media
Moderate	Medical Treatment	1 day – 1 week	Wide short term	\$101k-\$500k	Moderate Media
Major	Disability	1 week – 1 month	Wide long term	\$501K - \$1M	High Media
Catastrophic	Fatality	More than 1 Month	Irreversible long term	> \$1M	Inquiry

RISK RATING

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2022/2023)

**Project
Number**
(Please complete if
you know project ID)

361623

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

Provision of Asset Management System Solution

RESPONSIBLE
MANAGER: GENERAL

Richard Dodson

PROJECT MANAGER:
(Staff member responsible for
delivering the project outcomes)

Nathan Berry

BUSINESS UNIT

Engineering & Assets

Which **STRATEGIC
MANAGEMENT** **PLAN**
Objective does the project
contribute to?

Goal 1 Objective 1.3 Continued efficiency improvements in service delivery

1. SCOPE AND OBJECTIVES OF THE PROJECT

PROJECT TYPE:

Operating Project

NATURE OF EXPENDITURE:

Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

Renewal/Replacement of existing assets

WHY DO WE NEED:

I& (part of long-term Asset Management Plan)

WARD :

Dutton ☒ Light ☒ Laucke ☒ Mudla Wirra ☒

If the project is in more than one Ward, please provide % allocation:

25% for each ward

2. PROJECT DELIVERABLES

- What value and benefits will the Council derive?
- What Business Process/Service Standard Improvements will result?
- Is there any future operational saving from the Project?
- What is its relevance to the Council's Ratepayers and Residents?

Council's current Asset management System, Conquest, licensing arrangement will expire on 22 March 2020. This system forms part of Council's critical software infrastructure and performs an important role for the organisation assisting with prompt customer service, delivering business efficiencies by way of digitalising asset data, asset condition analysis and reporting.

Local governments that oversee a large number of physical objects need an automated way to track, categorise, and manage their assets, whether they're infrastructure, machines, vehicles, or any other assets for which the council is responsible. Councils needs to manage all assets in a timely and reliable fashion.

Council purchased Conquest over 10 years ago, which was an advanced asset management system at that time. Tonkin Consulting is the local distributor and provides technical support locally in South Australia. However there has been a significant development in asset management technologies and practice over recent years, in particular system integration with and mobilisation (app on mobile devices) in Australia. Unfortunately, Conquest has not been able to advance their software development to keep pace with other asset management systems and still requires data entry to be undertaken manually. This requires a complicated and lengthy process to prepare asset analysis reports. It should be noted that there have been no updates to this software for over 2 years although the software developer has promised to upgrade the application for better on-field usage, data processing and reporting.

Currently, Council has an ongoing annual subscription fee of \$11,497 GST inclusive (for 2018/19) for Conquest license and maintenance and up to \$24,200 GST inclusive (for 2018/19) for service support provided by Tonkin Consulting for Conquest. A total of \$35,697 external expenditure related to Asset Management and Conquest for the 2018/19 Financial Year. This is in addition to Council's Asset Management team for manually maintaining and updating the Conquest database and preparing reports.

There have been more and more service providers developing software solutions that can meet the needs of our Council. Many of these solutions have been built on different desktop and mobile platforms and as such would offer greater flexibility for end users than the existing Conquest software. Reputable service providers such as Assetic, AssetFinda, Confirm and Civica are commonly used by local governments in South Australia and interstate.

An intelligent asset management system can register pre-configured data for over 100 asset classes. Built in-line with international standards and best-practice, the system can become the central hub of asset data including attributes, service level information, valuations, risk management and reporting. It can also set up powerful asset hierarchy structures which enable cross-asset category searching, analytics and reporting for internal customers. Figure 1 shows typical functionalities and capability of an Intelligent Asset Management System.

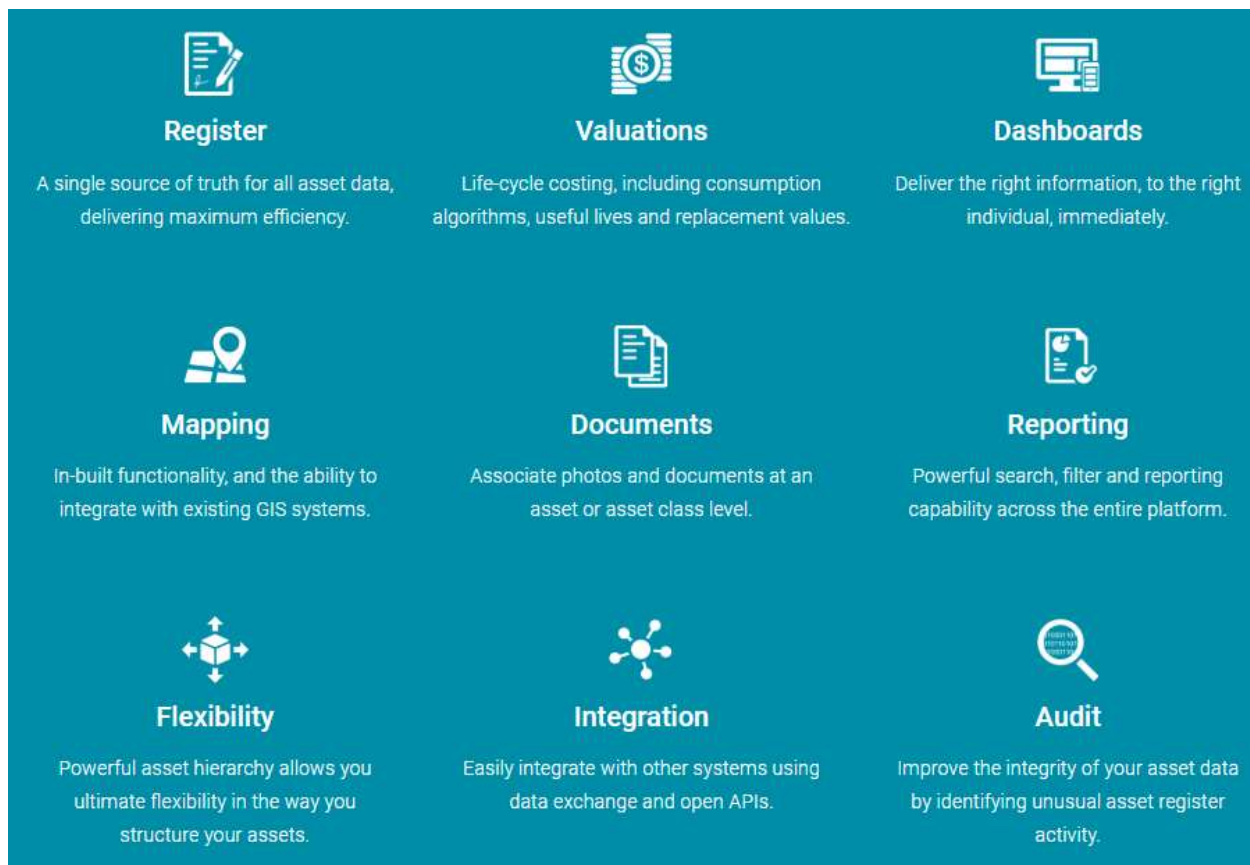


Figure 1 Typical Functionalities and Capability of an Intelligent Asset Management System

New asset management software can help Council move forward and stay up to date with modern asset management advancements. By moving to a new system, it will allow all staff to access a more responsive and considerably quicker asset management system. Modern asset management systems are cloud-based allowing anyone within internet connection to access. This means the asset management system runs on a standard web browser using HTML5 technology so it can also resize automatically for optimal viewing on either Smart Phones, Tablets or Desktop Computers. This will open up the door for field staff and staff off site during working hours and out of hours to use the application eliminating the need for field staff to carry paper-based databases or unsecure laptops with them.

3a FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- Will internal resources (staff / IT / HR / procurement / WHS) be required to deliver the project OR will external contractors / consultants be engaged to deliver the project?
- If internal resources are required, have you secured support from the relevant Department to this deliver this business case?
- How much contingency do you need to build in to the project?

TIMELINES

- What are the timelines e.g. one quarter, one year, multiple years?
- If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.
- If the project is approved by the Council, when is the project expected to commence & complete?

As the new asset management system requires to be integrated with Council's IT systems such as Civica, Authority, GIS and other software, the service provider would need to work closely with staff from IT / Assets / Operations / Finance / WHS to deliver the project, including data migration, implementation, testing, commission and training.

It is recommended that an internal working group to be established to work closely in developing scope, consultation and implementation phases.

The project has received support from the General Manager, Infrastructure & Environment and General Manager, Business & Finance.

The costs shown below are estimates only and more refined costs will be developed as the business case process is rolled out.

A new asset management system will also provide Council with an updated system that will be more accessible in the office and in the field. The mobilisation capability of the new system would also significantly improve internal operation efficiency across various departments, including Asset Management, Customer Services, Asset Maintenance and Finance. A list of potential efficiency gain is listed below:

- Process time for asset data capture and entry would be reduced from an average of 30 minutes to less than 5 minutes for each new entry or update;
- Better work flow monitoring – accurately monitor and report on time, budget and output for internal and external work requests;
- Continual improvement of Preventative and Predictive Maintenance Programs for Operations and Maintenance.
- Quicker response to customer enquiries – Enable council staff to access asset database easily and quickly when respond to customer enquiries;
- Faster data analysis and reporting Asset Management Team without heavily relying on external consultant, which could reduce timeline by 4-6 weeks for EOFY reports relating to asset capitalisation/revaluation/depreciation; and
- Enable on-field and office-based staff access to asset data anywhere, anytime.

In order to make appropriate and timely arrangements for the upgrade or replacement of the asset management system solution, it is important that Council begin the process to ensure a change in systems can be completed by February 2020. To implement the software and train end users may take considerable time.

3b PROJECT FINANCE & COST ESTIMATE (excluding GST)

- Please provide a breakdown of the project income and expenditure in **Table 1** below
- If delivery of the Project spans multiple financial years, please allocate the total project budget to the respective years
- If the project is on-going, i.e. **an introduction of a new service**, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter as negative)					
Grants – Federal					
Grants – State					
General Rates Revenue	-\$63,503	\$697	\$1,000	\$1,000	-\$60,806
Community Contribution					
Reserve Funds					
Others (please specify)					
Total Income	-\$63,503	\$697	\$1,000	\$1,000	-\$60,806
Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (internal staff)					
Contractors/materials					
New/Upgrade					
Labour (internal staff)					
Loan Interest					
Contractors/materials					
Operating Project Expenditure					
Labour (internal staff)					
Contractors/materials	\$75,000				\$75,000
Total Expenses	\$75,000				\$75,000
Future Operational Expenses					
Labour					
Contractors/materials		\$35,000	\$36,000	\$37,000	\$108,000
Depreciation (cost / useful life)					
Utilities					
Future Operational Savings					
Labour					
Contractors/materials	-\$11,497	-\$35,697	-\$37,000	-\$38,000	-\$122,194
Depreciation					
Utilities					
Future operational expenses & savings to be included in Recurrent Operating Budget	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

3c PLEASE EXPLAIN HOW THE BUDGET WAS ESTIMATED (contact Finance for assistance)

Manager Engineering & Assets contacted a number of local South Australia councils over the recent months to investigate the cost, the functionalities and client services of various asset management systems, including City of Unley, City of Mitcham, City of Charles Sturt, City of Tea Tree Gully, City of Playford, Mount Barker Council, and City of Adelaide.

The estimated budget was based on the successful tender prices supplied by the councils mentioned above, ranged between \$30,000 to \$45,000, plus GST in the past 4 years.

In view of the supplied information and condition of Council's current asset database, it is believed that the proposed budget of \$75,000 would be sufficient to the implementation of the new asset management system solution, including training and technical support for the first 12 months after implementation phase.

4. KEY ASSUMPTIONS

- Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.

It has been assumed that Council's existing computer hardware and server that will have the capacity to run these internet-based software applications.

Council's existing asset data sets would be easily extracted from Conquest and transferred to the new asset management system.

The new asset management system will be fully integrated with Council's current IT platforms and programs.

5. RISK MANAGEMENT

- What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?
- How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix
- Are there any constraints/other expectations that will impact on the delivery of the project outcome? For example, pending grants application.

Conquest has limited capability for producing customisation asset management reports or use by the on-field staff on mobile devices. Conquest requires extensive technical support and maintenance from third party, currently Tonkin, which adding time and cost to Council. If this business case is not accepted this year, Council will need to accept it or another similar one very soon after to avoid the issues associated with using outdated and unsupported software.

RISKS	TYPE	LIKELIHOOD	CONSEQUENCE	RISK RATING
<i>If project proceeds:</i>				
Cost is higher than estimated	Financial	Possible	Minor	Medium
New Software cannot meet LRCs future needs	Operational	Unlikely	Moderate	Medium
New software install not completed	Operational	Unlikely	Moderate	Medium
New software install not completed	Financial	Unlikely	Moderate	Medium
<i>If project does not proceed:</i>				
Limited Asset Management capability and functionality	Operational	Likely	High	High

6. LINKS AND DEPENDENCIES

- What links exist between your project and other projects?
- Are you dependent upon another project finishing before yours can start?
- Does the project require close working relationships with other staff of the Council or external partners?

Consideration will need to be given to Council's current asset management consultant arrangements and the knowledge (if any) that they will need to gain to continue to provide reliable support.

Council's IT Department is developing a strategy to modernise Council's ICT platform and "Cloud" based server. The selected asset management system will be fully compliance with the new IT strategy and ICT platform, as well as integration with the existing IT systems, including Civica, Authority and SkyTrust, etc.

7. ADDITIONAL INFORMATION

The following supporting information is attached to support this Business Case and assist decision making by the GM group and the Elected Members. (Please select as appropriate).

- ☐ Detailed costing's for the project.
- ☒ I& extracts
- ☐ Risk Plan
- ☐ Research/feasibility reports
- ☐ Sketches, site plans, maps

Transport, Stormwater, Bridges, Community Wastewater Management Systems (CWMS), Buildings & Structures Assets Infrastructure & Asset Management Plan (IAMP) 2016

<http://lrcintranet.light.sa.gov.au/Documents%20list/IAMP%20Management%20Plan%202016.pdf#search=iamp>

This overarching Infrastructure & Asset Management Plan (IAMP) focuses primarily on what is required to maintain the existing assets in a functional/safe condition. The subject of upgrading service levels provided by assets is introduced, however the level of funding required to meet desired service levels for most asset groups is considered to be beyond the Council's capacity to pay in the short-medium term based on its current rating income and operational expenses. The challenge faced by the Council, on behalf of the Community, is to find a balance between sustaining existing assets in a functional/safe condition and lifting service standards within the constraints of its Long- Term Financial Plan (LTFP).

The new asset management system will be an important tool to capture, analysis and report on asset conditions and assist Council management to develop a sustainable asset management strategy.

It would also provide valuable information to Council in making informed financial management/budgetary decisions to establish a responsible long term financial year plan and delivery of a cost-effective 4-year asset renewal and maintenance programs.

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF

Bill Zhang, Manager Engineering & Assets

1/3/2019

(Insert name & title of Project Owner who prepared the business case)

(Date)

Supported by

Richard Dodson, General Manager Infrastructure and Environment

(Insert name & title of relevant General Manager)

(Date)

2. GENERAL MANAGERS GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

☐

APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:

☒

2019/2020 Budget – Year 1

☐

2020/2021 Budget – Year 2

☐

2021/2022 Budget – Year 3

☐

2022/2023 Budget – Year 4

☐

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

The Business Case should demonstrate that the project;

- ✓ meets Council's Strategic Objectives and business needs;
- ✓ contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;
- ✓ is feasible and achievable in the time allowed;
- ✓ has been chosen after exploring risk and other options; and
- ✓ will deliver clear benefits and/or provide value for money.

4. CHECKLIST

Is the Strategic Business Case made?

- ✓ Does the project meet a business need?
- ✓ Is it affordable and achievable and are sufficient resources identified?
- ✓ Is there a clear project scope?
- ✓ Have we explored enough options?
- ✓ Have we sought advice from everyone we need to?
- ✓ Do we have support from stakeholders within the Council and outside?
- ✓ Do we know the major risks?
- ✓ Have detailed costs been agreed with Finance Department?

APPENDIX 1: RISK ASSESSMENT MATRIX

LIKELIHOOD RATING

LIKELIHOOD	DESCRIPTION	PROBABILITY OF OCCURENCE
Rare	May occur in rare circumstances	More than 20 years
Unlikely	Could occur at some stage	Within 10 - 20 Years
Possible	Might occur at some stage	Within 3 - 5 years
Likely	Will probably occur at most times	Within 2 years
Almost Certain	Is expected to occur at most times	Within 1 year

CONSEQUENCE RATING

CONSEQUENCE	INJURY	SERVICE INTERRUPT	ENVIRONMENT	FINANCE	REPUTATION
Insignificant	Nil	< 4 hours	Nil	< \$20k	Nil
Minor	First Aid	Up to 1 day	Minor short term	\$20k - \$100k	Minor Media
Moderate	Medical Treatment	1 day – 1 week	Wide short term	\$101k-\$500k	Moderate Media
Major	Disability	1 week – 1 month	Wide long term	\$501K - \$1M	High Media
Catastrophic	Fatality	More than 1 Month	Irreversible long term	> \$1M	Inquiry

RISK RATING

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2022/2023)

**Project
Number**
(Please complete if
you know project ID)

361729

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

Restoration of Grassland Based Rural Road Verges

RESPONSIBLE
MANAGER: GENERAL

Richard Dodson

PROJECT MANAGER:
(Staff member responsible for
delivering the project outcomes)

Andrew Philpott

BUSINESS UNIT

I&E

Which **STRATEGIC
MANAGEMENT PLAN**
Objective does the project
contribute to?

Goal 4 Objective 4.4 Improved roadside vegetation management

1. SCOPE AND OBJECTIVES OF THE PROJECT

PROJECT TYPE:

Operating Project

NATURE OF EXPENDITURE:

Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

Choose an item.

WHY DO WE NEED:

Support of Council's Plans, Policies or Strategies

WARD :

Dutton ☒ Light ☒ Laucke ☒ Mudla Wirra ☒

If the project is in more than one Ward, please provide % allocation:

Enter % details if applicable

2. PROJECT DELIVERABLES

- What value and benefits will the Council derive?
- What Business Process/Service Standard Improvements will result?
- Is there any future operational saving from the Project?
- What is its relevance to the Council's Ratepayers and Residents?

Light Regional Council is situated in high quality cropping and grazing country. The region produces tens of millions of dollars in high quality farm produce including export hay, grains and livestock. There is significant pressure on primary producers to maintain a high standard of biosecurity to ensure products are free of weed seeds and other contaminants.

Road verges can become a major source of pest plants and their propagules if not managed correctly and now we are observing landowners using broad spectrum herbicides in an attempt to control these pest plants. Often these herbicides are applied via boom sprays or side jets offering little discretion in the targeting of particular weeds. In a number of cases this action is leading to the loss of native grassland vegetation which actually assists in preventing the establishment of pest plant species. Intact and healthy native grassland systems are highly resilient and resistant to environmental perturbations.

There is a need to develop a series of practical strategies or techniques which will allow landowners to control weeds without harming native vegetation. These techniques may involve the use of selective herbicides, use of other techniques such as slashing or mowing or even in some cases doing nothing as the pest plants may only exist for a short period due to certain environmental factors and not become established.

The Adelaide and Mount Lofty Ranges Natural Resources Management Board will be leading this project and will be partnering with the Freeling Agricultural Bureau and also local agricultural consulting company Rural Directions to establish test sites to trial different management techniques. Light Regional Council will provide funding to the AMLRN to undertake all field trials and produce a final report outlining recommendations for improved management practices.

Trial sites are most likely to be located in the general Freeling area.

Further details will be provided should the project proceed.

3a FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- Will internal resources (staff / IT / HR / procurement / WHS) be required to deliver the project OR will external contractors / consultants be engaged to deliver the project?
- If internal resources are required, have you secured support from the relevant Department to this deliver this business case?
- How much contingency do you need to build in to the project?

TIMELINES

- What are the timelines e.g. one quarter, one year, multiple years?
- If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.
- If the project is approved by the Council, when is the project expected to commence & complete?

The project will be managed and implemented by the Adelaide and Mount Lofty Ranges Natural Resources Management Board.

The project will be run over a three year period commencing in early spring of 2019 and concluding at the end of 2022. The AMLNRN will undertake all consultation with landholders and reporting to Council.

The outcome of the trials will most likely result in further projects being developed to conserve and improve roadside vegetation management.

3b PROJECT FINANCE & COST ESTIMATE (excluding GST)

- Please provide a breakdown of the project income and expenditure in **Table 1** below
- If delivery of the Project spans multiple financial years, please allocate the total project budget to the respective years
- If the project is on-going, i.e. **an introduction of a new service**, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter as negative)					
Grants – Federal					
Grants – State					
General Rates Revenue	-\$15,000	-\$15,000	-\$15,000		-\$45,000
Community Contribution					
Reserve Funds					
Others (please specify)					
Total Income	-\$15,000	-\$15,000	-\$15,000		-\$45,000
Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (internal staff)					
Contractors/materials					
New/Upgrade					
Labour (internal staff)					
Loan Interest					
Contractors/materials					
Operating Project Expenditure					
Labour (internal staff)					
Contractors/materials	\$15,000	\$15,000	\$15,000		\$45,000
Total Expenses	\$15,000	\$15,000	\$15,000		\$45,000
Future Operational Expenses					
Labour					
Contractors/materials					
Depreciation (cost / useful life)					
Utilities					
Future Operational Savings					
Labour					
Contractors/materials					
Depreciation					
Utilities					
Future operational expenses & savings to be included in Recurrent Operating Budget	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	

3c PLEASE EXPLAIN HOW THE BUDGET WAS ESTIMATED (contact Finance for assistance)

The costs associated with this project are based on the contribution being made by Council towards the AMLNRN.

4. KEY ASSUMPTIONS

- Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.

Council's contribution is capped at the amount set out in the table above.

5. RISK MANAGEMENT

- What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?
- How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix
- Are there any constraints/other expectations that will impact on the delivery of the project outcome? For example, pending grants application.

The project will be managed externally.

6. LINKS AND DEPENDENCIES

- What links exist between your project and other projects?
- Are you dependent upon another project finishing before yours can start?
- Does the project require close working relationships with other staff of the Council or external partners?

This project supports the move towards sustainable farming techniques and the enhancement of native vegetation.

7. ADDITIONAL INFORMATION

The following supporting information is attached to support this Business Case and assist decision making by the GM group and the Elected Members. (Please select as appropriate).

- ☐ Detailed costing's for the project.
- ☐ I& extracts
- ☐ Risk Plan
- ☐ Research/feasibility reports
- ☐ Sketches, site plans, maps

LRC Roadside Vegetation Management Plan 2016

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF

Andrew Philpott, Coordinator Horticulture and Biodiversity

(Insert name & title of Project Owner who prepared the business case)

(Date)

Supported by

Richard Dodson, General Manager Infrastructure and Environment

(Insert name & title of relevant General Manager)

(Date)

2. GENERAL MANAGERS GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

☐

APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:

☐

2019/2020 Budget – Year 1

☐

2020/2021 Budget – Year 2

☐

2021/2022 Budget – Year 3

☐

2022/2023 Budget – Year 4

☐

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

The Business Case should demonstrate that the project;

- ✓ meets Council's Strategic Objectives and business needs;
- ✓ contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;
- ✓ is feasible and achievable in the time allowed;
- ✓ has been chosen after exploring risk and other options; and
- ✓ will deliver clear benefits and/or provide value for money.

4. CHECKLIST

Is the Strategic Business Case made?

- ✓ Does the project meet a business need?
- ✓ Is it affordable and achievable and are sufficient resources identified?
- ✓ Is there a clear project scope?
- ✓ Have we explored enough options?
- ✓ Have we sought advice from everyone we need to?
- ✓ Do we have support from stakeholders within the Council and outside?
- ✓ Do we know the major risks?
- ✓ Have detailed costs been agreed with Finance Department?

APPENDIX 1: RISK ASSESSMENT MATRIX

LIKELIHOOD RATING

LIKELIHOOD	DESCRIPTION	PROBABILITY OF OCCURRENCE
Rare	May occur in rare circumstances	More than 20 years
Unlikely	Could occur at some stage	Within 10 - 20 Years
Possible	Might occur at some stage	Within 3 - 5 years
Likely	Will probably occur at most times	Within 2 years
Almost Certain	Is expected to occur at most times	Within 1 year

CONSEQUENCE RATING

CONSEQUENCE	INJURY	SERVICE INTERRUPT	ENVIRONMENT	FINANCE	REPUTATION
Insignificant	Nil	< 4 hours	Nil	< \$20k	Nil
Minor	First Aid	Up to 1 day	Minor short term	\$20k - \$100k	Minor Media
Moderate	Medical Treatment	1 day – 1 week	Wide short term	\$101k-\$500k	Moderate Media
Major	Disability	1 week – 1 month	Wide long term	\$501K - \$1M	High Media
Catastrophic	Fatality	More than 1 Month	Irreversible long term	> \$1M	Inquiry

RISK RATING

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2022/2023)

**Project
Number**
(Please complete if
you know project ID)

361732

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

Seppeltsfield Road Historic Palm and Verge Management

RESPONSIBLE GENERAL
MANAGER:

Richard Dodson

PROJECT MANAGER:
(Staff member responsible for
delivering the project outcomes)

Andrew Philpott

BUSINESS UNIT

Infrastructure and Environment

Which **STRATEGIC
MANAGEMENT PLAN**
Objective does the project
contribute to?

Goal 1 Objective 1.4 Appropriate allocation of resources to areas of priority need

1. SCOPE AND OBJECTIVES OF THE PROJECT

PROJECT TYPE:

Operating Project

NATURE OF EXPENDITURE:

Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

Choose an item.

WHY DO WE NEED:

Support of Council's Plans, Policies or Strategies

WARD :

Dutton ☐ Light ☐ Laucke ☒ Mudla Wirra ☐

If the project is in more than one Ward, please provide % allocation:

Enter % details if applicable

2. PROJECT DELIVERABLES

- What value and benefits will the Council derive?
- What Business Process/Service Standard Improvements will result?
- Is there any future operational saving from the Project?
- What is its relevance to the Council's Ratepayers and Residents?

Seppeltsfield Road through the hamlets of Marananga and Seppeltsfield is lined with around 500 State Heritage listed date palm trees. These trees were planted in the 1930's by workers of Seppeltsfield Winery and have become an iconic symbol of the area. The trees and associated landscapes feature on many tourism brochures and websites.

In order for Council to maintain this iconic area it needs to undertake regular pruning which requires specialised equipment skills. Unfortunately the funds required to undertake this far exceed the current annual budgetary allocation and as such other areas of Council's tree management program are not being met. These areas include rural roads where modern farm machinery struggles to manoeuvre through. As such a dedicated management plan tailored for the palms is considered necessary.

This project is supported by the Seppeltsfield Road Business Alliance (SRBA) who take great pride in the area and actively work to promote tourism to the many businesses in the area and host a 'Clean up Australia' event each March.

3a FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- Will internal resources (staff / IT / HR / procurement / WHS) be required to deliver the project OR will external contractors / consultants be engaged to deliver the project?
- If internal resources are required, have you secured support from the relevant Department to this deliver this business case?
- How much contingency do you need to build in to the project?

TIMELINES

- What are the timelines e.g. one quarter, one year, multiple years?
- If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.
- If the project is approved by the Council, when is the project expected to commence & complete?

This project will be delivered via the use of contractors.

3b PROJECT FINANCE & COST ESTIMATE *(excluding GST)*

- Please provide a breakdown of the project income and expenditure in **Table 1** below
- If delivery of the Project spans multiple financial years, please allocate the total project budget to the respective years
- If the project is on-going, **i.e. an introduction of a new service**, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter as negative)					
Grants – Federal					
Grants – State					
General Rates Revenue	-\$60,000			-\$64,600	-\$124,600
Community Contribution					
Reserve Funds					
Others (please specify)					
Total Income	-\$60,000			-\$64,600	-\$124,600
Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (internal staff)					
Contractors/materials					
New/Upgrade					
Labour (internal staff)					
Loan Interest					
Contractors/materials					
Operating Project Expenditure					
Labour (internal staff)					
Contractors/materials	\$60,000				\$60,000
Total Expenses	\$60,000				\$60,000
Future Operational Expenses					
Labour					
Contractors/materials				\$64,600	\$64,600
Depreciation (cost / useful life)					
Utilities					
Future Operational Savings					
Labour					
Contractors/materials					
Depreciation					
Utilities					
Future operational expenses & savings to be included in Recurrent Operating Budget	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

3c PLEASE EXPLAIN HOW THE BUDGET WAS ESTIMATED (*contact Finance for assistance*)

Quotes have been sought for the pruning of these palm trees, which mainly involves removing unsightly dead lower fronds. The average price to prune each tree is around \$80 and hence \$40,000 if all trees are done at the same time. An additional \$20,000 is required for a combination of traffic management and labour to remove the fronds. A three year pruning cycle will provide the best visual outcome as it will allow all trees to have a similar and consistent appearance. A management plan for the pruning and care of the trees is currently being developed.

4. KEY ASSUMPTIONS

- Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.

Assumptions are based on empirical data from previous pruning works and other verge maintenance works. All trees are easily assessable by mobile elevated platform with a requirement of traffic management.

5. RISK MANAGEMENT

- What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?
- How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix
- Are there any constraints/other expectations that will impact on the delivery of the project outcome? For example, pending grants application.

Main risks are maintaining a clearly defined work zone with spotters to warn road users if need be. This work will be done outside of key tourism periods such as around Easter, major local events or long weekends.

6. LINKS AND DEPENDENCIES

- What links exist between your project and other projects?
- Are you dependent upon another project finishing before yours can start?
- Does the project require close working relationships with other staff of the Council or external partners?

N/A

7. ADDITIONAL INFORMATION

The following supporting information is attached to support this Business Case and assist decision making by the GM group and the Elected Members. (Please select as appropriate).

- ☐ Detailed costing's for the project.
- ☐ I& extracts
Risk Plans
- ☐ Research/feasibility reports
- ☐ Sketches, site plans, maps

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF

Andrew Philpott, Coordinator Horticulture and Biodiversity

(Insert name & title of Project Owner who prepared the business case)

(Date)

Supported by

Richard Dodson, General Manager Infrastructure and Environment

(Insert name & title of relevant General Manager)

(Date)

2. GENERAL MANAGERS GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

☐

APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:

☐

2019/2020 Budget – Year 1

☐

2020/2021 Budget – Year 2

☐

2021/2022 Budget – Year 3

☐

2022/2023 Budget – Year 4

☐

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

The Business Case should demonstrate that the project;

- ✓ meets Council's Strategic Objectives and business needs;
- ✓ contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;
- ✓ is feasible and achievable in the time allowed;
- ✓ has been chosen after exploring risk and other options; and
- ✓ will deliver clear benefits and/or provide value for money.

4. CHECKLIST

Is the Strategic Business Case made?

- ✓ Does the project meet a business need?
- ✓ Is it affordable and achievable and are sufficient resources identified?
- ✓ Is there a clear project scope?
- ✓ Have we explored enough options?
- ✓ Have we sought advice from everyone we need to?
- ✓ Do we have support from stakeholders within the Council and outside?
- ✓ Do we know the major risks?
- ✓ Have detailed costs been agreed with Finance Department?

APPENDIX 1: RISK ASSESSMENT MATRIX

LIKELIHOOD RATING

LIKELIHOOD	DESCRIPTION	PROBABILITY OF OCCURENCE
Rare	May occur in rare circumstances	More than 20 years
Unlikely	Could occur at some stage	Within 10 - 20 Years
Possible	Might occur at some stage	Within 3 - 5 years
Likely	Will probably occur at most times	Within 2 years
Almost Certain	Is expected to occur at most times	Within 1 year

CONSEQUENCE RATING

CONSEQUENCE	INJURY	SERVICE INTERRUPT	ENVIRONMENT	FINANCE	REPUTATION
Insignificant	Nil	< 4 hours	Nil	< \$20k	Nil
Minor	First Aid	Up to 1 day	Minor short term	\$20k - \$100k	Minor Media
Moderate	Medical Treatment	1 day – 1 week	Wide short term	\$101k-\$500k	Moderate Media
Major	Disability	1 week – 1 month	Wide long term	\$501K - \$1M	High Media
Catastrophic	Fatality	More than 1 Month	Irreversible long term	> \$1M	Inquiry

RISK RATING

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2022/2023)

**Project
Number**
(Please complete if
you know project ID)

361759

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

Thomson Building PV Solar power supply

RESPONSIBLE GENERAL
MANAGER:

Richard Dodson, GM Infrastructure & Environment

PROJECT MANAGER:
(Staff member responsible for
delivering the project outcomes)

Megan Renzella, Property & Facilities Manager

BUSINESS UNIT

Infrastructure and Environment

Which **STRATEGIC
MANAGEMENT PLAN**
Objective does the project
contribute to?

Goal 1 Objective 1.2 Resolving the asset renewal gap to attain asset sustainability for agreed service levels

Goal 2 Objective 2.2 Continuous improvement of community facilities

Goal 1 Objective 1.5 Minimise energy and natural resource use

1. SCOPE AND OBJECTIVES OF THE PROJECT

PROJECT TYPE:

Capital Project

NATURE OF EXPENDITURE:

Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

New or upgraded assets

WHY DO WE NEED:

Staff initiative

Dutton ☒ Light ☐ Laucke ☐ Mudla Wirra ☐

WARD :

If the project is in more than one Ward, please provide % allocation:

Enter % details if applicable

2. PROJECT DELIVERABLES

- What value and benefits will the Council derive?
- What Business Process/Service Standard Improvements will result?
- Is there any future operational saving from the Project?
- What is its relevance to the Council's Ratepayers and Residents?

The Thomson Building is the Visitor Information Centre, Kapunda Library, hosts the Kidman Collection, provides Light Regional Council Customer Service and is open every day of the year (except Christmas Day and Good Friday).

The building was ear marked for a solar power project to reduce energy consumption and offset some of the power costs. Solar panels to fit the size of the building that would be suitable from a Heritage perspective would provide an approx. 6-8kW system.

The roof of the Thomson Building can accommodate approximately 23 60-cell panels. Currently the biggest panel in this footprint comes in 365W capacity, so by utilising this panel size a solar system of 8.395kW can be created.

The roof of this building has a number of objects that will reduce solar access to the panels. As a result it was suggested we install a system with either micro inverters or voltage optimisers.



Figure 7 – Potential PV layout at site

3a FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- Will internal resources (staff / IT / HR / procurement / WHS) be required to deliver the project OR will external contractors / consultants be engaged to deliver the project?
- If internal resources are required, have you secured support from the relevant Department to this deliver this business case?
- How much contingency do you need to build in to the project?

TIMELINES

- What are the timelines e.g. one quarter, one year, multiple years?
- If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.
- If the project is approved by the Council, when is the project expected to commence & complete?

External contractors will be used to deliver the project following a request for quote process. The specialist consultant will also be engaged to provide expert assessment of the responses and project outcomes.

The physical works can be undertaken in a week, the process to engage the contractor and obtain heritage approval and SAPN approval with a new meter installed by Origin may take up to 6 months.

3b PROJECT FINANCE & COST ESTIMATE (excluding GST)

- Please provide a breakdown of the project income and expenditure in **Table 1** below
- If delivery of the Project spans multiple financial years, please allocate the total project budget to the respective years
- If the project is on-going, **i.e. an introduction of a new service**, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

The initial cost of solar panels based on a 5.8kW roof mounted solar panel system is approximately \$8000 with savings estimated at \$2,750 per year in energy costs.

Table 2 -Financial benefits of solar systems installed at the site (from PVSell software)

Thomson Building		PV Sell						
System size	Estimated Cost	First year production (kWh)	% energy needs provided	% export	Reduction in energy costs	Payback (years)	ROI	IRR(25)
5.8kW roof mount	\$7,340	8395	19%	5%	\$2,750	2.6	37.6%	38.1%
15kW roof mount	\$18,980	19710	44%	11%	\$6,250	3	32.9%	33.4%

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter as negative)					
Grants – Federal					
Grants – State					
General Rates Revenue	-\$6,625	\$1,950	\$1,950	\$1,950	-\$775
Community Contribution					
Reserve Funds					
Others (please specify)					
Total Income	-\$6,625	\$1,950	\$1,950	\$1,950	-\$775
Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (internal staff)					
Contractors/materials					
New/Upgrade					
Labour (internal staff)					
Loan Interest					
Contractors/materials	\$8,000				\$8,000
Operating Project Expenditure					
Labour (internal staff)					
Contractors/materials					
Total Expenses	\$8,000				\$8,000
Future Operational Expenses					
Labour					
Contractors/materials					
Depreciation (cost / useful life)		\$800	\$800	\$800	\$2,400
Utilities					
Future Operational Savings					
Labour					
Contractors/materials					
Depreciation					
Utilities	-\$1,375	-\$2,750	-\$2,750	-\$2,750	-\$9,625
Future operational expenses & savings to be included in Recurrent Operating Budget	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

3c PLEASE EXPLAIN HOW THE BUDGET WAS ESTIMATED (contact Finance for assistance)

Estimated costs were established from the consultant, Tandem Energy.

Tandem Energy were engaged to undertake a Solar Feasibility Study for the Thomson Building and used a data logger to understand consumption patterns at the site given only quarterly electricity bills were available with little real usable data to work from.

4. KEY ASSUMPTIONS

- Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.

Assumptions are based on;

- Static cost of electricity
- Static use of electricity – e.g. further savings with an increase in low energy lighting or usage patterns may increase increasing the cost
- Capital cost of the PV system – costs may change and government incentives may also change.
- Approval being provided from Heritage SA
- That the solar PV system is activated within the first 6 months of the financial year.

5. RISK MANAGEMENT

- What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?
- How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix
- Are there any constraints/other expectations that will impact on the delivery of the project outcome? For example, pending grants application.

Financial risk with increase in power costs.

Cost to Council is approximately \$2000 per year

Risk of not being provided permission from Heritage SA for the panel installation

6. LINKS AND DEPENDENCIES

- What links exist between your project and other projects?
- Are you dependent upon another project finishing before yours can start?
- Does the project require close working relationships with other staff of the Council or external partners?

Dependent on the approval of external departments

7. ADDITIONAL INFORMATION

The following supporting information is attached to support this Business Case and assist decision making by the GM group and the Elected Members. (Please select as appropriate).

- ☐ Detailed costing's for the project.
- ☐ I& extracts
- ☐ Risk Plan
- ☐ Research/feasibility reports
- ☐ Sketches, site plans, maps

Refer report from Tandem Energy

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF

Megan Renzella, Property & Facilities Manager

6 March 2019

(Insert name & title of Project Owner who prepared the business case)

(Date)

Supported by

Richard Dodson, General Manager Infrastructure & Environment

6 March 2019

(Insert name & title of relevant General Manager)

(Date)

2. GENERAL MANAGERS GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

☐

APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:

☐

2019/2020 Budget – Year 1

☐

2020/2021 Budget – Year 2

☐

2021/2022 Budget – Year 3

☐

2022/2023 Budget – Year 4

☐

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

The Business Case should demonstrate that the project;

- ✓ meets Council's Strategic Objectives and business needs;
- ✓ contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;
- ✓ is feasible and achievable in the time allowed;
- ✓ has been chosen after exploring risk and other options; and
- ✓ will deliver clear benefits and/or provide value for money.

4. CHECKLIST

Is the Strategic Business Case made?

- ✓ Does the project meet a business need?
- ✓ Is it affordable and achievable and are sufficient resources identified?
- ✓ Is there a clear project scope?
- ✓ Have we explored enough options?
- ✓ Have we sought advice from everyone we need to?
- ✓ Do we have support from stakeholders within the Council and outside?
- ✓ Do we know the major risks?
- ✓ Have detailed costs been agreed with Finance Department?

APPENDIX 1: RISK ASSESSMENT MATRIX

LIKELIHOOD RATING

LIKELIHOOD	DESCRIPTION	PROBABILITY OF OCCURENCE
Rare	May occur in rare circumstances	More than 20 years
Unlikely	Could occur at some stage	Within 10 - 20 Years
Possible	Might occur at some stage	Within 3 - 5 years
Likely	Will probably occur at most times	Within 2 years
Almost Certain	Is expected to occur at most times	Within 1 year

CONSEQUENCE RATING

CONSEQUENCE	INJURY	SERVICE INTERRUPT	ENVIRONMENT	FINANCE	REPUTATION
Insignificant	Nil	< 4 hours	Nil	< \$20k	Nil
Minor	First Aid	Up to 1 day	Minor short term	\$20k - \$100k	Minor Media
Moderate	Medical Treatment	1 day – 1 week	Wide short term	\$101k-\$500k	Moderate Media
Major	Disability	1 week – 1 month	Wide long term	\$501K - \$1M	High Media
Catastrophic	Fatality	More than 1 Month	Irreversible long term	> \$1M	Inquiry

RISK RATING

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2022/2023)

**Project
Number**
(Please complete if
you know project ID)

362245

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

Graduate Accounting Officer

RESPONSIBLE GENERAL
MANAGER:

June Austin

PROJECT MANAGER:
(Staff member responsible for
delivering the project outcomes)

Joe Scordo

BUSINESS UNIT

Business and Finance department

Which **STRATEGIC
MANAGEMENT PLAN**
Objective does the project
contribute to?

Goal 1 Objective 1.3 Continued efficiency improvements in service delivery

Goal 1 Objective 1.4 Appropriate allocation of resources to areas of priority need

1. SCOPE AND OBJECTIVES OF THE PROJECT

PROJECT TYPE:

Operating Project

NATURE OF EXPENDITURE:

Non-Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

Choose an item.

WHY DO WE NEED:

Support of Council's Plans, Policies or Strategies

Dutton ☐ Light ☐ Laucke ☐ Mudla Wirra ☐

WARD :

If the project is in more than one Ward, please provide % allocation:

Enter % details if applicable

2. PROJECT DELIVERABLES

- What value and benefits will the Council derive?
- What Business Process/Service Standard Improvements will result?
- Is there any future operational saving from the Project?
- What is its relevance to the Council's Ratepayers and Residents?

The purpose of this Business case is to enable:

- Increased quantity and improved quality of outputs delivered by Council's finance team;
- The reduction and subsequent management of excessive accumulated staff leave; and
- Future proofing of and succession planning for Council's finance and accounting services.

What value and benefits will the Council derive?

Appropriate resourcing of the Finance team to increase its capacity to initiate and participate in corporate business excellence programs, drive change management initiatives and manage major projects such as for example, impending corporate software application upgrades / replacement and the financial and management accounting services attached to the Roseworthy Township Expansion project.

What Business Process/Service Standard Improvements will result?

Refacing the Finance Manager role to strategic financial management, business excellence initiatives, project management and change enablement will provide:

- Improved business information systems;
- Improved financial reporting;
- More robust long-term financial planning;
- Delivery as appropriate of components of updated, upgraded corporate business applications including but not limited to Authority and Magiq.

The professional development of the Accountant and Assistant Accountant through the cascading effect of role and function redefinition, with better utilisation of these positions and higher level outcomes.

Improved collaboration between Council's Finance and Assets divisions. The additional resource can provide backup for Assets data management, and reporting and analysis for Finance, which in asset financial management terms is currently only performed at a rudimentary level.

Provides adequate resourcing to cope with the increasing volume of Council initiatives, which all ultimately require some level of finance involvement. Current and future examples include:

- GWRS
- Kapunda Lifestyle Village
- Accelerated Infrastructure Program
- Freeling Agriculture Multi-function Centre
- Hewett Centre
- Five Shillings Estate
- Roseworthy Township Expansion
- Entrepreneurial initiatives such as the Kidman initiative

Succession planning

The initiative is also seen as one of proper resourcing to future proof Council's finance and accounting function, developing a succession ready team in the event of organisational restructure, organisational growth or staff departures.

Business continuity

The finance and accounting function relies on year round coverage of Council's business cycles. The current employee complement makes this difficult and the inevitable result is that functions are not fully covered when staff take leave, requiring additional catch up effort by the incumbent following return from leave.

Operational savings

This initiative is not designed to realise immediate financial savings. Initially Council will be required to fund an additional full time equivalent position whilst retaining the existing operating budget for the Finance workforce. With proper leave planning there will be periods over the course of this engagement where the employee salary cost impacting the operating statement will be reduced compared with workforce numbers, as leave liability is funded via accumulated provisions. Cash is used in the payment of leave when it is taken, but the operating statement is not impacted.

Reducing unused leave to current will produce operational savings, as unused and excessive leave liabilities become more expensive the longer they remain a liability.

Council policy dictates that excessive leave liability must be contained and where excessive, reduced to appropriate levels. This has been difficult to achieve given present staffing levels, which has resulted in (a) an unacceptable level of accrued, unused annual leave and (b) the accumulation of time in lieu.

The Accountant has 542 hours (13 weeks) of unused annual leave, which will increase to approximately 695 hours (approximately 18 weeks) at the next employment date anniversary. This exceeds corporate policy but is difficult to extinguish due to the lack of appropriately skilled backfilling alternatives from within the current team. The Finance Manager is also accumulating unused annual leave which will reach 456 hours (12 weeks) by the incumbent's next employment date anniversary.

Annual leave liability is exacerbated through the accumulation of time in lieu (TIL) hours, as provided for in Council's Enterprise Agreement. TIL accumulated by Finance staff over the past 2 financial years and to date this financial year totals 694 hours at a cost of \$33,641. Time in lieu has been earned by the Accountant during transitional periods associated with filling the Finance Manager role, on 3 occasions in the past 4 years and the incumbent Finance Manager has also accumulated significant time in lieu. The strategy to expire time in lieu owed has resulted in little or no utilisation of annual leave from these two positions. Enabling Finance team members to take leave appropriately will assist with maintaining sustainable health and wellbeing goals and ensure that leave liability is maintained within corporate limits.

- Cost savings – some processes done by external consultants can be brought in house.
- Cost savings – efficiency of work processes.
- Cost savings – effective management of leave liabilities, reducing the potential for liability “creep” through increasing wage levels.

3a FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- Will internal resources (staff / IT /HR / procurement / WHS) be required to deliver the project OR will external contractors / consultants be engaged to deliver the project?
- If internal resources are required, have you secured support from the relevant Department to this deliver this business case?
- How much contingency do you need to build in to the project?

TIMELINES

- What are the timelines e.g. one quarter, one year, multiple years?
- If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.
- If the project is approved by the Council, when is the project expected to commence & complete?

The position of Graduate Accounting Officer is proposed as an ongoing position, responsible to the Accountant and reporting to the Finance Manager. A fulltime equivalent position is envisaged, with implementation following budget approval in the 2019-2020 financial year and a commencement date of the first business day in September 2019.

The role will be remunerated at Level 3 for the initial 12 months, increasing to Level 4 from year two, and then increasing incrementally in accordance with Light Regional Council and Officers Enterprise Agreement 2018.

The physical assets and resources required for the position include Desk, Computer, Chair and Desk Phone.

3b PROJECT FINANCE & COST ESTIMATE (excluding GST)

- Please provide a breakdown of the project income and expenditure in **Table 1** below
- If delivery of the Project spans multiple financial years, please allocate the total project budget to the respective years
- If the project is on-going, i.e. **an introduction of a new service**, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter as negative)					
Grants – Federal					
Grants – State					
General Rates Revenue	-\$64,523	-\$70,564	-\$77,030	-\$81,372	-\$293,489
Community Contribution					
Reserve Funds					
Others (please specify)					
Total Income	-\$64,523	-\$70,564	-\$77,030	-\$81,372	-\$293,489
Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (internal staff)					
Contractors/materials					
New/Upgrade					
Labour (internal staff)					
Loan Interest					
Contractors/materials					
Operating Project Expenditure					
Labour (internal staff)					
Contractors/materials					
Total Expenses					
	Grade 3, Yr. 1	Grade 3, Yr. 3	Grade 4, Yr. 1	Grade 4, Yr. 3	
Future Operational Expenses					
Labour	\$67,808	\$73,061	\$78,672	\$82,459	\$302,000
Labour oncosts	\$10,171	\$10,959	\$11,814	\$12,369	\$45,313
Contractors/materials					
Depreciation (cost / useful life)					
Utilities					
Future Operational Savings					
Labour	-\$13,456	-\$13,456	-\$13,456	-\$13,456	-\$53,824
Contractors/materials					
Depreciation					
Utilities					
Future operational expenses & savings to be included in Recurrent Operating Budget	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

3c PLEASE EXPLAIN HOW THE BUDGET WAS ESTIMATED (contact Finance for assistance)

Salary levels have been determined from the Light Regional Council and Officers Enterprise Agreement 2018 and with reference to Council's Classification Level Comparison table. Labour is for the full 52 week annual complement. Oncosts at 15% cover superannuation, WorkCover, annual leave loading and income protection insurance.

An average of the additional cost to Council through TIL expense has been used to determine future operational savings.

4. KEY ASSUMPTIONS

- Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.

Not applicable.

5. RISK MANAGEMENT

- What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?
- How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix
- Are there any constraints/other expectations that will impact on the delivery of the project outcome? For example, pending grants application.

- Operational risks include the inability to deliver business excellence programs and the potential for detrimental health and wellbeing resulting from excessive workloads.
- Technical risks include failure to meet legislative, audit and internal financial control requirements.
- Financial risks include the ongoing accumulation of leave liabilities, which increase with wage indexation and the added expenditure of TIL remuneration.

Refer Appendix 1 Risk Assessment Matrix.

LEVEL OF RISK requires the following ACTION

- High Risk (H) Prioritised action required (i.e. make safe and program in current/next program)
- Medium Risk (M) Planned action required (i.e. make safe and program in forward program)

6. LINKS AND DEPENDENCIES

- What links exist between your project and other projects?
- Are you dependent upon another project finishing before yours can start?
- Does the project require close working relationships with other staff of the Council or external partners?

The initiative is linked to other departments across the organisation from the perspective of change management and delivery of business excellence initiatives.

7. ADDITIONAL INFORMATION

The following supporting information is attached to support this Business Case and assist decision making by the GM group and the Elected Members. (Please select as appropriate).

- ☐ Detailed costing's for the project.
- ☐ I& extracts
- ☐ Risk Plan
- ☐ Research/feasibility reports
- ☐ Sketches, site plans, maps

Not applicable

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF

Joe Scordo, Finance Manager

(Insert name & title of Project Owner who prepared the business case)

28/2/2019

(Date)

Supported by

June Austin, General Manager - Business & Finance

(Insert name & title of relevant General Manager)

28/2/2019

(Date)

2. GENERAL MANAGERS GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

- ☐ APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:
- ☐ 2019/2020 Budget – Year 1
 - ☐ 2020/2021 Budget – Year 2
 - ☐ 2021/2022 Budget – Year 3
 - ☐ 2022/2023 Budget – Year 4

- ☐ NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

The Business Case should demonstrate that the project;

- ✓ meets Council's Strategic Objectives and business needs;
- ✓ contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;
- ✓ is feasible and achievable in the time allowed;
- ✓ has been chosen after exploring risk and other options; and
- ✓ will deliver clear benefits and/or provide value for money.

4. CHECKLIST

Is the Strategic Business Case made?

- ✓ Does the project meet a business need?
- ✓ Is it affordable and achievable and are sufficient resources identified?
- ✓ Is there a clear project scope?
- ✓ Have we explored enough options?
- ✓ Have we sought advice from everyone we need to?
- ✓ Do we have support from stakeholders within the Council and outside?
- ✓ Do we know the major risks?
- ✓ Have detailed costs been agreed with Finance Department?

APPENDIX 1: RISK ASSESSMENT MATRIX

Risk Assessment of not providing a Graduate Accounting Officer

LIKELIHOOD RATING

LIKELIHOOD	DESCRIPTION	PROBABILITY OF OCCURENCE
Rare	May occur in rare circumstances	More than 20 years
Unlikely	Could occur at some stage	Within 10 - 20 Years
Possible	Might occur at some stage	Within 3 - 5 years
Likely	Will probably occur at most times	Within 2 years
Almost Certain	Is expected to occur at most times	Within 1 year

CONSEQUENCE RATING

CONSEQUENCE	INJURY	SERVICE INTERRUPT	ENVIRONMENT	FINANCE	REPUTATION
Insignificant	Nil	< 4 hours	Nil	< \$20k	Nil
Minor	First Aid	Up to 1 day	Minor short term	\$20k - \$100k	Minor Media
Moderate	Medical Treatment	1 day – 1 week	Wide short term	\$101k-\$500k	Moderate Media
Major	Disability	1 week – 1 month	Wide long term	\$501K - \$1M	High Media
Catastrophic	Fatality	More than 1 Month	Irreversible long term	> \$1M	Inquiry

RISK RATING

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2022/2023)

**Project
Number**
(Please complete if
you know project ID)

362289

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

Heaslip Road Bike Path

RESPONSIBLE GENERAL
MANAGER:

Richard Dodson

PROJECT MANAGER:
(Staff member responsible for
delivering the project outcomes)

Jason Norman

BUSINESS UNIT

Infrastructure and Environment

Which **STRATEGIC
MANAGEMENT PLAN**
Objective does the project
contribute to?

Goal 2 Objective 2.1 Continuous improvement of community wellbeing

1. SCOPE AND OBJECTIVES OF THE PROJECT

PROJECT TYPE:

Capital Project

NATURE OF EXPENDITURE:

Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

New or upgraded assets

WHY DO WE NEED:

Elected Member initiative

Dutton ☐ Light ☐ Laucke ☐ Mudla Wirra ☒

WARD :

If the project is in more than one Ward, please provide % allocation:

Enter % details if applicable

2. PROJECT DELIVERABLES

- What value and benefits will the Council derive?
- What Business Process/Service Standard Improvements will result?
- Is there any future operational saving from the Project?
- What is its relevance to the Council's Ratepayers and Residents?

To provide a shared cycle and pedestrian path from Gawler River Road to the Council boundary on Heaslip Road. The path would create an alternative transport link for locals to the Angle Vale township as well as the future linear green belt that will follow the Gawler River.

It will also increase local and tourist access and to the laminated heritage wooden bridge over the Gawler River which is one of the remaining surviving bridges of its type in Australia.

Increasing recreational participation in the area is also likely to reduce vandalism and graffiti that is currently evident at the bridge.

There is a high likelihood that the nearby Trinity College students would also use it to commute to school.

3a FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- Will internal resources (staff / IT /HR / procurement / WHS) be required to deliver the project OR will external contractors / consultants be engaged to deliver the project?
- If internal resources are required, have you secured support from the relevant Department to this deliver this business case?
- How much contingency do you need to build in to the project?

TIMELINES

- What are the timelines e.g. one quarter, one year, multiple years?
- If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.
- If the project is approved by the Council, when is the project expected to commence & complete?

This project will be delivered via the use of internal staff and contractors. Contractors will mainly be used for palm pruning work and internal staff for improvements and treatments to the road verge understorey.

3b PROJECT FINANCE & COST ESTIMATE (excluding GST)

- Please provide a breakdown of the project income and expenditure in **Table 1** below
- If delivery of the Project spans multiple financial years, please allocate the total project budget to the respective years
- If the project is on-going, **i.e. an introduction of a new service**, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter as negative)					
Grants – Federal					
Grants – State					
General Rates Revenue	-\$120,000				-\$120,000
Community Contribution					
Reserve Funds					
Others (please specify)					
Total Income	-\$120,000				-\$120,000
Expenses					
Capital Project Expenditure					

Renewal/Replacement					
Labour (internal staff)					
Contractors/materials					
New/Upgrade					
Labour (internal staff)	\$40,000				\$40,000
Loan Interest					
Contractors/materials	\$80,000				\$80,000
Operating Project Expenditure					
Labour (internal staff)					
Contractors/materials					
Total Expenses	\$120,000				\$120,000
Future Operational Expenses					
Labour					
Contractors/materials					
Depreciation (cost / useful life)		\$5,000	\$5,000	\$5,000	\$15,000
Utilities					
Future Operational Savings					
Labour					
Contractors/materials					
Depreciation					
Utilities					
Future operational expenses & savings to be included in Recurrent Operating Budget	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

3c PLEASE EXPLAIN HOW THE BUDGET WAS ESTIMATED (contact Finance for assistance)

Budget has been based on current contract rates and current internal plant and labour costs using the same estimating principles as other components of the Accelerated Infrastructure Program.

4. KEY ASSUMPTIONS

- Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.

Assumptions are based on similar works currently being undertaken within the Council area.

5. RISK MANAGEMENT

- What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?
- How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix
- Are there any constraints/other expectations that will impact on the delivery of the project outcome? For example, pending grants application.

Key risks is being able to fit the path in with the remaining road corridor on the eastern side.

No reputational or political risks are envisaged from these work.

6. LINKS AND DEPENDENCIES

- What links exist between your project and other projects?
- Are you dependent upon another project finishing before yours can start?
- Does the project require close working relationships with other staff of the Council or external partners?

N/A

7. ADDITIONAL INFORMATION

The following supporting information is attached to support this Business Case and assist decision making by the GM group and the Elected Members. (Please select as appropriate).

- ☐ Detailed costing's for the project.
- ☐ I& extracts
Risk Plans
- ☐ Research/feasibility reports
- ☐ Sketches, site plans, maps

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF

Jason Norman, Operations Manager

(Insert name & title of Project Owner who prepared the business case)

7/3/2019

(Date)

Supported by

Richard Dodson, General Manager, Infrastructure & Environment

(Insert name & title of relevant General Manager)

7/3/2019

(Date)

2. GENERAL MANAGERS GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

☐

APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:

☐

2019/2020 Budget – Year 1

☐

2020/2021 Budget – Year 2

☐

2021/2022 Budget – Year 3

☐

2022/2023 Budget – Year 4

☐

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

The Business Case should demonstrate that the project;

- ✓ meets Council's Strategic Objectives and business needs;
- ✓ contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;
- ✓ is feasible and achievable in the time allowed;
- ✓ has been chosen after exploring risk and other options; and
- ✓ will deliver clear benefits and/or provide value for money.

4. CHECKLIST

Is the Strategic Business Case made?

- ✓ Does the project meet a business need?
- ✓ Is it affordable and achievable and are sufficient resources identified?
- ✓ Is there a clear project scope?
- ✓ Have we explored enough options?
- ✓ Have we sought advice from everyone we need to?
- ✓ Do we have support from stakeholders within the Council and outside?
- ✓ Do we know the major risks?
- ✓ Have detailed costs been agreed with Finance Department?

APPENDIX 1: RISK ASSESSMENT MATRIX

LIKELIHOOD RATING

LIKELIHOOD	DESCRIPTION	PROBABILITY OF OCCURENCE
Rare	May occur in rare circumstances	More than 20 years
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CONSEQUENCE RATING

CONSEQUENCE	INJURY	SERVICE INTERRUPT	ENVIRONMENT	FINANCE	REPUTATION
Insignificant	Nil	< 4 hours	Nil	< \$20k	Nil
Minor	First Aid	Up to 1 day	Minor short term	\$20k - \$100k	Minor Media
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Major	Disability	1 week – 1 month	Wide long term	\$501K - \$1M	High Media
Catastrophic	Fatality	More than 1 Month	Irreversible long term	> \$1M	Inquiry

RISK RATING

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2022/2023)

**Project
Number**
(Please complete if
you know project ID)

364127

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

Cemetery Management Plan and Budget 2020-2023

RESPONSIBLE GENERAL
MANAGER:

Richard Michael

PROJECT MANAGER:
(Staff member who delivers the
project outcomes)

Valda Baker-Wells

BUSINESS UNIT

Governance and Business & Finance

Which **STRATEGIC
MANAGEMENT PLAN**
Outcomes does the
Project Contribute to?

Goal 10 Outcome 1: Responsibly manage, maintain and improve the assets and services delivered to the community through evaluation and enhancement.

1. SCOPE AND OBJECTIVES OF THE PROJECT:

PROJECT TYPE:

Capital and Operating

NATURE OF EXPENDITURE:

Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

Renewal and Upgrade of Assets

WHY DO WE NEED:

To support Council's Plans, Policies or Strategies

WARD :

Dutton ☒ Light ☒ Laucke ☒ Mudla Wirra ☒

If the project is in more than one Ward, please provide % allocation:

Dutton	11%
Light	45%
Laucke	11%
Mudla Wirra	33%

2. PROJECT DELIVERABLES

- *What value and benefits will the Council derive?*
- *What Business Process/Service Standard Improvements will result?*
- *Is there any future operational saving from the Project?*
- *What is its relevance to the Council's Ratepayers and Residents?*

Refer to revised Draft Cemetery Management Plan and Budget 2020-2023.

In order to complete the Draft Cemetery Management Plan and Budget document, further site mapping, cemetery designs and survey set out for future plots of Council's cemeteries are required.

This will provide a clear snapshot of Council's position and future management, particularly taking into account population expansion within specific regions i.e. Roseworthy.

The cemetery mapping will also provide valuable administration information with regard to future site locations and layout. The information will assist the public with the available information providing easy navigation to relevant sites within all cemeteries which currently is not available.

3.A FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- *Are Internal Resources (staff/IT/HR/Procurement/OHS) required to deliver the Project OR external contractors/consultants will be engaged to deliver the project?*
- *If Internal Resources required, have you secured support from relevant Council Departments/Divisions to this business case?*
- *How much contingency do you need to build in to the project?*

TIMELINES

- *What are the timelines e.g. one quarter, one year, multiple years?*
- *If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.*
- *If the project is approved by the Council, when is the project expected to commence & complete?*

Details included in Draft Cemetery Management Plan and Budget 2020-2023

3.B PROJECT FINANCE & COST ESTIMATE: (Excluding GST)

- *Please provide a breakdown of the Project Income and Expenditure in the table 1 below*
- *If the delivery of the Project will span multiple financial years, please allocate the total project budget to the respective years*
- *If the project is an on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget*

For Project expenses in the 2019/20 year –

\$26,200 is budgeted to complete the remaining 7 cemeteries with site mapping, cemetery designing and survey set outs for future burial plots. This will enable the Cemetery Management Plan document to be completed with a complete assessment for future planning and management of all of Council's cemeteries with surveyed mapping, identifying numbering of all physical allotments on ground which will be invaluable for administration of interments and allocation of interment rights.

\$2,000 for structural engineering assessment of the Chapel building currently is identified as a site risk with the invasion of pigeons causing major damage and collapse of the timber roof lining caused by pigeon faeces. An assessment of the viability of this building will also assess its potential with regard to any future renovation of the Kangaroo Flat cemetery with regard to using the site for future interments due to the Roseworthy expansion.

All Capital expenses for the four years aim to allocate adequate funds for required expansion to the current layout of the cemetery as they reach capacity. I.e.; Grassed Beam for Kapunda Cemetery, possible Land Acquisition for the expansion of the Kapunda Cemetery.

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter as negative)					
Grants – Federal					
Grants – State					
General Rates Revenue					
Community Contribution					
Reserve Funds					
Others (please specify)					
Total Income					
Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (internal staff)					
Contractors/materials = C	31,500	30,500	44,000	35,000	
New/Upgrade					
Labour (internal staff)					
Loan Interest					
Contractors/materials					
Operating Project Expenditure					
Labour (internal staff)					
Contractors/materials = P	28,200		7,300	18,700	
Total Expenses	59,700	30,500	51,300	53,700	
Future Operational Expenses					
Labour					
Contractors/materials					
Depreciation (cost / useful life)					
Utilities					
Future Operational Savings					
Labour					
Contractors/materials					
Depreciation					
Utilities					
Future operational expenses & savings to be included in Recurrent Operating Budget	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	

3.C PLEASE EXPLAINS HOW THE BUDGETS WERE ESTIMATED: *(Please contact Finance if you need assistance)*

- ☒ Based on previous averages and conservative future assumptions of interment rights versus what is currently available regarding burial and interment facilities.
- ☒ In consultation with members of the I&E and Planning staff.
- ☒ Based on advice and assumptions provided by qualified Heritage Advisors and Licensed Surveyor/Cemetery mapping companies.
- ☒ Communication with community and elected members.
- ☒ Given future development of Light Regional Council's population growth (and taking into account the aging population within our towns) the requirement to deliver community expectation and needs associated with burial and interments within our region.

4. KEY ASSUMPTIONS

- *Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.*

Details included in Draft Cemetery Management Plan and Budget 2020-2023

5. RISK MANAGEMENT

- *What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?*
- *How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix*
- *What constraints/other expectations that will impact on the delivery of the Project Outcome? For example, pending grants application.*

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

Council does not have a Cemetery Conservation Management Plan over its 9 cemeteries.

Freeling, Kapunda and Greenock Public Cemeteries are nearing capacity in their existing layout boundaries. A snapshot of Council cemetery's current situation and future projections has been undertaken within the Draft Cemetery Management Plan 2020-2023.

Future interment management and design is required to allow for expansion as our community demands grow and to address the question 'What is Council's long term management vision for its cemeteries?' Specialised services from a Licensed Surveyor/Cemetery Mapping company, Heritage Advisor and independent consultant will provide more detailed information necessary to incorporate into the planned program to mitigate this risk.

Improved and new facilities are required to meet community expectation. The desirable situation is that the annual capital works and maintenance programs need to allocate sufficient funding resources over the next four years to ensure these objectives are obtained.

6. LINKS AND DEPENDENCIES

- *What links exist between your project and other projects?*
- *Are you dependent upon another project finishing before yours can start?*
- *Does the project require close working relationships with other staff of the Council or external partners?*

Dept. Infrastructure and Environment to work plan increased maintenance and capital projects into their asset management plan.

7. ADDITIONAL INFORMATION

Following reports or supporting information have been attached to support Business Case and decision making by the GM group and the Elected Members. (please cross).

- ☒ *Detailed costing's for your project.*
- ☒ *I& Extracts*
- ☒ *Risk Plan*
- ☒ *Research/feasibility reports*
- ☒ *Sketches, site plans, maps*

Draft Cemetery Management Plan and Budget 2020-2023

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF:

Valda Baker-Wells 20/3/2019
(Insert name & title of Project Owner who prepared the business case) (Date)

Supported by

Richard Michael, General Manager Governance 20/3/2019
(Insert name & title of relevant General Manager) (Date)

2. GENERAL MANAGERS GROUP REVIEW:

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

☐ APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:

- ☐ 2019/2020 Budget – Year 1
- ☐ 2020/2021 Budget – Year 2
- ☐ 2021/2022 Budget – Year 3
- ☐ 2022/2023 Budget – Year 4

☐ NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

The Business Case should demonstrate;

- ✓ *that the project meets the Council Strategic Objectives and business needs;*
- ✓ *contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;*
- ✓ *is feasible and achievable in the time allowed;*
- ✓ *has been chosen after exploring risk and other options; and*
- ✓ *will deliver clear benefits and/or provide value for money.*

4. CHECKLIST

Is the Strategic Business Case made? Does the project appear to:

- ✓ Meet a business need?
- ✓ Affordable and achievable?
- ✓ Is there a clear project scope?
- ✓ Have we explored enough options?
- ✓ Have we sought advice from everyone we need to?
- ✓ **Do we have support from stakeholder within the Council and outside?**
- ✓ Do we know the major risks?
- ✓ Does it look achievable and are sufficient resources identified?
- ✓ **Have detailed costs been agreed with Finance Department?**

APPENDIX 1: RISK ASSESSMENT MATRIX

LIKELIHOOD RATING

LIKELIHOOD	DESCRIPTION	PROBABILITY OF OCCURENCE
Rare	May Occur in Rare circumstances	More than 20 years
Unlikely	Could Occur at some stage	Within 10-20 Years
Possible	Might Occur at some stage	Within 3-5 years
Likely	Will probably occur at most times	Within 2 years
Almost Certain	Is expected to occur at most times	Within 1 year

CONSEQUENCE RATING

CONSEQUENCE	INJURY	SERVICE INTERRUPTION	ENVIRONMENT	FINANCE	REPUTATION
Insignificant	Nil	<4 hours	Nil	<\$20k	Nil
Minor	First Aid	Up to 1 day	Minor short Term	\$20k - \$100k	Minor Media
Moderate	Medical Treatment	1 day – 1 week	Wide Short Term	\$101k-\$500k	Moderate Media
Major	disability	1 week – 1 month	Wide Long Term	\$501K - \$1M	High Media
Catastrophic	Fatality	More than 1 Month	Irreversible Long Term	>\$1M	Inquiry

RISK RATING

LIKELIHOOD	RISK RATING				
	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

C = Capital P = Project

LRC Cemetery Budget for Capital and Operating Expenses as per the Cemetery Management Plan Dated 2019 - 2024

GL Code	Estimated costs	YEAR
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BUSINESS CASE NO. 2

Kapunda

				19/20	20/21	21/22	22/23	23/24	24/25
Land acquisition subject to owner approval	C	\$30,000	1	\$30,000					
Beam - Concrete	C	\$5,000	2		\$5,000				
Beam - Soil/Edging/Grass/Irrigation	C	\$8,000	2		\$8,000				
Spoon drain-allowing 50lm teeing into existing spoon drain at \$70lm	C	\$3,500	2		\$3,500				
Memorial Garden-Move gateway, Pathways, bench around feature tree	C	\$5,000	3			\$5,000			
Trees for internal driveway.	C	\$1,000	3			\$1,000			
Removable Bollards and marker posts	C	\$3,000	3			\$3,000			
Free standing Shelter and seating	C	\$20,000	4				\$20,000		
TOTAL FOR KAPUNDA		\$75,500		\$30,000	\$16,500	\$9,000	\$20,000	\$0	\$0

Freeling

				19/20	20/21	21/22	22/23	23/24	24/25
Drainage, diversion of groundwater runoff away from gravesites i.e. Heinrich Memorial-Labour	C	\$1,500	1	\$1,500					
Freestanding Shelter	C	\$20,000	3			\$20,000			
Information Board	C	\$2,000	3		\$2,000				
Restoration of leaning Heinrich Memorial (WHS concerns) tender quotes received	P	\$18,700	4				\$18,700		
TOTAL FOR FREELING		\$42,200		\$1,500	\$2,000	\$20,000	\$18,700	\$0	\$0

					19/20	20/21	21/22	22/23	23/24	24/25
Greenock										
Site Mapping	P	\$4,900	1		\$4,900					
Cemetery design for future plots	P	\$900	1		\$900					
Survey set out for future plots	P	\$1,100	1		\$1,100					
Information Board	C	\$2,000	2			\$2,000				
Preparation of extension into vineyard area, drainage, roadways, pegging new rows, seating, landscaping	C	\$15,000	3					\$15,000		
Shelter and Seating	C	\$20,000	5						\$20,000	
Ashes interment area incorporated into future extension of cemetery	C	\$10,000	6							\$10,000
TOTAL FOR GREENOCK		\$53,900			\$6,900	\$2,000	\$0	\$15,000	\$20,000	\$10,000
Templers										
Site Mapping	P	\$3,000	1		\$3,000					
Cemetery design for future plots	P	\$300	1		\$300					
Survey set out for future plots	P	\$700	1		\$700					
Information Display Board	C	\$2,000	1			\$2,000				
Prepare Land Acquisition of adjoining land to the west of the cemetery	C	\$15,000	3				\$15,000			
Ground Penetrating Radar survey	P	\$8,500	5						\$8,500	
Identification plaques for 13 unmarked graves	C	\$200	6							\$200
Entrance upgrade, new gate	C	\$1,500	6							\$1,500
TOTAL FOR TEMPLERS		\$31,200			\$4,000	\$2,000	\$15,000	\$0	\$8,500	\$1,700
Buchfelde										
Site Mapping	P	\$2,400	1		\$2,400					
Cemetery design for future plots	P	\$300	1		\$300					
Survey set out for future plots	P	\$700	1		\$700					
Information Display Board	C	\$2,000	3			\$2,000				
Ground Penetrating Radar survey	P	\$9,600	5						\$9,600	
Planting trees/natives reserves at boundary	R		4							
TOTAL FOR BUCHFELDE		\$15,000			\$3,400	\$2,000	\$0	\$0	\$9,600	\$0

					19/20	20/21	21/22	22/23	23/24	24/25
Loos										
Site Mapping	P	\$2,300	1		\$2,300					
Cemetery design for future plots	P	\$300	1		\$300					
Survey set out for future plots	P	\$700	1		\$700					
Information Board	C	\$4,000	5			\$2,000			\$2,000	
Ground Penetrating Radar survey	P	\$9,600	5						\$9,600	
TOTAL FOR LOOS		\$16,900			\$3,300	\$2,000	\$0	\$0	\$11,600	\$0
Kangaroo Flat										
Site Mapping	P	\$2,500	1		\$2,500					
Cemetery design for future plots	P	\$300	1		\$300					
Survey set out for future plots	P	\$700	1		\$700					
Chapel building - structural engineer to assess building	P	\$2,000	1		\$2,000					
Ground Penetrating Radar survey	P	\$7,300	3				\$7,300			
Renovation of historic entrance gates, powder coat or repaint and rehang correctly	C	\$2,000	6						\$2,000	
Information Board	C	\$2,000	5			\$2,000				
TOTAL FOR KANGAROO FLAT		\$16,800			\$5,500	\$2,000	\$7,300	\$0	\$2,000	\$0
Magdala										
Site Mapping	P	\$1,900	1		\$1,900					
Cemetery design for future plots	P	\$200	1		\$200					
Survey set out for future plots	P	\$500	1		\$500					
TOTAL FOR MAGDALA		\$2,600			\$2,600	\$0	\$0	\$0	\$0	\$0
Schoenfeld										
Site Mapping	P	\$2,500	1		\$2,500					
Information Board	C	\$2,000	5			\$2,000				
Boundary fence line and entrance gate (erected after internal design and weed management complete)	C	\$3,000	6							\$3,000
TOTAL FOR SHOENFELD		\$7,500			\$2,500	\$2,000	\$0	\$0	\$0	\$3,000
TOTAL FOR CEMETERIES BUDGET		\$261,600			\$59,700	\$30,500	\$51,300	\$53,700	\$51,700	\$14,700

NEW PROJECT – BUSINESS CASE

(Four Year Program from 2019/2020 to 2022/2023)

**Project
Number**
(Please complete if
you know project ID)

364297

2019/2020



(Hint: use tab to navigate through required fields)

PART A - PROJECT DEFINITION

PROJECT NAME:

LRC Azure Public Cloud Deployment

RESPONSIBLE GENERAL
MANAGER:

June Austin

PROJECT MANAGER:
(Staff member responsible for
delivering the project outcomes)

Lara Matters

BUSINESS UNIT

Information Services

Which **STRATEGIC
MANAGEMENT PLAN**
Objective does the project
contribute to?

Goal 1 Objective 1.3 Continued efficiency improvements in service delivery

1. SCOPE AND OBJECTIVES OF THE PROJECT

PROJECT TYPE:

Operating Project

NATURE OF EXPENDITURE:

Non-Discretionary

NATURE OF ASSETS
(FOR CAPITAL PROJECTS ONLY)

New or upgraded assets

WHY DO WE NEED:

In April 2018 Council paid out the lease to buy their servers and extended the hardware maintenance for 12 months. The servers are past their 4 year life cycle and hardware maintenance cannot be further extended ie from April 2019 the servers will not be supported.
Additionally storage space is a daily issue and there is a high risk of loss of data and productivity – due to hardware failure; which does not provide effective preventative measures for disaster recovery or business continuity.

WARD :

Dutton ☐ Light ☐ Laucke ☐ Mudla Wirra ☐

2. PROJECT DELIVERABLES

- What value and benefits will the Council derive?
- What Business Process/Service Standard Improvements will result?
- Is there any future operational saving from the Project?
- What is its relevance to the Council's Ratepayers and Residents?

Key benefits of moving from on-premise to cloud computing:

1. Cost savings:

NB: For more information refer page 11 in LRC Executive Management Report Server Refresh and Cloud storage attached below.

Implementation and annual costs

Option	Description	Implement	Monthly cost	Annual Cost	Over 3 years
1.	On premise	\$20,000	\$35092*	\$421,104*	\$1,283,312*
2.	Fourier hosted managed service	\$7,120	\$26,122**	\$313,464**	\$947,512**
3.	Microsoft Azure SAAS Public Cloud	\$147,000	\$29,000	\$348,000	\$1,191,000

Budget cycle costs

Option	Description	Year 1	Year 2	Year 3	Year 4
1.	On premise	\$441,104	\$421,104	\$421,104	\$421,104
2.	Fourier hosted managed service	\$320,584	\$313,464	\$313,464	\$313,464
3.	Microsoft Azure SAAS Public Cloud	\$438,000	\$405,000	\$348,000	\$348,000

2. Improved infrastructure

- Management of a 4 year cycle of hardware is moved to industry experts with the required knowledge and skills;
- No need to guess system space and user requirements for the 4 year cycle, with the subscription model Council only pays for what is used;
- Upgrades are simpler and can be automatic; and
- The solution is readily scalable with application growth or consolidation, thus keeping LRC current.

3. Connectivity, accessibility and reporting

- Information assets are available anywhere, anytime and on any device; and
- Interactive and pro-active reporting for applications and data management.

4. Reduced risk of data loss and improved security

- Business continuity is maintained across multiple channels in the event of an emergency management response;
- Externally managed dynamic backup, recovery and restore - minimised data loss (if any); and
- Industry experts provide state-of-the-art quality and risk models (e.g. data encryption, risk profiling, up to date versioning and patching).

5. Faster deployment and control

- Council maintains control of the updating processes with internally controlled patch update advice to users.
- Cloud-based services can be deployed within just an hour or a few days rather than the weeks, months or years for on-prem.

6. Increased collaboration

Cloud computing enables employees situated in various locations to collaborate easily, by providing simultaneous syncing, working and sharing documents and records in real time.

7. Improved efficiency

- ICT capability is replaced with an innovative business focus and delivery of collaborative business solutions.
- Electricity savings
- Use of space
- Computer hardware and/or software updates.

3a FINANCIAL AND RESOURCING IMPLICATIONS

RESOURCES

- Will internal resources (staff / IT / HR / procurement / WHS) be required to deliver the project OR will external contractors / consultants be engaged to deliver the project?
- If internal resources are required, have you secured support from the relevant Department to this deliver this business case?
- How much contingency do you need to build in to the project?

TIMELINES

- What are the timelines e.g. one quarter, one year, multiple years?
- If the project is approved by the Council, Finance will request a detailed cash flow forecast for the year 1.
- If the project is approved by the Council, when is the project expected to commence & complete?

Resources

Step	Resource Type	Activities and Responsibilities
Prepare	ICT Representative (66%)	Server manifest, installation files, scripts (if any), database integrations, rollback strategy.
	Business representative (33%)	Document test cases for pre-release validation of application move.
Migrate	jt two technical resource (50%)	Deploy servers, security, storage, HA, and domain/DNS/management integration in public cloud.
	ICT Representative (50%)	Deploy application, smoke-test application functionality, remediate if necessary. Manage third party vendors and service providers.
Test	ICT Representative (50%)	Execute test plan and remediate installation. Continue testing and remediating until application passes.
	Business representative (50%)	Execute test plan and feedback issues or potential fixes to Tech SME.
Release	jt two technical resource (20%)	Complete cloud configuration, apply monitoring, release any controls on access to other production resources.
	ICT Representative (80%)	Examine application and database logs to ensure correct operation and inter-operation with existing on-premises servers.

NB: jt two will manage the transition and migration project and are committed to upskilling all members of the ICT Team in the management and maintenance of the new SAAS environment.

This will ensure that the capability level of ICT staff is proficient and effective to manage the applications, users and use of SAAS for future Council operations.

Timelines

Given the immediate need to address the infrastructure issue the sooner this project can start the better for Council. Implementation would occur over 5 months, with the level of effort being distributed as follows:

- Phase 1 – Azure foundation establishment (20 days)
- Phase 2 – Office 365 Exchange migration (15 days)
- Phase 3 – Deliver IaaS File and Print (15 days)
- Phase 4 – Migration project for IaaS MagiQ (35 days)

Other financial implications

Current budget will support the implementation costs, however, ongoing costs will need to be budgeted for regardless of Council decision between On-Premise or Cloud solution, as there is no recurrent budget for the expense.

3b PROJECT FINANCE & COST ESTIMATE (excluding GST)

- Please provide a breakdown of the project income and expenditure in **Table 1** below
- If delivery of the Project spans multiple financial years, please allocate the total project budget to the respective years
- If the project is on-going, **i.e. an introduction of a new service**, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget

TABLE 1: BUDGET BREAKDOWN \$ (total income should match with total expenses)

Description	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL PROJECT COSTS
Income (enter as negative)					
Grants – Federal					
Grants – State					
General Rates Revenue	-\$475,000	-\$293,200	-\$254,364	-\$252,491	-\$1,275,055
Community Contribution					
Reserve Funds					
Others (please specify)					
Total Income	-\$475,000	-\$293,200	-\$254,364	-\$252,491	-\$1,275,055
Expenses					
Capital Project Expenditure					
Renewal/Replacement					
Labour (internal staff)					
Contractors/materials					
New/Upgrade					
Labour (internal staff)					
Loan Interest					
Contractors/materials					
Operating Project Expenditure					
Labour (internal staff)					
Contractors/materials	\$147,000				\$147,000
Total Expenses	\$147,000				\$147,000
Future Operational Expenses					
Labour					
Contractors/materials	\$438,000	\$405,000	\$348,000	\$348,000	\$1,539,000
Depreciation (cost / useful life)					
Utilities					
Future Operational Savings					
Labour					
Contractors/materials (removal of existing server costs from LTFP)	-\$110,000	-\$111,800	-\$93,636	-\$95,509	-\$410,945
Depreciation					
Utilities					
Future operational expenses & savings to be included in Recurrent Operating Budget	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

3c PLEASE EXPLAIN HOW THE BUDGET WAS ESTIMATED (contact Finance for assistance)

Refer Appendix 2 – Executive Management Report

4. KEY ASSUMPTIONS

- Include financial and non-financial assumptions made to deal with situations where the full facts are not yet known.

5. RISK MANAGEMENT

- What are the risks associated with the current situation to the Council and the Community (Political, Reputation, Legal, Financial, Technical, and Operational)?
- How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Appendix 1 - Risk Assessment Matrix
- Are there any constraints/other expectations that will impact on the delivery of the project outcome? For example, pending grants application.

Risk	Implication
The current servers are end of life and out of warranty in April 2019	High risk of data loss. Server replacement is needed
There are no in-house skills to support the on-premise solution	High risk of increased cost to maintain managed service agreement with industry experts i.e. \$6000 more than cloud
Outdated equipment and skills, and locked in to a 4 year cycle before any improvements can be made	High risk that traditional IT management focus overwhelms ICT innovation or business focus

6. LINKS AND DEPENDENCIES

- What links exist between your project and other projects?
- Are you dependent upon another project finishing before yours can start?
- Does the project require close working relationships with other staff of the Council or external partners?

Refer Appendix 2 – Executive Management Report

7. ADDITIONAL INFORMATION

The following supporting information is attached to support this Business Case and assist decision making by the GM group and the Elected Members. (Please select as appropriate).

- ☐ Detailed costing's for the project.
- ☐ I& extracts
- ☐ Risk Plan
- ☐ Research/feasibility reports
- ☐ Sketches, site plans, maps

Refer Appendix 2 – Executive Management Report

PART B - PROJECT APPROVALS

1. PROJECT GENERATED BY STAFF

Lara Matters, Information Services Manager

(Insert name & title of Project Owner who prepared the business case)

Supported by

June Austin, General Manager - Business and Finance

(Insert name & title of relevant General Manager)

2. GENERAL MANAGERS GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

☐

APPROVED FOR CONSIDERATION BY THE COUNCIL FOR INCLUSION IN:

☐

2019/2020 Budget – Year 1

☐

2020/2021 Budget – Year 2

☐

2021/2022 Budget – Year 3

☐

2022/2023 Budget – Year 4

☐

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

3. FACTORS CONSIDERED BY GM'S GROUP IN ASSESSING THE BUSINESS CASE

The Business Case should demonstrate that the project;

- ✓ meets Council's Strategic Objectives and business needs;
- ✓ contributes towards at least one of the Strategic Outcomes, or will help us deliver on our legal or statutory commitments or will deliver a budget saving;
- ✓ is feasible and achievable in the time allowed;
- ✓ has been chosen after exploring risk and other options; and
- ✓ will deliver clear benefits and/or provide value for money.

4. CHECKLIST

Is the Strategic Business Case made?

- ✓ Does the project meet a business need?
- ✓ Is it affordable and achievable and are sufficient resources identified?
- ✓ Is there a clear project scope?
- ✓ Have we explored enough options?
- ✓ Have we sought advice from everyone we need to?
- ✓ Do we have support from stakeholders within the Council and outside?
- ✓ Do we know the major risks?
- ✓ Have detailed costs been agreed with Finance Department?

APPENDIX 1: RISK ASSESSMENT MATRIX

LIKELIHOOD RATING

LIKELIHOOD	DESCRIPTION	PROBABILITY OF OCCURENCE
Rare	May occur in rare circumstances	More than 20 years
Unlikely	Could occur at some stage	Within 10 - 20 Years
Possible	Might occur at some stage	Within 3 - 5 years
Likely	Will probably occur at most times	Within 2 years
Almost Certain	Is expected to occur at most times	Within 1 year

CONSEQUENCE RATING

CONSEQUENCE	INJURY	SERVICE INTERRUPT	ENVIRONMENT	FINANCE	REPUTATION
Insignificant	Nil	< 4 hours	Nil	< \$20k	Nil
Minor	First Aid	Up to 1 day	Minor short term	\$20k - \$100k	Minor Media
Moderate	Medical Treatment	1 day – 1 week	Wide short term	\$101k-\$500k	Moderate Media
Major	Disability	1 week – 1 month	Wide long term	\$501K - \$1M	High Media
Catastrophic	Fatality	More than 1 Month	Irreversible long term	> \$1M	Inquiry

RISK RATING

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	L	M	M	H
Possible	L	M	H	H	H
Likely	M	M	H	H	VH
Almost Certain	M	H	H	VH	VH

RISK RATING & ACTION PRIORITIES

LEVEL OF RISK	ACTION REQUIRED
Very High Risk (VH)	Immediate corrective action is required (i.e. action required NOW)
High Risk (H)	Prioritised action required (i.e. make safe and program in current/next program)
Medium Risk (M)	Planned action required (i.e. make safe and program in forward program)
Low Risk (L)	Manage by routine procedures

APPENDIX 2: Executive Management Report

Title	Server refresh options
Date	7 December 2018 – Draft 18 January 2019 – Final for sign-off from GM group 23 January 2019 – Final for review with Finance 30 January 2019 – Final updated with budget information 27 February 2019 – Additional budget savings information for sign off
Author(s)	Lara Matters, Karen White

RECOMMENDATION:

That:-

1. **Option 3 is supported to replace the server refresh and move servers and Council information assets to a public cloud (SAAS) solution**
2. **Council engage jtwo Solutions to assist in the development of the project plan**
3. **Council engage jtwo Solutions to assist in moving the ICT information environment to a SAAS environment**

BACKGROUND

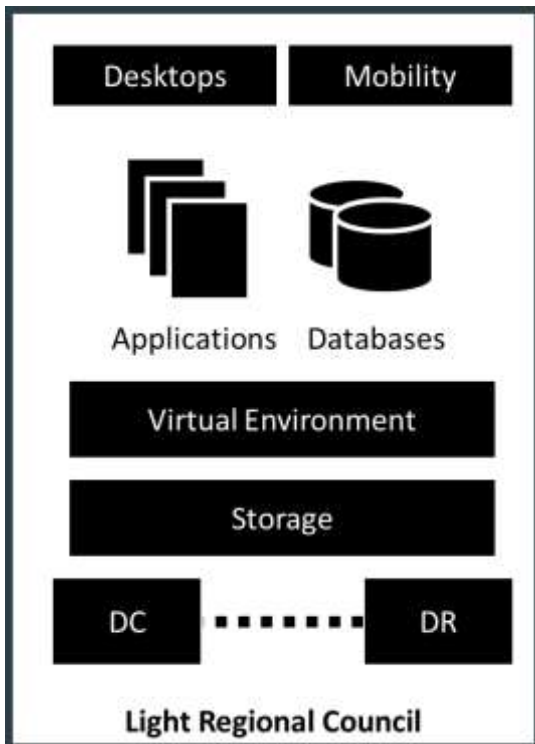
The server refresh is overdue and warranties on the ageing infrastructure have been extended to April 2019. The ICT Strategy is in progress and decisions will need to be made before December 2018 about the future direction of the ICT environment, either cloud, on premise or a hybrid solution, to ensure a smooth transition by 2019 to the new environment.

CURRENT SITUATION

The current server infrastructure environment is a contemporary on premise virtual server solution (VMWare), for most applications, with up-to-date operating systems and server applications. The solution is uncomplicated and supports Council's operations and is managed by internal resources and external partners, such as Fourier Technologies. Redundancy (back-ups) is in place but is a manual process that relies on staff being available to move back-up tapes between office locations and off-site at the Post Office. This does not support a best practice approach to data management, resiliency or disaster recovery (DR).

The servers in the Kapunda computer room are at end-of-life and Council needs to determine the most appropriate and cost effective management of information and ICT processes. There is a need to include access to data and systems to support Emergency Management Plans, business continuity and disaster recovery.

Council extended the hardware maintenance for 12 months and paid out the lease in April 2018 and now owns the servers. The servers are past the 4 year life cycle and storage space is a daily issue. Hardware maintenance cannot be further extended and there is a high risk of loss of data and productivity, due to hardware failure, if the infrastructure is not replaced by April 2019.



The predominant user software environment is the Microsoft Office suite (Outlook, Word, Excel, PowerPoint etc) for productivity and Civica Authority and Magiq Documents for business systems.

Council maintains up-to-date MS Windows operating systems and is currently running a mix of Windows 7 and Windows 10 on PCs, laptops and tablets. A recent Cyber Security audit conducted through LGRS indicated there are no critical or high risk threats to the current environment.

Access to Authority is a managed service through the Civica Cloud Services Agreement. Civica is in the process of replacing equipment for NBN connectivity between Council offices (Kapunda and Freeling) which should improve connectivity and time lag for Authority users.

Current projects include the upgrade of connectivity between offices with a Telstra Next-IP solution. This project will provide Fibre and internet access between Council offices and the Telstra Exchange and will improve network connectivity between Council locations, Kapunda Head Office and Library and Freeling offices. This project is due to be completed before the end of December 2018, will replace the current microwave connectivity and is critical for future decision-making for technology and digital solutions.

DEFINITIONS

- SAAS** means Software as a Service, is a software licensing and delivery model in which software is licensed on a subscription basis and is centrally hosted by a service provider and accessed over the intranet
- IAAS** means Infrastructure as a Service, is virtualised and scalable hardware, accessed over the internet and managed and maintained by an external supplier. The customer maintains the IT platform and applications
- PAAS** Means Platform as a Service, is the delivery of hardware and software tools that enables developers, IT administrators, and end users to manage applications over the internet

COMMENTS/DISCUSSION

In building ICT operations for the future there are a number of factors that need to be considered. The solution needs to withstand rapid technological changes and be multifaceted to support Council's decision-making. Information needs to be available, trusted and repeatable in a timely manner. This puts pressure on an ICT Team to be both operational and innovative.

There is a significant move to cloud services with organisations seeing the cloud as a modern platform that provides services for enhanced functionality and performance with expansion as needed and up-to-date information security. Research has indicated that the cloud market is growing with Amazon and Microsoft reporting growth in 2018

between 45 and 51 percent ¹.

In particular many software suppliers are moving to a SAAS subscription model. The SAAS model is useful for Council in the delivery of ICT services. It reduces the risk of cyber-attack and removes the need for internal staff to try and be multi-talented in all ICT services, such as: information security; Microsoft certifications; application specialists; database management; and user maintenance. The internal ICT skills will be redirected to more innovative and business focussed activities, like: contract management; business and data analysis; and user accessibility.

The global leaders of public SAAS and public cloud solutions are Microsoft Azure (Azure), Amazon Web Services (AWS) and Google Cloud Platform (GCP) these service providers have a strong presence in Australia, with centres in Melbourne and Sydney. The cost comparison between Azure and AWS is negligible. For Australia, data and systems are located in Sydney and Melbourne for redundancy and accessed via the internet. Google Cloud has, more recently, launched cloud services in Sydney but redundancy would be based in Sydney or offshore.

As with most organisations, Council is reliant on Microsoft Windows and the Microsoft Office suite for ICT operations and user productivity. At present Microsoft Office products are hosted on premise and licensed per device as an annual expense. Microsoft (and other applications) are moving to a monthly subscription model that is based on user access and provides each user with up to 5 licenses for fixed and mobile devices.

There are some changes in how Microsoft bundle the licensing and access to these products and any new Microsoft license purchases will, in the future, be based on the user subscription model. The user based subscription for Microsoft products is delivered in SAAS and includes access to OneDrive, a cloud based storage solution, unlimited email storage per person and a high degree of collaboration and document sharing for Council staff and external partners (Teams).

Microsoft is no longer just for PCs, it is expanding access to information across all devices, incorporating mobility and multiple device access. Microsoft has also incorporated a number of Apps to improve access to productivity tools, such as email and calendar. In addition, Microsoft is introducing collaboration tools for simultaneously sharing and updating information, documents and other digital images.

To support Council to maintain reliable and consistent access to information there are a number of foundation activities that need to be undertaken in managing information assets. Council will need to consider and develop online storage and collaboration procedures, in particular for the management of corporate records, documents and emails.

Council has cloud solutions in place with Civica for storage and access to the Authority system and data and SkyTrust for incident and hazard management. The Civica solution is delivered from a data centre in Melbourne and is a monthly fixed fee that provides Council with access to Authority specialists, increases infrastructure performance and mitigates risk to accessing information in the case of a disaster. Civica are updating the infrastructure at the Council offices to be NBN compliant which will increase speed and improve user interactions.

Currently, Council IT staff manage web and email traffic and filtering for servers and desktops using appliances such as Zscaler and TrendMicro. ICT security is a specialist role and these appliances are an inherent part of the public SAAS solution, reducing

¹ Synergy Research Group 2018

costs and risk of malicious attack and improving immediate access to information.

In order to understand the current situation and make informed decisions about future ICT for information assets, Council engaged the services of jtwo Solutions (J2)². J2 provide a strategic approach to server and network management and a roadmap to transition to the most appropriate ICT infrastructure solution, whether on premise, hybrid or cloud based.

With the implementation of the Telstra Next IP solution, Council has more options and is better placed to make informed decisions about the best possible solution for the server refresh and management of its information assets.

The options for consideration are:

1. replace current servers with an on premise solution
2. Fourier managed services for IAAS and SAAS
3. move servers and data to a public cloud solution

There is no 'do-nothing' option because the end of life of the current physical equipment places Council at risk if it is not replaced by April 2019. In addition, the imminent transition to Microsoft Office 365 as a SaaS solution will need to be considered.

A SWOT analysis was conducted for each option which indicated that a hybrid approach (SAAS and on premise) was also not viable because all IT services can move to the SAAS solution or remain on premise. The costs and financial sustainability also ruled out the hybrid solution.

² <https://jtwo.solutions/page/manifesto>

Option 1 – refresh current servers with an on premise solution

Option 1 is to continue with an on premise solution, predominantly managed by the ICT Support Team and renewal of the managed services contract with Fourier.

The infrastructure solution, as a whole including implementation labour costs, can be packaged and leased over a 4 year period. The solution will need to be specified and scaled as per year 4 storage and usage requirements to meet the needs for the term of the lease and infrastructure lifecycle. This means that Council is paying for system storage space that is not yet needed in years 1, 2 and 3. In early year 4, Council will need to commence the requirements for replacement project again, at which time additional solutions will also need be considered. In this option Council will still need to make the decision of a SAAS solution for O365, including SharePoint, email and calendar.

Analysis of option 1 (Table 1) shows that this option has a major impact on ICT staff time, skills and training needs for monitoring and maintaining the physical and virtual infrastructure environment. In addition, Microsoft O365 will need to be considered because Microsoft are moving to the subscription based SAAS model, rather than support the MS Office on premise model.

Strength <ul style="list-style-type: none">• Physical control over backup• Know where data is – keeps critical data in house. No third party has access to your information.• One-off cost• In-house monitoring and maintenance• Trusted infrastructure partnerships	Opportunity <ul style="list-style-type: none">• Staff technical training
Weakness <ul style="list-style-type: none">• Capital Investment in Hardware and Infrastructure• IT trend capability• Infrastructure specification – 4 year cycle• Needs space in the office for a rack or server room/closet• Reliance on external expertise (partner)• ICT capacity for innovation• Downtime and productivity associated with Hardware failure•	Threats <ul style="list-style-type: none">• Evolving technology• Not a robust BCP/DR – may be more susceptible to data loss/no uptime or recovery time guarantees• Security breach• O365 for documents, SharePoint online, email and calendar

Table 1 Option 1 SWOT analysis

Option 1 is user device dependent and Council information is only accessible from the Council network via PCs and laptops or tablets.

Option 2 – Fourier managed services for IAAS and SAAS

Fourier has presented a managed services proposal for IAAS and SAAS for Council infrastructure and information. Council retain ownership of the server and network equipment and Fourier provides a managed service for the infrastructure, operating environment and applications (such as Authority) off-site. Council will transition the on-premise infrastructure to Fourier's data centre and replace the managed service with Civica.

Option 2 would work well in the short term, however Council are still in the position of needing to replace hardware in 4 years. In addition, this service is not recognised by Civica and any major changes to Authority will need to be understood by Fourier staff. This is seen as a high risk.

Analysis of option 2 (Table 2) shows that this option is potentially scalable with similar services currently being provided for help desk and issue logging. This is a shared arrangement with other Councils (currently Coorong and Tumby Bay). There is, however, reliance on a single supplier for all Council ICT operations and changes in staff at Fourier or company mergers will impact service delivery and knowledge. In particular, significant changes to Authority will not be known by Fourier staff.

Strength <ul style="list-style-type: none">• Complete managed service for software and hardware• No need for onsite hardware• Trusted infrastructure partnerships• Information sharing (Authority/Microsoft)• BCP/DR (Backup and Retrieval)• Scalability• Pro-active reporting• Help desk support• ICT capacity for innovation	Opportunity <ul style="list-style-type: none">• Staff technical training• Cross skilling between Fourier and LRC staff.• Shared infrastructure with other councils – cheaper hardware
Weakness <ul style="list-style-type: none">• Data Security Model• Esp. with Authority – Software upgrades and skillset match (No formal relationship with Civica for software upgrades)• Reliant on third party – single point of failure• Capital expense as hardware is a service – 4 year cycle (IAAS)• Reliance on telecommunications• Physical control over back up	Threats <ul style="list-style-type: none">• Mergers and takeovers• Static storage availability – cost and potential for re-contract• Loss of resources and knowledge base• Penalties for moving data and systems

Table 2 Option 2 SWOT analysis

Option 2 is user device dependent and Council information is only accessible from the Council network via PCs and laptops or tablets.

Option 3 – move servers and data to a public cloud solution

Option 3 is to move the ICT server infrastructure to a public cloud SAAS solution (Figure 1). This assigns ownership and management of the server infrastructure to a cloud services provider and allows Council IT staff to be more innovative, business focussed and refocus attention on contract and access management.

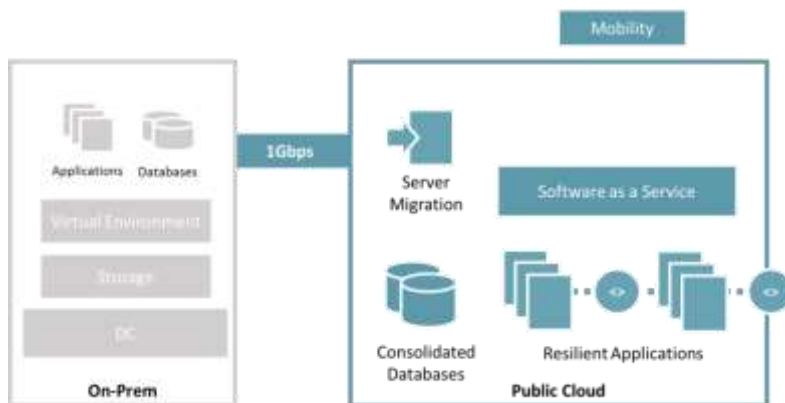


Figure 1 Transition from on premise to SAAS

This option includes: access to MS Office products; mail and calendar; shared drives; and provides flexibility and secure access to Council's information assets from anywhere, any device at any time. It does not include any current cloud solutions, such as Authority and SkyTrust. These cloud solutions will remain in place until the review of the contracts.

Microsoft changed its sales approach with the introduction of Office 365 in 2011. It abandoned the traditional one-time purchase or enterprise licensing for a regular (monthly or yearly) subscription fee. The subscription includes automatic updates, over the life of the subscription, to their respective software at no additional charge, as opposed to conventional licenses for these programs—where new versions require purchase of a new license and local implementation on the device. Since 2011, Microsoft has expanded Office 365 and included cloud-based tools, aimed at business functions, including hosted mail and calendar, Skype for Business, SharePoint Online, OneDrive and Teams.

Analysis of option 3 (Table 3) shows a reduced need to retrain IT staff with traditional IT server management skills and increases the opportunity for personal and professional growth in a modern and secure IT environment. There is reliance on internet access for communications and connectivity, however this can be across a number of channels in the event of an emergency, such as Council internet and mobile network.

<p>Strength</p> <ul style="list-style-type: none"> • No need for onsite hardware • BCP for emergency management response • Scalability • Pro-active reporting • ICT capacity for innovation • Dynamic backup and restore • Anywhere, anytime device • DR managed externally • Minimised data loss • Subscription based for users and data – only paying for what is needed • State-of-the-art quality and risk models (e.g. data encryption, risk profiling, up to date versioning and patching) • Internally controlled patch update advice 	<p>Opportunity</p> <ul style="list-style-type: none"> • Staff technical training • Shared services and information with other councils • Increase staff awareness of work environments • Creating a sharing environment • User friendly • Improved information sharing (using Teams, not email) • Single sign on - ensuring that on-boarding and decommissioning of staff on systems is controlled
<p>Weakness</p> <ul style="list-style-type: none"> • Reliance on telecommunications • Physical control over back up • Subscription based model for data costing • Single sign on • Product integration 	<p>Threats</p> <ul style="list-style-type: none"> • Rate of software change • Penalties for moving data and systems • Data Security Model • Targeted security breach

Table 3 Option 3 SWOT analysis

Option 3 is not device dependent and Council information is available on any device at any time.

RECOMMENDATION

It is recommended that that Council replace the existing end-of-life on premise solution with a transition to Microsoft Azure public cloud SAAS solution.

Option 3 is recommended for the following reasons:

- Management of a 4 year cycle of hardware is moved to industry experts with the required knowledge and skills
- ICT capability is replaced with an innovative business focus and delivery of collaborative business solutions
- Business continuity is maintained across multiple channels in the event of an emergency management response
- The solution is readily scalable with application growth or consolidation
- Interactive and pro-active reporting for applications and data management
- Externally managed dynamic backup, recovery and restore
- Information assets are available anywhere, anytime and on any device
- Minimised data loss (if any)
- No need to guess system space and user requirements for the 4 year cycle, with the subscription model Council only pays for what is used
- Industry experts provide state-of-the-art quality and risk models (e.g. data encryption, risk profiling, up to date versioning and patching)
- Council maintains control of the updating processes with internally controlled patch update advice to users

In addition, it is recommended to engage J2 Solutions as the business partner to transition from on premise computing to public cloud computing. J2 have extensive experience in the MS Azure service offerings. In the initial 12 months, J2 Solutions will value add to build capability in internal resources to manage the new environment with the required expertise and confidence.

The recommendation from J2 is a staged approach commencing early 2019 with transition of the straightforward applications to Microsoft Azure (Figure 2). Planning for the first stage would commence in February 2019 with the development of the project, training and communications plans.

The first stage is now imminent with the need to purchase a 12 month license for Trend Micro (\$4,500), email filtering by 14 March 2019. This is no longer required with the transition to Office365 in the Cloud. Research indicates that email security for Office365 has multiple mail filters with additional security provided through Exchange Online. Mail flow is managed and maintained by IT staff and individuals have further control over managing and blocking senders. This is a good starting place and, if not adequate for Council operations, we can look at cloud mail filters that integrate with Office 365 in the future.

Planning for the second stage will occur in March/April 2019. The second stage includes Magiq Documents and other business solutions. It is envisaged that the transition to Office365 and the Azure platform will be completed by 30 June 2019.

Intent	Starting Point	2019Q3	2019Q4
On-Premises The application is delivered on servers on-premises	Active Directory▼ File & Print▼ MagiQ▼ MapInfo Exponare▼ Microsoft Exchange▼ Microsoft Office▼ Mitel Phone Manager▼ SharePoint▼ 8 apps		
SaaS Software is delivered as a service	Authority▼ 1 apps	File & Print▼ Microsoft Exchange▼ Microsoft Office▼ SharePoint▼ 4 apps	
IaaS Software is delivered in public cloud or managed datacentre on servers		Active Directory▼ 1 apps	MagiQ▼ MapInfo Exponare▼ 2 apps
Retire The software is or will be retired			
Decommission List		Servers	Servers

Figure 2 Transition Plan moving from on premise to SAAS (to be completed by 30 June 2019)

INDICATIVE COSTINGS

Based on past expenditure, Table 4 is a cost comparison of the implementation and ongoing costs for the 3 options. It is difficult to reconcile actual spend and 2017/18 budget allocations because the server lease arrangement expired in April 2018 (Appendix A). The licenses and leasing operating expenses are based on the average operating costs in the relevant cost centres over a 3-4 year period.

- MS Office desktop (will be replaced with O365 subscription)
- Server lease (2013-2017)
- MS Server licenses (will be replaced with MS Azure subscription)

The current operating expenses were provided to J2 Solutions to calculate a comparison between on premise and cloud solutions. Without including the added benefits of staff training and knowledge, savings in the vicinity of \$35k per annum have been identified from FY2020 (Figure 4).

The costings table does not include existing charges for ICT solutions that are not transitioning to Microsoft Azure, such as Library (1LMS), SkyTrust, Mitel PABX and email management appliances. This table does include existing charges for Authority managed server to ensure figures align. These charges are ongoing for the life cycle of the respective contracts, however there is a high probability that the email management appliance will not be required with Exchange online.

Option	Description	Implement	Monthly cost	Annual Cost	Over 3 years
4.	On premise	\$20,000	\$35092*	\$421,104*	\$1,283,312*
5.	Fourier hosted managed service	\$7,120	\$26,122**	\$313,464**	\$947,512**
6.	Microsoft Azure SAAS Public Cloud	\$147,000	\$29,000	\$348,000	\$1,191,000

Table 4 Costings table, Implementation and annual costs

Operating expenses

- *Licenses and leasing \$18,290/month ex GST
- *Authority Managed Server \$15,256/month ex GST
- *Fourier managed services \$1,546/month ex GST

- **Licenses and leasing \$18,290/month ex GST
- **Fourier managed services \$7,100/month ex GST (averaged over 3 years)

Option	Description	Year 1	Year 2	Year 3	Year 4
4.	On premise	\$441,104	\$421,104	\$421,104	\$421,104
5.	Fourier hosted managed service	\$320,584	\$313,464	\$313,464	\$313,464
6.	Microsoft Azure SAAS Public Cloud	\$438,000	\$405,000	\$348,000	\$348,000

Table 5 Budget cycle costs

Table 5 is the indicative annual budget requirement for the financial 4 year planning cycle. The costings are based on current and actual budget.

Figure 3 includes the actual spend for the current on premise solution with the estimated implementation costs. The refresh model for on premise is to ensure storage and productivity are still optimum in the 4th year of the cycle. The impact is a flat spend for the period.



Figure 3 Projected costs for on-premise 4 year cycle

In comparison the costs, over the same period, for the SAAS solution, including implementation, are projected to reduce with annual savings, commencing 2020, in the vicinity of \$35-50k per annum (Figure 4).

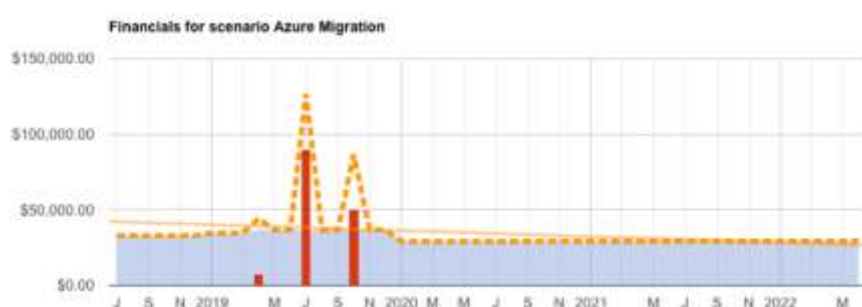


Figure 4 Projected costs and savings for SAAS solution

FINANCIAL/BUDGET IMPLICATIONS

Costs	Year 1	Year 2	Year 3	Year 4
Lease	\$0	\$0	\$0	\$0
Purchase	\$0	\$0	\$0	\$0
Setup/Labour	\$147,000	\$0	\$0	\$0
Subscription	\$87,000*	\$348,000	\$348,000	\$348,000

Table 6 Budget allocations

- *year 1 subscription = 3 months

Savings, in the vicinity of \$160,000 (Table 7), have been identified in the current FY 18/19 Information Technology budget (01380). Some of the savings had already been allocated to the infrastructure replacement program and other savings are projects that are not being completed in this FY and will no longer be required. The current on-premise MS Office licencing will be replaced with the Office 365 subscriptions, having no impact on the budget allocations.

Budgeting Level	YTD Actual + O/C	Commitments	YTD Total	Budget inc O/C	Identified Savings
01380.0521.520 Lease Payments	\$1,224	\$ -	\$1,224	\$25,500	\$24,276
01380.0526.520 Lease Payments	\$ -	\$ -	\$ -	\$20,400	\$20,400

Budgeting Level	YTD Actual + O/C	Commitments	YTD Total	Budget inc O/C	Identified Savings
01380.3503.303 IT Support Services	\$9,276	\$7,619	\$16,895	\$63,719	\$46,824
01380.3503.502 Consultants - IT	\$70	\$ -	\$70	\$21,684	\$21,614
01380.3504.303 IT Support Services	\$3,926	\$500	\$4,426	\$19,890	\$15,465
05260.0250.348 Software Licence Fees and Support	\$ -	\$3,950	\$3,950	\$37,000	\$33,050
Total	\$14,495	\$12,069	\$26,564	\$188,193	\$161,629

Table 7 FY18/19 identified savings

COMMUNICATION (INTERNAL TO LRC)

- ICT Team
- General Manager, Business and Finance

CONSULTATION (EXTERNAL TO LRC)

- ICT Team – *Town of Gawler*
- Peter Bensch – *Fourier Pty Ltd*
- Daryl Knight, Jason Isitt – *J2 Solutions*
- Peter Murchland – *Interface Consultants*

RISK IMPLICATIONS

Risk	Implication
The current servers are end of life and out of warranty in April 2019	Server replacement is needed
There are no inhouse skills to support the on-premise solution	Maintain managed service agreement with industry experts
ICT Strategy (draft) recommends to research and appraise the suitability of on premise, hosted and cloud solutions	Completed and decision to be made by December 2018
Outdated equipment and skills and locked in to a 4 year cycle before any improvements can be made	Traditional IT management focus overwhelms ICT innovation or business focus

Appendix A

Ledger Account	Account Group	Account Description	Date	Total Value	Account Name	Transaction Description (Analysis)	Sub total
01380.35 03.348	Network Services Maint/Support	Software Licence Fees and Support	21/08/2017	1483.1	SecureWare Unit Trust	cyber security	\$5,141.27
01380.35 03.348	Network Services Maint/Support	Software Licence Fees and Support	21/08/2017	3658.17	SecureWare Unit Trust	cyber security	
01380.35 03.348	Network Services Maint/Support	Software Licence Fees and Support	22/08/2017	448	Net Communications Pty Ltd	License fees	\$11,283.00
01380.35 03.348	Network Services Maint/Support	Software Licence Fees and Support	27/02/2018	390	Net Communications Pty Ltd	License fees	
01380.35 03.348	Network Services Maint/Support	Software Licence Fees and Support	27/02/2018	2160	Net Communications Pty Ltd	License fees	
01380.35 03.348	Network Services Maint/Support	Software Licence Fees and Support	21/08/2017	375	Loftus Computing Services Pty	License fees	
01380.35 03.348	Network Services Maint/Support	Software Licence Fees and Support	21/08/2017	462.5	Loftus Computing Services Pty	License fees	
01380.35 03.348	Network Services Maint/Support	Software Licence Fees and Support	30/10/2017	1765	Loftus Computing Services Pty	License fees	
01380.35 03.348	Network Services Maint/Support	Software Licence Fees and Support	30/06/2018	4812.5	Software Licence Fees and Supp	License fees	
01380.05 21.520	Servers/Network Equipment	Lease Payments	10/10/2017	870	Loftus Computing Services Pty	License fees	
01380.05 21.520	Servers/Network Equipment	Lease Payments	03/01/2018	5955.68	HP lease	Server lease	\$13,735.68
01380.05 21.520	Servers/Network Equipment	Lease Payments	30/10/2017	3890	Net Communications Pty Ltd	Server lease	
01380.05 21.520	Servers/Network Equipment	Lease Payments	30/10/2017	3890	Net Communications Pty Ltd	Server lease	
01380.35 03.303	Network Services Maint/Support	IT Support Services	03/07/2017	1546	Fourier ITC Pty Ltd	Server maintenance	\$20,249.40
01380.35 03.303	Network Services Maint/Support	IT Support Services	02/08/2017	1546	Fourier ITC Pty Ltd	Server maintenance	

01380.35 03.303	Network Services Maint/Support	IT Support Services	01/09/ 2017	1546	Fourier ITC Pty Ltd	Server maintenance	
01380.35 03.303	Network Services Maint/Support	IT Support Services	04/10/ 2017	1546	Fourier ITC Pty Ltd	Server maintenance	
01380.35 03.303	Network Services Maint/Support	IT Support Services	01/11/ 2017	1546	Fourier ITC Pty Ltd	Server maintenance	
01380.35 03.303	Network Services Maint/Support	IT Support Services	01/12/ 2017	1546	Fourier ITC Pty Ltd	Server maintenance	
01380.35 03.303	Network Services Maint/Support	IT Support Services	03/01/ 2018	1546	Fourier ITC Pty Ltd	Server maintenance	
01380.35 03.303	Network Services Maint/Support	IT Support Services	01/02/ 2018	1546	Fourier ITC Pty Ltd	Server maintenance	
01380.35 03.303	Network Services Maint/Support	IT Support Services	01/03/ 2018	1546	Fourier ITC Pty Ltd	Server maintenance	
01380.35 03.303	Network Services Maint/Support	IT Support Services	01/04/ 2018	1697. 4	Fourier ITC Pty Ltd	Server maintenance	
01380.35 03.303	Network Services Maint/Support	IT Support Services	03/04/ 2018	1546	Fourier ITC Pty Ltd	Server maintenance	
01380.35 03.303	Network Services Maint/Support	IT Support Services	01/05/ 2018	1546	Fourier ITC Pty Ltd	Server maintenance	
01380.05 21.520	Servers/Netw ork Equipment	Lease Payments	01/06/ 2018	1546	Fourier ITC Pty Ltd	Server maintenance	
		Actual		50409 .35			\$50,409. 35

BUSINESS CASE EXECUTIVE SUMMARY 2020-2023

Magiq Doc ID	Strategic Objective	Project Name	Project Type	Asset Type (Capital Project Only)	Project Deliverables	Project Cost	FOUR YEAR PROGRAM					Year 1	Year 2	Year 3	Year 4	Funding Type	
							Grant	Borrowings	Rates	Internal Labour	Additional Revenue	Total	2019-20	2020-21	2021-22		2022-23
354350	Goal 1 Objective 1.3 Continued efficiency improvements in service delivery Goal 3 Objective 3.1 Support local agricultural and tourism industries as well as well as manufacturing and small business	Kapunda LoRaWAN Gateway & IoT Sensors To be incorporated into the ICT Strategy developed by Karen White and Lara Matters (ICT presentation at Budget Workshop 9 April 2019) as part of a broader ICT implementation and update budget. Upskilling of IT resources will be required to enable internal management of future infrastructure upgrades. Total project cost is \$20,000 of which \$5,000 is comprised of existing internal labour.	Capital	New or Upgraded Assets	The project deliverables will be a Long Range Wide Area Network (LoRaWAN) Gateway located centrally in Kapunda that can receive remote Internet of Things (IoT) sensor data within a long range radius (e.g. up to 7km), with the data stored in a web platform which can be analysed by staff or potentially made available publically (in close to real time). The proposal is to engage Meeta or the University of Adelaide to work with Council’s IT Team to supply, install, configure and commission the LoRaWAN Gateway infrastructure. This gateway could be installed at the Kapunda Main Office or the Kapunda Town Square, with the Main Office being the likely location.	15,000			15,000				15,000				Rates and internal labour
359736	Goal 2 Objective 2.4 Improved communication with stakeholders	LRC Corporate Style Guide High Priority. Develop corporate documents, templates, professional style guides. Total project cost is \$26,000 of which \$6,000 is comprised of existing internal labour.	Operating		To provide guidance for the way the LRC brand should be presented from both a graphic and language perspective, whether for general or specific publication. The Corporate Style Guide is the roadmap and ensures the corporate style is professional, cohesive, consistent, and recognisable.	20,000			20,000				20,000				Rates and internal labour
360348	Goal 2 Objective 2.2 Continuous improvement of community facilities	Kapunda Bowling Club On Road Parking Elected Member initiative. Total project cost is \$53,200 of which \$15,000 is comprised of existing internal labour.	Capital	New or Upgraded Assets	Elected Member initiative The project aims to deliver an indented parking area and a sealed footpath on Montefiore Street at Kapunda immediately adjacent the Kapunda Bowling Club. By indenting the car parking will allow people who find it difficult to get into and out of a parked car quickly greater room to do so as the vehicle will not encroach on the through traffic lane. Currently there is approximately 3.5m of verge area and the intention is to utilise 1.5m of this for the parking. The remaining 2m would be block paved.	32,500			32,500				32,500				Rates and internal labour
			Operating		Depreciation	5,700			5,700			5,700	-	1,900	1,900	1,900	
360776	Goal 2 Community Health and Wellbeing	Review of Regional Public Health Plan Legislative requirement. Provide an additional \$10,000 of Contractor expense budget in the recurrent budget every 5 years. Total project cost is \$15,000 of which \$5,000 is comprised of existing internal labour.	Operating		Compliance with legislative requirements/changes. The current Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan dates back to July 2014. This document was produced through a collaborative project involving the Town of Gawler, The Barossa Council, Adelaide Plains Council and Light Regional Council with assistance from a consultant. Section 51(19) of the SA Public Health Act, 2011 requires that a “regional public health plan must be reviewed at least once in every 5 years”, which becomes due from July 2019.	10,000			10,000				10,000				Rates and internal labour
360831	Goal 2 Community Health and Wellbeing	Reproduction of the Kapunda Mural Elected Member initiative. Total project cost is \$7,000 of which \$2,000 is comprised of existing internal labour.	Operating		Elected Member initiative This project involves the re-production and installation of The Kapunda Mural which was formerly located on the IGA Supermarket on the corner of Main & Crase Streets, Kapunda. This business case is for the Council to cover the cost of the materials required to re-create the mural on a longer lasting backing (marine ply).	5,000			5,000				5,000				Rates and in-kind community support
360870	Goal 3 Outcome 2: Demonstrate strong leadership working with and for the community	Fencing for Unsafe Structures This item is a compliance matter and should form part of the annual recurrent budget.	Operating		Provides a budget amount for the provision of temporary fencing to protect the community from buildings etc. that are deemed unsafe.	20,000			20,000				5,000	5,000	5,000	5,000	Rates
360871	Goal 3 Industry, Innovation & Infrastructure	Planner 2019 and beyond Workforce Planning	Salaries		Employ a fulltime planning officer for a period of 3 years from 1 August 2019 to 1 August 2022 with potential to extend this role where new allotment growth continues.	407,078			407,078				98,325	100,586	102,900	105,267	Rates
360876	Goal 2 Objective 2.2 Continuous improvement of community facilities	LRC Public Art Strategy Elected Member initiative.	Operating		Elected Member initiative It is considered that now (or soon) might be the right time for Light Regional Council to develop a strategy for public art across its entire area. The development of a Public Art Strategy would identify potential projects across the whole Council region and not just townships, areas or Wards where influential Stakeholders may have an interest. Such projects are expected to include silo art, wall murals, sculptures, etc., whereby the strategy would estimate approximate costs and suggest funding/delivery options for Council, community and private sector consideration. This would enable greater focus and direction for the community in marshalling volunteers and funds to help activate works. the document would also be a critical reference for any grant funding applications that might deliver outcomes at a State or Federal level.	12,000			12,000				12,000				Rates

BUSINESS CASE EXECUTIVE SUMMARY 2020-2023

Magiq Doc ID	Strategic Objective	Project Name	Project Type	Asset Type (Capital Project Only)	Project Deliverables	Project Cost	FOUR YEAR PROGRAM					Year 1	Year 2	Year 3	Year 4	Funding Type	
							Grant	Borrowings	Rates	Internal Labour	Additional Revenue	Total	2019-20	2020-21	2021-22		2022-23
361020	Goal 1 Objective 1.3 Continued efficiency improvements in service delivery Goal 1 Objective 1.4 Appropriate allocation of resources to areas of priority need	Property and Contracts Officer Workforce Planning	Salaries		With the realignment of departments and duties to relevant officers as necessary in the past few years, the Property and Facilities portfolio has seen an increased variety of duties. The realignment makes sense in the bigger picture however we have come to realise that resources need to be aligned with the volume and diversity of tasks. Currently tasks are either not being completed in a timely manner nor completed in full to the high standard of detail that may be necessary. Improvements to the portfolio have been recognised for implementation in response to auditor recommendations, customer feedback (internal and external) and self-evaluation with a view towards providing quality property functions for all Council needs.	310,433			223,933		86,500	310,433	54,923	66,266	88,283	100,961	Rates and additional revenue
361108	Goal 1 Objective 1.4 Appropriate allocation of resources to areas of priority need Goal 2 Objective 2.1 Continuous improvement of community wellbeing Goal 2 Objective 2.2 Continuous improvement of community facilities	Open Space Review Elected Member initiative.	Capital	New or Upgraded Assets	Elected Member initiative The project is for the Engagement of a Consultant to undertake a review of Council's parks and gardens at the major townships/areas with a view to determining future needs such as the addition of park furniture and structures, placement, site security, community wellbeing, encouragement of use of the site for local community, tourism etc.	105,000			105,000			105,000	-	35,000	35,000	35,000	Rates
			Operating		Open Space Review report	59,750			59,750			59,750	50,000	3,250	3,250	3,250	
361367	Goal 1 Objective 1.2 Resolving the asset renewal gap to attain asset sustainability for agreed service levels Goal 2 Objective 2.1 Continuous improvement of community wellbeing Goal 2 Objective 2.2 Continuous improvement of community facilities	Freeling Skate Park FAMPC Entrance Elected Member initiative.	Capital	New or Upgraded Assets	Elected Member initiative. The area immediately behind the Freeling Skate Park has recently been developed into a multi-million dollar Agricultural Multipurpose Centre (Ag Centre), including, but not limited to, indoor basketball courts, gymnasium and football change-rooms. This modern development includes a large car park for visitors to the Ag Centre. Strategically positioned as the first focal point of the entrance to the new Ag Centre and Recreation Park entrance (Cherry Street) in the north/west corner of the allotment is the Freeling Skate Park, an out of date and unsafe attraction for local and visiting youth. Ratepayers have voiced their concern over the condition of the skate park and the potential for children to be injured whilst using the facility. Being a council asset, the skate park has been continually repaired over the years from general wear and tear, vandalism and now as the life of the materials are past their use by date, some of the skate ramps have been removed	300,000	150,000	150,000		300,000	300,000					Rates and grants	
			Operating		Depreciation	8,880			8,880			8,880		2,960	2,960	2,960	Rates
361623	Goal 1 Objective 1.3 Continued efficiency improvements in service delivery	Provision of Asset Management Solution To be incorporated into the ICT Strategy developed by Karen White and Lara Matters (ICT presentation at Budget Workshop 9 April 2019) as part of a broader ICT implementation and update budget.	Operating		Council's current Asset management System, Conquest, licensing arrangement will expire on 22 March 2020. This system forms part of Council's critical software infrastructure and performs an important role for the organisation assisting with prompt customer service, delivering business efficiencies by way of digitalising asset data, asset condition analysis and reporting.	60,806			60,806			60,806	63,503	- 697	- 1,000	- 1,000	Rates and future operational savings
361729	Goal 4 Objective 4.4 Improved roadside vegetation management	Restoration of Grassland Based Rural Road Verges	Operating		There is a need to develop a series of practical strategies or techniques which will allow landowners to control weeds without harming native vegetation. These techniques may involve the use of selective herbicides, use of other techniques such as slashing or mowing or even in some cases doing nothing as the pest plants may only exist for a short period due to certain environmental factors and not become established. The Adelaide and Mount Lofty Ranges Natural Resources Management Board will be leading this project and will be partnering with the Freeling Agricultural Bureau and also local agricultural consulting company Rural Directions to establish test sites to trial different management techniques. Light Regional Council will provide funding to the AMLRN to undertake all field trials and produce a final report outlining recommendations for improved management practices.	45,000			45,000			45,000	15,000	15,000	15,000		Rates
361732	Goal 1 Objective 1.4 Appropriate allocation of resources to areas of priority need	Seppeltsfield Road Tree and Verge Management High Priority. Increased service levels aligned to tourism strategy. Recurs every 3 years.	Operating		Seppeltsfield Road through the hamlets of Marananga and Seppeltsfield is lined with around 500 State Heritage listed date palm trees. These trees were planted in the 1930's by workers of Seppeltsfield Winery and have become an iconic symbol of the area. The trees and associated landscapes feature on many tourism brochures and websites. In order for Council to maintain this iconic area it needs to undertake regular pruning which requires specialised equipment skills. Unfortunately the funds required to undertake this far exceed the current annual budgetary allocation and as such other areas of Council's tree management program are not being met. These areas include rural roads where modern farm machinery struggles to manoeuvre through. As such a dedicated management plan tailored for the palms is considered necessary.	124,600			124,600			124,600	60,000	-	-	64,600	Rates

APPENDIX COUNCIL 11.7T-26MARCH2019
PAGE 2
AGENDA ITEM COUNCIL 11.7

BUSINESS CASE EXECUTIVE SUMMARY 2020-2023

Magiq Doc ID	Strategic Objective	Project Name	Project Type	Asset Type (Capital Project Only)	Project Deliverables	Project Cost	FOUR YEAR PROGRAM					Year 1	Year 2	Year 3	Year 4	Funding Type	
							Grant	Borrowings	Rates	Internal Labour	Additional Revenue	Total	2019-20	2020-21	2021-22		2022-23
361759	Goal 1 Objective 1.2 Resolving the asset renewal gap to attain asset sustainability for agreed service levels Goal 2 Objective 2.2 Continuous improvement of community facilities Goal 1 Objective 1.5 Minimise energy and natural resource use	Thomson Building Solar High Priority. Ongoing net positive value realised beyond year 4.	Capital	New or Upgraded Assets	The Thomson Building is the Visitor Information Centre, Kapunda Library, hosts the Kidman Collection, provides Light Regional Council Customer Service and is open every day of the year (except Christmas Day and Good Friday). The building was ear marked for a solar power project to reduce energy consumption and offset some of the power costs. Solar panels to fit the size of the building that would be suitable from a Heritage perspective would provide an approx. 6-8kW system. The roof of the Thomson Building can accommodate approximately 23 60-cell panels. Currently the biggest panel in this footprint comes in 365W capacity, so by utilising this panel size a solar system of 8.395kW can be created. The roof of this building has a number of objects that will reduce solar access to the panels. As a result it was suggested we install a system with either micro inverters or voltage optimisers.	8,000			8,000			8,000	8,000			Rates and future operational savings	
			Operating		Depreciation and cost savings	- 7,225			- 7,225			- 7,225	- 1,375	- 1,950	- 1,950	- 1,950	
362245	Goal 1 Objective 1.3 Continued efficiency improvements in service delivery Goal 1 Objective 1.4 Appropriate allocation of resources to areas of priority need	Graduate Accounting Officer Workforce Planning	Salaries		Appropriate resourcing of the Finance team to increase its capacity to initiate and participate in corporate business excellence programs, drive change management initiatives and manage major projects such as for example, impending corporate software application upgrades / replacement and the financial and management accounting services attached to the Roseworthy Township Expansion project and other major Council initiatives.	293,489			293,489			293,489	64,523	70,564	77,030	81,372	Rates and future operational savings
362289	Goal 2 Objective 2.1 Continuous improvement of community wellbeing	Heaslip Road Bike Path Elected Member initiative. Total project cost is \$120,000 of which \$40,000 is comprised of existing internal labour.	Capital	New or Upgraded Assets	Elected Member Initiative. To provide a shared cycle and pedestrian path from Gawler River Road to the Council boundary on Heaslip Road. The path would create an alternative transport link for locals to the Angle Vale township as well as the future linear green belt that will follow the Gawler River	80,000			80,000			80,000	80,000				Rates
			Operating		Depreciation	15,000			15,000			15,000	-	5,000	5,000	5,000	
364127	Goal 10 Outcome 1: Responsibly manage, maintain and improve the assets and services delivered to the community through evaluation and enhancement	Cemetery Management Plan and Budget 2020-2023 This business case outlines cemetery management that would be undertaken following the completion and adoption of the Cemetery management Plan.	Capital	New or Upgraded Assets	Council does not a Cemetery Conservation Management Plan over its 9 cemeteries. Freeling, Kapunda and Greenock Public Cemeteries are nearing capacity in their existing layout boundaries. A snapshot of Council cemetery's current situation and future projections has been undertaken within the Draft Cemetery Management Plan 2020-2023. Future interment management and design is required to allow for expansion as our community demands grow and to address the question 'What is Council's long term management vision for its cemeteries?' Specialised services from a Licensed Surveyor/Cemetery Mapping company, Heritage Advisor and independent consultant will provide more detailed information necessary to incorporate into the planned program to mitigate this risk. Improved and new facilities are required to meet community expectation. The desirable situation is that the annual capital works and maintenance programs need to allocate sufficient funding resources over the next four years to ensure these objectives are obtained	141,000			141,000			141,000	31,500	30,500	44,000	35,000	Rates
			Operating		Contractor costs	54,200			54,200			54,200	28,200		7,300	18,700	
364297	Goal 1 Objective 1.3 Continued efficiency improvements in service delivery	LRC Azure Public Cloud Deployment High Priority. Current network infrastructure is at end of life. Recurrent annual expenditure.	Operating		Replacement of Council's existing end-of-life on premise IT network solution with a transition to Microsoft Azure public cloud SAAS solution.	1,275,055			1,275,055			1,275,055	475,000	293,200	254,364	252,491	Rates
		Sub total 2019/2020 Business Cases				3,401,266	150,000	-	3,164,766	-	86,500	3,401,266	1,427,099	333,379	639,037	708,551	
		Capital Projects	Capital			681,500	150,000	-	531,500	-	-	681,500	467,000	65,500	79,000	70,000	
		Operating Projects	Operating			1,708,766	-	-	1,708,766	-	-	1,708,766	742,328	323,663	291,824	350,951	
		Employee Costs	Salaries			1,011,000	-	-	924,500	-	86,500	1,011,000	217,771	237,416	268,213	287,600	

Maxine Lovett

From: Jake Evans <jevans@hhconveyancing.com.au>
Sent: Thursday, 7 March 2019 11:02 AM
To: Maxine Lovett
Subject: Land Division - 11 Heyworth Road Gawler Belt
Attachments: mccredie ldiv.pdf; RTC Consent.pdf; PlanD120339 McCredie.pdf; Certificate of Title.pdf

Importance: High

Hi Maxine,

As discussed, we have prepared land division documentation for James McCredie and require council consent for the extinguishment of the Easement.

Please find attached a copy of our RTC documentation, the new deposited plan, current certificate of title and the consent page.

It would be appreciated if you could complete and return as soon as possible to allow completion of lodgement.

Should you have any queries, please do not hesitate to contact our office.

Regards,

Jake Evans (CPC) | Registered Conveyancer | Houtermans Horner Conveyancing
jevans@hhconveyancing.com.au | T 08 82615399 | F 08 82615284
Street Address - 318 North East Road Klemzig SA 5087
Postal Address - PO Box 95 Greenacres SA 5086
www.hhconveyancing.com.au



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Please note that due to Cyber-Crime affecting our industry it is our policy never to request settlement funds or to advise change of account details by email. If you do receive any emails from us either requesting bank details or containing our bank details please contact us immediately so that we can investigate further

HOUSERMAN'S HORNER CONVEYANCING PTY LTD
PO BOX 95
GREENACRES SA 5086

LTO BOX 42

27 February 2019

Requisition Notice

Dealing Number: CERTIFIED APPLICATION FOR DEPOSIT OF A PLAN OF DIVISION 13069614
Requisition Date: 27/02/2019
Referring Officer: Dean Watson
Email: dean.watson@landservices.com.au
Telephone: 8226.3983

PLEASE NOTE: Requisition Notices delivered electronically are provided for information purposes only. The Dealing requiring amendment will not be available for collection from your LTO Box until the following business day (note – for Postal Agents, it will be posted the day after the electronic notification is sent).

- All requisitions must be complied with within two months; failure to do so will subject this dealing and any associated series to rejection procedures pursuant to section 220(e) of the Real Property Act 1886.
- All amendments must be initialled by the certifying party.
- When amending do not delete pencil notes. See Dealing Registration Guidelines [<https://www.landservices.com.au/property-professionals/land-transactions/lodging-documents-guidelines>].
- Any alteration must be made by striking through the matter intended to be altered and not by erasing, rubbing, painting, scraping, or cutting the surface of the paper.
- Requisition enquiries are to be made by appointment only.

Please attend to the following requisitions:

No.	Requisition
1	CONSENT IS REQUIRED FROM THE COUNCIL FOR THE AREA AS REGARDS THE THE EXTINGUISHMENT OF THEIR SERVICE EASEMENT.
2	PAGE 3 - THE SHORT/LONG FORM STATEMENT TO BE CROSSED THROUGH ONLY A SERVICE IS BEING CREATED PURSUANT TO SECTION 223LG OF THE RPA.
3	PAGE 3 - THE DETAILS OF TRANSACTIONS PANEL TO BE AMENDED. NO MENTION OF THE CREATION OF SERVICE EASEMENT ARE TO BE SHOWN IN THIS PANEL THEY ARE NOT CONSIDERED TO BE TRANSACTIONS.
4	THE CONSENT FORM TO BE DATED, THERE IS NO ADJUSTMENT OF THE MORTGAGE THIS CLAUSE CAN BE STRUCK THROUGH AND SHOW ONLY THE EXTINGUISHMENT OF EASEMENT CLAUSE.

CERTIFICATE OF CONSENT FOR THE DEPOSIT OF A PLAN OF DIVISION

CONSENTING PARTY (Full Name and Address)

Light Regional Council of PO Box 72 Kapunda SA 5373

NATURE OF ESTATE OR INTEREST HELD

Estate as Encumbrancee

STATEMENT OF EFFECT ON ESTATES OR INTERESTS OF CONSENTING PARTIES

ESTATE / INTEREST AFFECTED	EFFECT ON ESTATE OR INTEREST HELD OR CLAIMED	CONSIDERATION / VALUE
Service Easement	Extinguishment *Variation*/Creation* of easements as set out on the accompanying plan	Nil

*strike through the inapplicable

** insert relevant effect on estate or interest

I/We the consenting party

- (1) certify my/our consent to the deposit of the accompanying plan of division in the Lands Titles Registration Office.
- (2) acknowledge that the deposit of the plan will affect my/our estate or interest to the extent set out in the the above Statement of Effect panel.

EXECUTION BY CONSENTING PARTY

DATED

PURPOSE:	DIVISION	AREA NAME:	GAWLER BELT	APPROVED:	SHEET 1 OF 1 60967_text_01_v01
MAP REF:	6628/08/J	COUNCIL:	LIGHT REGIONAL COUNCIL	DEPOSITED/FILED:	
LAST PLAN:	DEVELOPMENT NO: 313/D016/17/001				

AGENT DETAILS: HENNIG & CO PTY LTD 275 MARION ROAD NORTH PLYMPTON SA 5037 PH: (08) 82970883 FAX: (08) 82971170 AGENT CODE: HENN REFERENCE: 17455					
SURVEYORS CERTIFICATION:					

SUBJECT TITLE DETAILS:					
PREFIX	VOLUME	FOLIO	OTHER	PARCEL ALLOTMENT(S)	
CT	5284	531			
NUMBER 3 PLAN D NUMBER 30136 HUNDRED MUDLA WIRRA TOWN REFERENCE NUMBER SECTION 461					
OTHER TITLES AFFECTED:					

EASEMENT DETAILS:					
STATUS	LAND BURDENED	FORM	CATEGORY	IDENTIFIER	PURPOSE
EXTINGUISH	3 IN D30136	SERVICE	EASEMENT(S)	A	FOR DRAINAGE PURPOSES
NEW	47	SERVICE	EASEMENT(S)	B	FOR DRAINAGE PURPOSES
				IN FAVOUR OF	THE COUNCIL FOR THE AREA
				THE COUNCIL FOR THE AREA	223LG RPA
					223LG RPA

State Commission Assessment Panel

LAND DIVISION CERTIFICATE

Approved in accordance with the requirements of Section 51 of the Development Act 1993

Signed
 Description of signatory: Technical Officer,
 Land Boundaries

Dated: 23/11/2018, 05:32 pm
 per Geoff Rangali

ANNOTATIONS: NO OCCUPATION ON BOUNDARIES OF SUBJECT LAND UNLESS SHOWN OTHERWISE

1

PARKERS ROAD

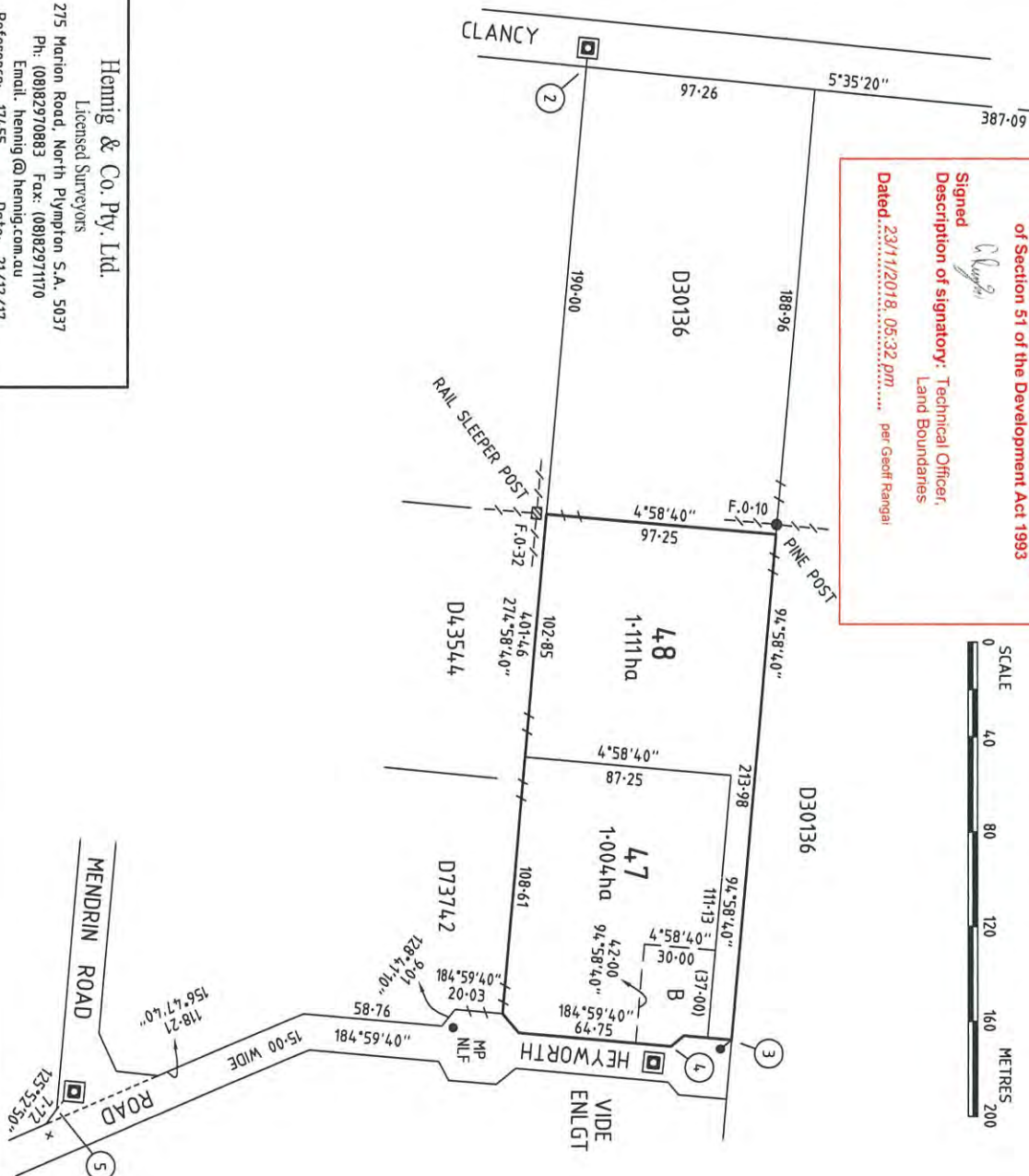
State Comm
LAND

Approved in accordance with the requirements of Section 51 of the Development Act 1993

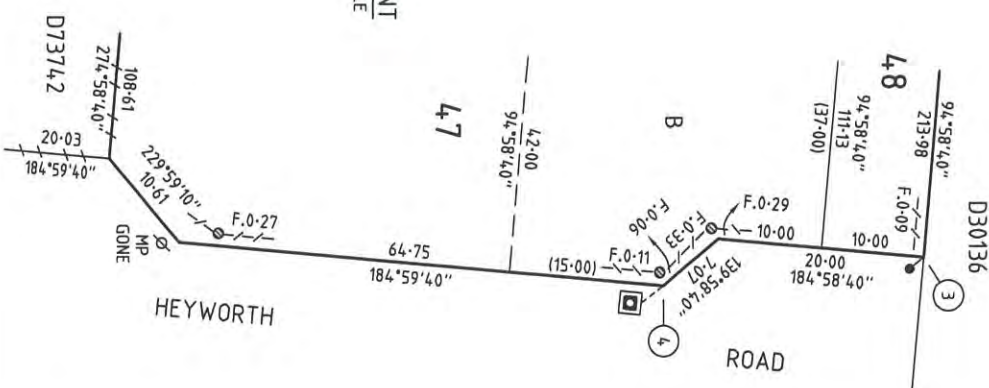
Signed 
Description of signatory: Technical Officer,
Land Boundaries
Dated, 23/11/2018, 05:32 pm per Geoff Ranga

REFERENCE MARKS				
CNR	BEARING	FROM	DIST	PM NO
1	83°36'30"	PM FD	20-31	6628/39606
2	94°58'	PM FD	0-58	6628/36834
3	319°58'	MP FD	0-35	
4	359°17'	PM FD	2-51	6628/46726
5	125°52'50"	PM FD	2-51	6628/39235

A vertical scale bar is positioned on the right side of the map. It is labeled 'SCALE' at the top and 'METRES' at the bottom. The scale has markings at 0, 40, 80, 120, 160, and 200.



ENLARGEMENT
NOT TO SCALE



BEARING DATUM: MGA 94, ZONE 54,
DERIVATION: PSM 6628/46726-6628/39235

FENCES SHOWN HEREON ARE POST & WIRE

Hennig & Co. Pty. Ltd.

Licensed Surveyors

275 Marion Road, North Plympton S.A. 5037

Ph: (08)82970883 Fax: (08)82971170

Email: hennig@hennig.com.au

Reference: 17455 Date: 21/12/17



REAL PROPERTY ACT, 1880



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



Certificate of Title - Volume 5284 Folio 531

Parent Title(s)	CT 4370/222				
Creating Dealing(s)	CONVERTED TITLE				
Title Issued	08/08/1995	Edition	6	Edition Issued	09/02/2010

Estate Type

FEE SIMPLE

Registered Proprietor

JAMES ANTHONY MCCREDIE
OF 10 BRISTOL CRESCENT Highbury SA 5089

Description of Land

ALLOTMENT 3 DEPOSITED PLAN 30136
IN THE AREA NAMED GAWLER BELT
HUNDRED OF MUDLA WIRRA

Easements

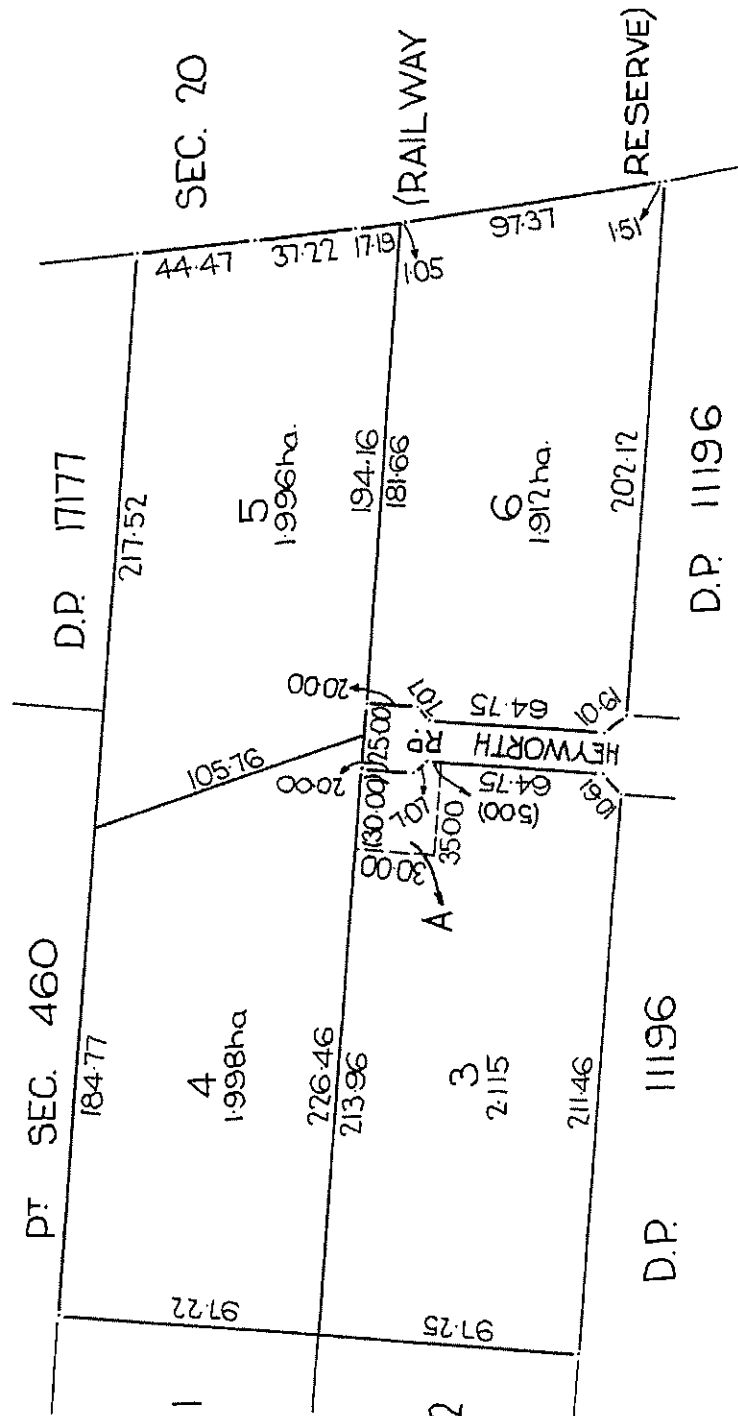
SUBJECT TO SERVICE EASEMENT(S) OVER THE LAND MARKED A FOR DRAINAGE PURPOSES TO THE COUNCIL FOR THE AREA (223LG RPA)

Schedule of Dealings

Dealing Number	Description
11331833	MORTGAGE TO COMMONWEALTH BANK OF AUSTRALIA

Notations

Dealings Affecting Title	NIL
Priority Notices	NIL
Notations on Plan	NIL
Registrar-General's Notes	NIL
Administrative Interests	NIL



0 25 50 75 100 125 METRES



Research Work

Proposed for Council Property

CRC-P 5 Research Grant

1. INTRODUCTION

Whether Kapunda will be suitable as an ISR mine is yet unknown but its unique geological setting means that it is a perfect place to develop and test techniques that will help open up more mineral deposits throughout Australia, helping to contribute to the Australian economy and increase Australia's standing as a leader in mining technologies.

After successfully completing the proof of concept stage that involved selecting suitable samples, testing a range of lixiviants and creating an initial computer model of projected groundwater flow, ECR are requesting access to the mine area to conduct two activities

- Pit wall mapping.
- Collect water sample from drillhole.

Briefly, the focus of the research is to advance knowledge in the ISR space to allow the development of mineral resources that are not currently amenable to conventional mining methods.

2. BRIEF DESCRIPTIONS OF WORK

The following pages contain a brief description of the research work that we would like to undertake..

Drill hole water sampling

There are numerous existing groundwater monitoring bores around Kapunda to sample but we require samples of current mine groundwater. The aim is to attempt to sample one existing drill hole in order to get a small sample of ~40 – 60 ltrs. Of the seven existing, steel cased drill hole collars that have been located in and around the Kapunda mine site, it looks like one may be open to the aquifer and be able to be sampled after having some debris removed by hand. CSIRO staff would then use a 12 volt submersible water pump to extract a sample. The images below show the location of the collar and an example of the sampling method. It is expected that this work would be completed in 1 day.



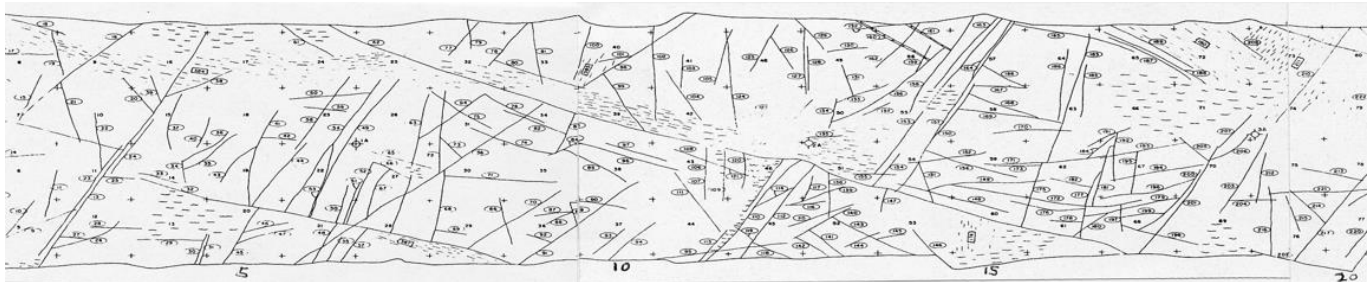
Figure showing Drill collar location, drill collar and sampling technique

Pit Wall Mapping

This work consists of mapping of the open walls to measure the number and orientation of fractures and joint surfaces. This work will be carried out by the University of Adelaide Phd student Hang Wang and Ass Prof Chaoshui Xu. This work will entail a 1 person on foot inspecting, photographing, mapping and measuring geological structures apparent in the pit walls of Main and Stockyard pits. Access to the pits would be required for approximately 1-2 weeks for the work to be carried out.



Example of geologist mapping pit wall.



Example of pit wall map.

3. CRCP RESEARCH AIMS

Benefits of the research

The commercial potential of the expected outputs will hopefully be significant not only for South Australia but Australia as well. According to South Australia's Copper Strategy 2016, Copper is essential for an energy efficient world with emerging technologies such as electric cars and high-speed transport. The Strategy predicts that growth in copper demand across the world will outstrip supply from 2020. South Australia is well placed to meet this demand with the target being to triple SA's copper production to 1 million tonnes/year by 2030.

The CRC-P collaboration, with assistance from Mining 3 and our participants, will lead to the development of an economically and environmentally sustainable process for future mining projects focusing on the following areas:

- For industry and regulators, ISR will deliver economic recovery of minerals with significantly reduced surface disturbance and lower environmental impact earning greater acceptance and support from key stakeholders.
- For communities, ISR will improve the quality of the engagement processes in relation to a mining operation. It will raise awareness and acceptance of this form of low impact mining. It will provide a basis on which best practice community engagement can move beyond passive consultation

4. RESEARCH PARTNERS

"The CRC Program supports industry-led collaborations between industry, researchers and the community."



Who are the research Partners?

Commonwealth Scientific Investigation and Research Organisation (CSIRO)



Minerals – Dr. Laura Kuhar;

Mineralogical and hydrometallurgical testing and characterisation of existing core samples then lixiviant (benign solutions) screening for the most effective copper extraction.

Land & Water – Dr. Jason Kirby;

Baseline monitoring of surface and groundwater quality chemical parameters and will utilise Uni of Adelaide geophysical data to assist groundwater monitoring & management.

Development of an Environmental Report card (digital) to enable synthesis of complex chemical and biological data on overall water quality health, for both community and regulators.

Land & Water – Dr. Tom Measham;

Qualitative focus groups conducted on how residents may accept ISR as a viable mining alternative then building on perceptions of the mining heritage to clarify how a renewed mining industry aligns with Kapunda's core values.

The University of Adelaide



Mining Engineering – Prof Peter Dowd & Ass Prof Chaoshui Xu;

3D fracture modelling of existing rock mass to identify fluid/lixiviant flow paths, model fluid access and potential copper extraction. Subsequent 3D MT surveys can be used for long term monitoring of impact. This will improve environmental measurements and accuracy of potential recovery.

Geophysics – Prof Graham Heinson – National AuScope MTR facility

Geophysical studies to better map fluid/lixiviant flow paths with Magnetotellurics (MT).

MT is a passive geophysical method which uses natural time variations of the earth's magnetic and electric fields to measure the electrical resistivity of the sub-surface.

AGREEMENT FOR ACCESS

This Agreement Between Environmental Copper Recovery Pty Ltd (ECR) and Light Regional Council is effective 13th March 2019 and expires 1st May 2019,

BETWEEN **ECR Pty Ltd**, with its head office located at:
58 Galway Ave, North Plympton SA 5037

AND **Light Regional Council** with its head office located at:
PO Box 72 Kapunda SA 5373

The parties agree as follows:

1. DETAILS OF AGREEMENT

ECR agrees to:

- minimise the visual impact of any sampling and ground access activities its representatives or designates carry out within the exempt land
- cause no damage to any mining heritage structures or other council managed structures within the exempt land
- notify the Council in advance of planned visits to the specified land by ECR representatives or designates on occasions when the visitors intend to access areas other than the areas designated for unrestricted tourist access, and notify a Council officer by phone or SMS at the time when each visit accessing land outside the designated tourist access areas has been safely completed.
- undertake no drilling or bulk sampling.
- Confirm the period of work 5-10 days on site carried out within 1 month

The Landholder agrees to permit the following:

- access to the exempt land by ECR representatives or designates to carry out mapping of mine pit wall and sample water bore.
- Some small soil and rock chip samples (<1 Kg) may also be gathered for geological purposes

2. CONDITIONS OF AGREEMENT

ECR's Representatives or Delegates shall carry full public liability insurance in respect of its activities on the specified land.

If ECR wishes to either:

- carry out any activities not specified in this agreement or
- carry out any activities specified in this agreement after the expiry of this

Agreement on the land specified, then ECR will negotiate a new Agreement for Access with the Light Regional Council.

Executed as an Agreement

ECR Pty Ltd

Light Regional Council

SIGNATURE

SIGNATURE

NAME AND TITLE

NAME AND TITLE



LIGHT REGIONAL COUNCIL
("the Council")

and

KAPUNDA GOLF CLUB
INCORPORATED
("the Consumer")

**RECYCLED WATER CONSUMER
AGREEMENT**
(1 April 2019 – 30 June 2024)

DOCUMENT CONTROL

VERSION	DATE	AUTHOR	COMMENT
V1.0	26 June 2012	KC	Discussion Paper
V2.0	6 September 2012	KC	Amendments following first consultation
V3.0	4 March 2013	KC	Amendment to Annexure G
V4.0	13 March 2019	BZ	Amendment to pricing

TABLE OF CONTENTS

1. DEFINITIONS	1
2. INTERPRETATION	4
3. TERM OF AGREEMENT	5
4. AGREEMENT TO SUPPLY & PURCHASE WATER	5
5. FEE PAYABLE FOR RECYCLED WATER	5
6. MONITORING AND REPORTING	5
7. BASIS OF SUPPLY OF RECYCLED WATER	6
7.1 The Council's Obligations	6
7.2 The Consumer's Obligations	6
8. RIGHT TO SUSPEND WATER SUPPLY	7
9. INDEMNITIES	8
10. INSURANCE	9
11. GST	9
12. TERMINATION	10
13. DISPUTE RESOLUTION	11
14. FORCE MAJEURE	11
15. HOLDING OVER	11
16. SPECIAL CONDITIONS	12
17. GENERAL CLAUSES	12
18. COSTS	13
19. FEE REVIEW	13
20. COOPERATION BETWEEN THE PARTIES	13

SCHEDULE 1 –PARTICULARS

SCHEDULE 2 – DEPARTMENT OF HEALTH APPROVAL

SCHEDULE 3 – INFRASTRUCTURE OWNERSHIP & RESPONSIBILITIES

ANNEXURE A – Consumer Areas Map

ANNEXURE B – Class B Recycled Water Quality Specifications

ANNEXURE C – Water / Wastewater Incident Notification & Communication Protocol

ANNEXURE D – Kapunda Golf Club Approved Irrigation Risk Management Plan

ANNEXURE E – Kapunda Golf Club Irrigation System As-Installed Drawing

ANNEXURE F – Kapunda Golf Club Irrigation System, Irrigation Controller Manufacturer's Specifications

ANNEXURE G – Protocol for Responding To Dutton Park Pump Station Faults and Recycled Water Supply Issues

AGREEMENT made the

day of

2019

BETWEEN: The Party specified in Item 1A of Schedule 1 ("the Council")

AND The Party specified in Item 1B of Schedule 1 ("the Consumer")

BACKGROUND:

- A. The Council owns and operates a Community Wastewater Management System (CWMS) in the township of Kapunda, South Australia.
- B. A by-product of the CWMS is that Council has available an amount of Recycled Water.
- C. The Council owns and operates the Dutton Park Pump Station, which provides for supply of Recycled Water to the Consumer and other customers.
- D. The Consumer has requested the Council to provide Recycled Water to the Land for the Consumer on or before the Access Date upon the terms as set out in this Agreement and the Council has agreed to do so.
- E. The Consumer acknowledges that it must use the Recycled Water on the terms and conditions of this Agreement.

The parties agree as follows:

1. DEFINITIONS

In this Agreement, unless the contrary intention appears, the following words have the following meaning:

- 1.1 **Access Date** means the later of the date specified in Item 4 of Schedule 1 and the date on which the Council commissions the supply of Recycled Water to the Consumer.
- 1.2 **Agreement** means this Agreement and any Schedules and attachments thereto.
- 1.3 **AIRMP** means the irrigation risk management plan applicable to the irrigation of the Land approved by the EPA and DH prior to the supply of Recycled Water as described in this Agreement.
- 1.4 **Authorised Use** means the use specified in the AIRMP.
- 1.5 **Boundary Access Point** means the interface between the Council's Recycled Water supply infrastructure and the Consumer's Irrigation System as specified in Schedule 1.
- 1.6 **CPI** means the Consumer Price Index (All Groups) for the City of Adelaide.
- 1.7 **CWMS** means the Kapunda Community Wastewater Management System and incorporates:

- 1.7.1 Kapunda township public drainage infrastructure, inclusive of pumping stations and rising mains;
- 1.7.2 a Waste Water Treatment Plant at Klemm Road, Kapunda;
- 1.7.3 three lined treated effluent storages (labelled Lagoon A1, Lagoon A2 and Lagoon B) at Klemm Road, Kapunda;
- 1.7.4 a pump station at Klemm Road, Kapunda and associated rising main pipe from Lagoons A1, A2 and B to the Dutton Park Storage Basin;
- 1.7.5 the Dutton Park Storage Basin;
- 1.8 **Dispute Negotiators** are:
 - 1.8.1 for the Council, the person acting in the position of Chairman of the Council, and the person acting in the capacity of Chief Executive Officer or such other person as the Council may nominate; and
 - 1.8.2 for the Consumer – the person acting as the Chairman of the Kapunda Golf Club Incorporated or such other person as the Consumer may nominate.
- 1.9 **DH** means the South Australian government Department of Health.
- 1.10 **DH Approval** means the approval for the use of the Recycled Water from the Minister for the time being whom has the responsibility for the administration of the Waste Water Regulations under the Public and Environmental Health Act 1987, which is attached to this Agreement as Schedule 2.
- 1.11 **Dutton Park Pump Station** means the irrigation pump station located between the Dutton Park Storage Basin and the Kapunda Golf Course, which includes the following infrastructure:
 - 1.11.1 steel pump shed
 - 1.11.2 pump suction pipe from the steel pump shed to the Dutton Park Storage Basin
 - 1.11.3 Twin Grundfos A96424132 Pumps, twin Lowara Hydrovar Variable Speed Drive units;
 - 1.11.4 Filter;
 - 1.11.5 sodium hypochlorite dosing system;
 - 1.11.6 pump control system;
 - 1.11.7 valves;
 - 1.11.8 flow meters;
 - 1.11.9 potable water storage tank; and
 - 1.11.10 fencing surrounding the steel pump shed, potable water storage tank and external above ground pipes and valving.
- 1.12 **Dutton Park Storage Basin** means the 33 megalitre volumetric capacity earth lined recycled water storage basin located at Dutton Park between the Kapunda Tourist &

Leisure Park and the Kapunda Golf Course, inclusive of surrounding fencing and de-stratifying aerators.

- 1.13 **Emergency** means the occurrence of an event, including without limitation a failure or breakdown of infrastructure, which in the Council's reasonable opinion, gives rise to an immediate material risk of harm, loss or injury to members of the public or their property or the Consumer.
- 1.14 **EPA** means the Environment Protection Authority established under the Environment Protection Act 1993.
- 1.15 **ESCOSA** means the Essential Services Commission of South Australia established under the Essential Services Commission Act 2002.
- 1.16 **Executive Negotiators** are:
- 1.16.1 for the Council – The person acting in the position of Chairman of the Council, and the person acting in the capacity of Chief Executive Officer or such other person as the Council may nominate;
- 1.16.2 for the Consumer – the person acting as the Chairman of the Kapunda Golf Club Incorporated or such other person as the Consumer may nominate.
- 1.17 **EPA Licence** means the licence issued by the EPA to the Council for the supply and distribution of the Recycled Water by the Council to the Consumer.
- 1.18 **Expiry Date** means a date being 5 years from the Access Date.
- 1.19 **Fees** means the fees specified in Item 10 and 11 of Schedule 1.
- 1.20 **Force Majeure** means an event or circumstance:
- 1.20.1 which is in the nature of force majeure, including (but not limited to) the following events or circumstances:
- (i) acts of God;
 - (ii) earthquakes, flood, storms, tempest, washaways, fire, explosions;
 - (iii) breakages of, or accidents to machinery or equipment;
 - (iv) nuclear accidents, acts of war, acts of public enemies;
 - (v) riots, civil commotions;
 - (vi) strikes, lockouts, pickets, industrial boycotts, restraint of labour or other similar acts;
 - (vii) shortages of specialist labour, equipment or materials;
- 1.20.2 which prevents a party from complying with any of its obligations under this Agreement; and
- 1.20.3 which that party:
- (ii) did not cause;
 - (iii) cannot control or influence; and

- (iii) could not have been prevented or avoided through prudent management processes, policies and precautions, including the use of alternative resources, the procuring of services from another source and work around plans.

- 1.21 **Gundry's Hill Storage Tank** means the 300 kilolitre reinforced concrete storage tank, located on Allotment 101 in Filed Plan 11655, Kapunda.
- 1.22 **Irrigation System** means all components of the irrigation system on the Land as described in Schedule 1.
- 1.23 **Land** means the land specified in Item 6 of Schedule 1.
- 1.24 **month** means calendar month.
- 1.25 **Pipeline System** means any infrastructure owned by the Council that is located within public roads, on Council owned land or land which is under the care, control and management of the Council, which is used for the treatment and distribution of the treated water (including Recycled Water) and including but not limited to the Waste Water Treatment Plant, the pipeline and associated pumping facilities.
- 1.26 **Recycled Water** means treated Recycled Water of a quality approved by the DH for Class 'B' uses in accordance with the requirements of the South Australian Recycled Water Guidelines and as specified in Item 7 of Schedule 1.
- 1.27 **Schedule** means a schedule of this Agreement.
- 1.28 **South Australian Recycled Water Guidelines** means the South Australian Recycled Water Guidelines for treated effluent produced by the Department of Health and the Environment Protection Agency and dated April 1999, as amended or varied from time to time.
- 1.29 **Special Conditions** means the conditions (if any) specified in Item 13 of Schedule 1.
- 1.30 **Supply Fee** means the fee for the supply of the Recycled Water as specified in Item 10 of Schedule 1.
- 1.31 **Term** means the period commencing on the Access Date and expiring on the Expiry Date or the date on which this Agreement is terminated pursuant to Clause 12 herein, whichever is the first to occur.
- 1.32 **Waste Water Treatment Plant** means the treatment plant specified in Item 2 of Schedule 1.

2. INTERPRETATION

In this Agreement, unless an alternative meaning is clearly intended:

- 2.1 the singular includes the plural and the other way around;
- 2.2 each gender includes all other genders;
- 2.3 headings do not affect the interpretation;
- 2.4 if a provision of this Agreement would, but for this clause, be unenforceable:
 - 2.4.1 the provision must be read down to the extent necessary to avoid that result; and

2.4.2 if the provision cannot be read down to that extent, it must be severed without affecting the validity and enforceability of the remainder of this Agreement.

2.5 The parties agree that the Background on page 1 of this Agreement is true and correct and forms part of this Agreement.

3. TERM OF AGREEMENT

The Term of this Agreement commences on the Access Date and will expire on the Expiry Date, unless this Agreement is terminated pursuant to Clause 12 of this Agreement.

4. AGREEMENT TO SUPPLY & PURCHASE WATER

4.1 The Council agrees with the Consumer that during the Term, the Council will:

4.1.1 supply Recycled Water to the Boundary Access Point; and

4.1.2 in a priority of supply in accordance with the special conditions contained in Schedule 1.

4.1.3 permit the Consumer to take the Recycled Water from the Boundary Access Point for the Term of this Agreement;

4.1.4 install, operate and maintain the Council's Pipeline System, CWMS and Dutton Park Pump Station at the Council's cost; and

4.1.5 if the Council is unable to supply the amount of Recycled Water it is required to supply under the terms of this Agreement, the Consumer acknowledges that it may need to revert to an alternative water supply during the period of Council's inability to supply Recycled Water.

4.2 The Consumer agrees with the Council that during the Term, the Consumer will:

4.2.1 receive and pay for the Recycled Water (or water of an equal or better quality) taken by the Consumer from the Boundary Access Point in accordance with clause 4.1; and

4.2.2 take Recycled Water in accordance with the order of priority stated in the special conditions in Schedule 1.

5. FEE PAYABLE FOR RECYCLED WATER

5.1 In consideration for the supply of the Recycled Water, the Consumer will, during the Term, pay to the Council the Fees for the Recycled Water taken by the Consumer.

5.2 The Consumer and the Council agree that the Supply Fee will be reviewed at the times and in the manner specified in Item 11 of Schedule 1.

5.3 The Fees will be paid by the Consumer to the Council on a quarterly basis during each year of the Term, with the first instalment to be paid 3 months after the Access Date.

5.4 The Supply Fee is subject to compliance with the Water Industry Act 2012, whereby licensing conditions and pricing principles may be set by ESCOSA.

6. MONITORING AND REPORTING

The Council agrees:

- 6.1 To monitor the quality and quantity of the Recycled Water supplied to the Consumer under this Agreement and to maintain records of the results of such monitoring to the standards required by the South Australian Recycled Water Guidelines.
- 6.2 To supply to the Consumer information on the quality and quantity of the Recycled Water supplied to the Consumer under this Agreement on a quarterly basis in a format to be agreed between the parties.
- 6.3 To supply to the Consumer information on the forecast available supply quantity of Recycled Water and priority of supply on a monthly basis in a format to be agreed between the parties.
- 6.4 To notify the consumer in the event that supply of the Recycled Water is interrupted or that the Recycled Water supplied does not meet the quality standards for Class 'B' Recycled Water in a manner consistent with the DH "Water / Wastewater Incident Notification and Communication Protocol" attached as Annexure C.

7. BASIS OF SUPPLY OF RECYCLED WATER

7.1 The Council's Obligations

The Consumer and the Council agree, subject always to the Special Conditions, that:

- 7.1.1 the Council is responsible for obtaining all statutory approvals for the construction, installation, repair and maintenance of the Pipeline System, CWMS and Dutton Park Pump Station up to the Boundary Access Point;
- 7.1.2 the Council shall ensure that the supply of Recycled Water from the Council to the Consumer complies with the Council's EPA Licence, the DH Approval and the AIRMP;
- 7.1.3 the Council will maintain the existing water meter near the Boundary Access Point recording Recycled Water flows supplied to the Consumer;
- 7.1.4 the Council will record the readings from the water meter near the Boundary Access Point and provide the Consumer with quarterly reports of the amount of Recycled Water used by the Consumer based on readings from the water meter;
- 7.1.5 any dispute in regard to the reading of the water meter will be resolved in accordance with clause 13;
- 7.1.6 the Council will comply with any of the requirements of the EPA, the DH Approval, the EPA Licence and the AIRMP; and
- 7.1.7 the Council may upon providing reasonable notice to the Consumer (except in cases of emergency, when no notice is required), enter the Land at times agreed with the Consumer to enable the Council to comply with the Council's obligations under the DH Approval.

7.2 The Consumer's Obligations

The Consumer and the Council agree, subject always to the Special Conditions, that:

- 7.2.1 the Consumer shall not use the Recycled Water for any purpose other than the Authorised Uses in accordance with the AIRMP;

- 7.2.2 the Consumer will ensure that it will comply with all laws in force in South Australia in respect of the use of the Recycled Water including, but not limited to:
- (a) complying with any approval or consent required in respect of the operation or maintenance of the Irrigation System;
 - (b) operate the Irrigation System in accordance with the requirements contained in the AIRMP; and
 - (b) any law, regulation or by-law dealing with the use of the Recycled Water by the Consumer;
- 7.2.3 The Consumer shall not alter, modify or extend the Irrigation System on the Land and at the pump station without the prior written approval of the Council.

8. RIGHT TO SUSPEND WATER SUPPLY

- 8.1 The Council may wholly or partially suspend, interrupt or reduce the supply of Recycled Water, to the Consumer;
- 8.1.1 for repair or routine maintenance or upgrade of the Pipeline System, CWMS and Dutton Park Pump Station; or
- 8.1.2 if the Council is required to do so by any government agency (including the Department of Health and the EPA) that has authority to impose such a requirement on the Council;
- 8.1.3 if in the Council's reasonable opinion, maintenance of that supply would:
- 8.1.3.1 expose the Council or any other government agency to any risk of loss or damage;
 - 8.1.3.2 place the Council in breach of a law in force in South Australia; or
 - 8.1.3.3 give rise to material risk of harm, loss or injury to any person or property;
- provided that the Council:
- 8.1.3.4 will provide reasonable notice to the Consumer (except in cases of Emergency when no notice is required) of the proposed suspension, interruption or reduction in the supply of Recycled Water;
 - 8.1.3.5 will, so far as practicable, undertake any maintenance, pursuant to this clause, at a time least likely to cause inconvenience to the Consumer.
- 8.1.4 for scheduling of the supply of Recycled Water to other consumers in accordance with the priority of supply stated in the special conditions of Schedule 1.
- 8.1.5 Council reserves the right to suspend water supply if any violations to Clause 7.2.1, or 7.2.2, or 7.2.3 caused by the Consumer. The Consumer shall be responsible for all costs associated with rectification of the water supply operation.

- 8.2 The Consumer and the Council agree that in the event of an Emergency:
- 8.2.1 the Council may take whatever actions it considers appropriate, acting reasonably at all times, to deal with the Emergency, including temporarily suspending supply and / or disconnecting the Consumer's Irrigation System from the Council's Pipeline System, CWMS and Dutton Park Pump Station and entering onto the Land, if required;
 - 8.2.2 the Council will use all reasonable endeavours to notify the Consumer before temporarily suspending supply and / or disconnecting the Consumer's Irrigation System.
 - 8.2.3 the Council will take all reasonable steps to:
 - 8.2.3.1 ensure that the Emergency is resolved promptly; and
 - 8.2.3.2 reconnect the Consumer's Irrigation System and recommence supply of Recycled Water to the Consumer as soon as reasonably possible after the Emergency has been resolved:
- 8.3 If the Council temporarily wholly or partially suspends, interrupts or reduces the supply of Recycled Water to the Consumer pursuant to clause 8.1 or 8.2, then the Consumer acknowledges that it may choose to revert to alternative water supplies at its own cost during the period of suspension or interruption.

9. INDEMNITIES

- 9.1 The Consumer's obligation to indemnify the Council under this clause must be reduced in proportion to the extent that any act or omission of the Council gives rise to a legal remedy and contributes to the loss or liability.
- 9.2 The Consumer must keep the Council indemnified from and against any costs, loss, expense or liability of any kind suffered or incurred by the Council in respect of any loss of life, personal injury or disability, loss or of damage to property or any other loss arising out of:
- 9.2.1 any negligence or wrongful act or omission by the Consumer or any Consumer employees in connection with or incidental to this Agreement; or
 - 9.2.2 any breach of this Agreement by the Consumer.
- 9.3 The Council's obligation to indemnify the Consumer under this clause must be reduced in proportion to the extent that any act or omission of the Consumer gives rise to a legal remedy and contributes to the loss or liability.
- 9.4 The Council must keep the Consumer indemnified from and against any costs, loss, expense or liability of any kind suffered or incurred by the Consumer in respect of any loss of life, personal injury or disability, loss of or damage to property or any other loss arising out of:
- 9.4.1 any negligence or wrongful act or omission by the Council or any Council's employees, invitees or subcontractors in connection with or incidental to this Agreement;
 - 9.4.2 any breach of this Agreement by the Council; or

- 9.4.3 the presence of the Council or any Council's employees, invitees or subcontractors (or any other person present at their request) on the Consumer's premises.
- 11.5 The indemnities in this clause survive the expiration or termination of this Agreement.

10. **INSURANCE**

- 10.1 The Council warrants that the Council:
 - 10.1.1 is a member of the Local Government Association Mutual Liability Scheme ("the Scheme") and is bound by the rules of the Scheme pursuant to Section 142 and Schedule 1, Parts 1 and 2 of the Local Government Act 1999 ("the Act") and in the event that the Council ceases to be a member of the Scheme it will forthwith, pursuant to Section 142(1) of the Act and the Regulations under the Act, take out and maintain insurance to cover its civil liabilities in respect to this Agreement at a minimum level of cover of Twenty Million Dollars (\$20,000,000.00); and
 - 10.1.2 will maintain workers compensation insurance in accordance with applicable legislation.
- 10.2 The Consumer agrees that its management including any occupancy and use of the Land is at the Consumer's risk.
- 10.3 The Consumer agrees to release the Council and its agents, servants, employees and contractors from all claims and demands of every kind resulting from any accident, damage or injury occurring on the Land or in association with the Consumer's Irrigation System except if such accident, damage or injury is caused by the negligent or wilful conduct of the Council.
- 10.4 The Consumer's Public Liability Cover will be for a minimum amount of \$10,000,000.00 (ten million dollars) per claim or any other amount that the Council may from time to time require on advice from the Local Government Association Mutual Liability Scheme

11. **GST**

- 11.1 Notwithstanding any other provision of this Agreement, if GST applies to any Supply made by either party under or in connection to this Agreement, the consideration (or payment) provided or to be provided for that Supply will, upon production by the Supplier of an appropriate tax invoice, be increased by an amount equal to the GST liability properly incurred by the party making Supply.
- 11.2 Each party here warrants that at the time any Supply is made under this Agreement on which GST is imposed they are or will be registered under the GST Law. If the other party requests written evidence and registration, the first party will properly produce evidence satisfactory to the other party of such registration.
- 11.3 In this Clause;
 - 11.3.1 "GST" means any tax on Goods and/or Services including any value added taxes, broad based consumption tax, or other similar tax introduced in Australia, including that tax imposed under GST Law;
 - 11.3.2 "GST Law" means a *New Tax System (Goods and Services Tax) Act 1999* and any other Act, Order, Ruling or Regulation which imposes or otherwise deals with the administration of imposition of GST in Australia; and

11.3.3 "Supply" and "Supplier" have the meanings given to them in GST Law.

11.4 Supply of Recycled Water

11.4.1 It is the intention and understanding of the parties that the supply of Recycled Water will be GST-free under section 38-285(1) of the GST Law.

11.4.2 If, the Council determines that it is liable to pay GST on the supply of the Recycled Water, the provisions of clause 11.1 shall apply.

12. TERMINATION

12.1 Either party can terminate this Agreement by serving a written notice on the other party ("Notice of Early Termination"), provided always that at least six (6) months' written notice must be given.

12.2 Default Notices

If an Event or Default occurs, the non-defaulting party may, unless this Agreement expressly prevents it, give the defaulting party not less than 21 days' notice in writing to make good the Event of Default ("**Default Notices**").

12.3 Termination For Default

If:

12.3.1 at the expiration of the period allowed in a Default Notice, the Event of Default has not been made good; or

12.3.2 the defaulting party commits repetitive Events of Default relating to the same or substantially the same breach (whether or not any Event of Default is rectified) so that its performance of its obligations under this Agreement is materially affected.

the defaulting party will be conclusively deemed to have committed a material breach of this Agreement and the non-defaulting party may then terminate this Agreement by notice in writing to that effect.

12.4 For the purpose of this clause 14 an "**Event of Default**" occurs if:

- (a) either party breaches any of its obligations under this Agreement; or
- (b) this Agreement becomes void or unenforceable as against a party in any material respect as a result of an act or omission by that party; or
- (c) any representation or warranty made or given by a party is proved to be false, misleading, deceptive, incomplete or inaccurate in any material respect when it is made.

12.5 Consequences Of Early Termination Of Agreement

If this Agreement is terminated, then the rights and remedies of both the Council and the Consumer for any breach of this Agreement prior to the termination of this Agreement survive the termination of this Agreement.

13. DISPUTE RESOLUTION

- 13.1 If a dispute arises between the parties in relation to this Agreement, a party ("litigating party") may commence legal proceedings only if:
- 13.1.1 the party seeks immediate interlocutory relief or an interim remedy in a case of genuine urgency; or
 - 13.1.2 either party has given the other a dispute resolution notice in respect of the dispute ("dispute notice"), the litigating party has made its Dispute Negotiator available to meet with the other party's Dispute Negotiator during a period of twenty eight days after the dispute notice, and has, following the failure of the Dispute Negotiators to settle the dispute, made its Executive Negotiator available to meet with the other party's Executive Negotiator during a further period of twenty eight days.
- 13.2 Notwithstanding the existence of a dispute each party must continue to perform its obligations under this Agreement.
- 13.3 This clause 13 survives any expiry or termination of this Agreement.

14. FORCE MAJEURE

14.1 Effect

The obligations of a party directly affected by a Force Majeure and any corresponding entitlement of any other party will be suspended to the extent and for so long as the performance of the affected party's obligations are prevented or delayed by the Force Majeure.

14.2 Notification

The affected party must notify the other party if the Force Majeure is preventing it from complying with any of its obligations as soon as it becomes aware of the Force Majeure.

14.3 Obligation To Recommence Performance

The affected party must:

- 14.3.1 use its best endeavours to work around or overcome the effect of the Force Majeure;
- 14.3.2 keep the other party informed of the continuation and expected duration of the Force Majeure and of measures taken to comply with this clause; and
- 14.3.3 recommence performance of its obligations as soon as possible without delay after the Force Majeure has ceased to exist.

15. HOLDING OVER

If a Notice of Early Termination has not been served in accordance with clause 12 of this Agreement, then the Council will continue to supply the Recycled Water to the Consumer on the terms of this Agreement, until such time that this Agreement is terminated in writing by either party serving a written notice on the other party, provided always that at least twelve (12) months' written notice must be given.

16. SPECIAL CONDITIONS

The Special Conditions (if any) set out in Item 13 of the Schedule 1 shall form part of this Agreement. In the event of any inconsistency between the Special Conditions and any other provisions of this Agreement, the Special Conditions will prevail.

17. GENERAL CLAUSES

- 17.1 A notice required under this Agreement must be in writing and may be given or made by:
- 17.1.1 leaving the notice at the address of the relevant party stated in this Agreement;
 - 17.1.2 leaving the notice at the last known place of residence or business of the recipient of the notice;
 - 17.1.3 posting the notice in a prepaid envelope to the recipient at the address of the recipient given in this Agreement. Any notice served by post is deemed to have been served at noon on the second business day after the day in which the envelope containing the notice was posted; or
 - 17.1.4 by sending the notice by facsimile transmission to a facsimile number for the recipient. In this case the notice is deemed to have been received upon the receipt by the sender of the message on the sender's facsimile machine confirming that the facsimile transmission has been completed.
- 17.2 Any such method of service is valid even if:
- 17.2.1 the person intended to receive the notice is dead or bankrupt; or
 - 17.2.2 if the person receiving the demand is a corporation, that corporation is in liquidation, provisional liquidation, receivership, voluntary administration or in the process of such a step.
- 17.3 Either party may notify the other party by written notice of a change of address at which notices may be served upon the other party.
- 17.4 This Agreement may only be varied by written agreement of both the Council and the Consumer expressed to vary the terms of this Agreement.
- 17.5 A waiver of any provision of this Agreement must be in writing. The failure of the Council or the Consumer or a delay of the exercise of a power or right by either of them does not operate as a waiver of that power or right.
- 17.6 The exercise of a power or right does not preclude if future exercise or the exercise of any other power or right.
- 17.7 This Agreement must be construed in accordance with the laws applicable in South Australia.
- 17.8 The Council and the Consumer submit to the non-exclusive jurisdiction of the courts exercising jurisdiction within South Australia.
- 17.9 The Council and the Consumer agree that neither party may assign any of their rights under this Agreement without the prior written consent of the other party.

18. **COSTS**

18.1 The Consumer and Council will pay their own costs for the preparation and negotiation of this Agreement.

18.2 The Consumer must pay stamp duty on this Agreement.

19. **FEE REVIEW**

19.1 Council reserves the right to review and update the fees after 24 months from execution date of the Agreement, and then every 12-month thereafter.

19.2 Council will negotiate with the Consumer if any fee changes proposed by the Council at the completion of the Fee Review.

20. **COOPERATION BETWEEN THE PARTIES**

The parties agree to cooperate with each other in relation to the administration and use of the Pipeline System, Dutton Park Storage Basin, Dutton Park Pump Station and the Irrigation System.

EXECUTED as an Agreement on(insert date)

The **COMMON SEAL** of **LIGHT REGIONAL**)
COUNCIL was hereunto affixed in the)
presence of:-)
)

.....
Mayor

.....
Chief Executive Officer

The **COMMON SEAL** of the **KAPUNDA GOLF**)
CLUB INCORPORATED)
)
)

as hereunto affixed in the presence of:-

.....
Seal holder

.....
Seal holder

Signed on behalf of the **KAPUNDA GOLF CLUB INCORPORATED** by:

Name:..... Office Held:..... Signature:.....

Name:..... Office Held:..... Signature:.....

SCHEDULE 1 - PARTICULARS

Item 1A The Council	LIGHT REGIONAL COUNCIL ABN 35 455 841 625 of 93 Main Street, KAPUNDA SA 5373
Item 1B The Consumer	KAPUNDA GOLF CLUB INCORPORATED of PO Box 8, KAPUNDA SA 5373
Item 2 Waste Water Treatment Plant	Kapunda Waste Water Treatment Plant located at Klemm Road, Kapunda.
Item 3 The Term	5 years
Item 4 Access Date	1 April 2019
Item 5 Expiry Date	30 June 2024
Item 6 The Land	As identified by the red boundary for the Kapunda Golf Club Incorporated on the Consumer Areas Map contained in Annexure A.
Item 7 Recycled Water	Class B Recycled Water. Water quality specifications for Class B Recycled Water are contained in Annexure B.
Item 8 Authorised Use	Irrigation of the Consumer's golf course tees, greens, fairways and associated garden beds in accordance with the Approved Irrigation Risk Management Plan contained in Annexure D.
Item 9 Irrigation Scheduling Contacts	Council Irrigation Scheduling Facilitator Coordinator Waste Operations PH: 8525 3200, Email: abroadbent@light.sa.gov.au Consumer Irrigation Scheduling Contact Kapunda Golf Club Inc. Course Manager: David Bashford PH: 0419 817 526, Email: bishbash@westnet.com.au

Item 10 Fees	A Supply Fee is payable in accordance with Council's Schedule of Fees and Charges less any rebates applicable
Item 11 Review of Fees	The Supply Fee will be reviewed annually with the Consumers by 31 March with a recommendation to Council for adoption that shall include a community recycled water rebate for the ensuing financial year, commencing March 2020.
Item 12 Boundary Access Point	The Boundary Access Point means the downstream face of the actuated master valve between the Dutton Park Pumping Station (inclusive of Pipeline System) and the Irrigation System.
Item 13 Special Conditions	<p>13.1 Irrigation System</p> <p>The Kapunda Golf Club Incorporated Irrigation System is fully contained within the Kapunda Golf Club Incorporated Land as defined on the Consumer Areas Map contained in Annexure A.</p> <p>The Irrigation System consists of underground irrigation pipelines, rotors, quick coupling valves, solenoid valves, main isolation valves and air valves generally in accordance with the Terrain Services Irrigation Consultants <i>Kapunda Golf Course – Dutton Park Development</i> As Installed drawing dated June 2001, included as Annexure E.</p> <p>The Irrigation System includes a Rainbird Irrigation Controller installed within the Dutton Park Pump Station. Manufacturer's specifications for the Irrigation Controller are contained in Annexure F.</p> <p>The Dutton Park Pump Station consists of pumps with variable speed drives which start up via pressure demand from the Irrigation System, if sufficient volume of Recycled Water is available for supply from the Dutton Park Storage Basin. Master valves on the main pipeline supplying the Irrigation System control the availability and supply of Recycled Water in accordance with Special Conditions 13.2 and 13.3.</p> <p>13.2 Order of Priority of Supply of Recycled Water from the Dutton Park Pump Station to Consumers in Kapunda</p> <p>Where the forecast available supply quantity of Recycled Water information provided by the Council under Clause 6.3 is less than the forecast demand by the Consumer, irrigation of Consumer areas shall be scheduled and restricted to meet the forecast supply in the following priority order:</p>

Priority Ranking for Irrigation	Performance Criteria	
	To Avoid Loss of Turf	To Maintain Acceptable Turf Quality for Activity of Use
1	Kapunda Golf Club Inc. Tees & Greens	Kapunda Golf Club Inc. Tees & Greens
2	Dutton Park Inc. Main Oval & Turf Pitch	Dutton Park Inc. Main Oval & Turf Pitch
3	Kapunda Golf Club Inc. Fairways	Kapunda Golf Club Inc. Fairways
4	Dutton Park Inc. Public Lawns, Warm-up Area, Cricket Training Net Area and Tennis Courts/Clubrooms Area	Dutton Park Inc. Public Lawns, Warm-up Area, Cricket Training Net Area and Tennis Courts/Clubrooms Area
5		Memorial Gardens*
6		Kapunda High School**
7		Kapunda Harness Racing Club
8		Gundry's Hill Reserve**
9		Five Shillings Estate**

Note: * Indicates irrigation site has SA Water back-up supply.

** Indicates future irrigation areas.

Highest priority ranking is 1, lowest priority ranking is 9.

13.3 Scheduling Limitations for Irrigation of Recycled Water by Consumers in Kapunda

Due to the limited capacity of the existing Dutton Park Pump Station, control measures outlined in the various Approved Irrigation Risk Management Plans and the design of the Council's Pipeline System, there are Recycled Water irrigation scheduling limitations for each Consumer in Kapunda.

The Recycled Water irrigation scheduling limitations employed by the automatic control logic of the Dutton Park Pump Station for each Consumer in Kapunda are summarised in the following table. The Energy Supply Component of the Supply Fee has been calculated based on the Consumer's scheduling limitation (i.e. during peak or off-peak energy supply).

Consumer	Dutton Park Pump Station Supply Limitations	Irrigation Control Method
Kapunda Golf Club Incorporated	Monday – Sunday 8pm – 8am	Kapunda Golf Club Inc. Irrigation Controller
Dutton Park Incorporated	Monday – Sunday 8pm – 8am	Dutton Park Inc. Irrigation Controller
Memorial Gardens	Monday – Sunday 8pm – 8am	Dutton Park Inc. Irrigation Controller
Kapunda Harness Racing Club Incorporated	Monday – Sunday 8am – 8pm	Kapunda Harness Racing Club Inc. Irrigation Controller and Standpipe Manual

	Kapunda High School	Monday – Sunday 8am – 8pm (daytime) Restriction applies to filling of the Gundry's Hill Storage Tank, used to gravity feed the Kapunda High School site.	Valve Future Kapunda High School Irrigation Controller.
	Gundry's Hill Reserve and Five Shillings Estate	Monday – Sunday 8am – 8pm (daytime) Restriction applies to filling of the Gundry's Hill Storage Tank, which is then used to supply these sites.	Future Council Irrigation Controller.
<p>The Approved Irrigation Risk Management Plan contained in Annexure D further states the scheduling limitation for Recycled Water Irrigation.</p> <p>The Consumer, with the approval of the Council, can override the automatic control logic of the Dutton Park Pumping Station in order to undertake maintenance of the Irrigation System or Land.</p> <p>13.4 Protocol for Responding to Dutton Park Pump Station Faults and Recycled Water Supply Issues</p> <p>There may be occasions where an incident causes a lack of supply or quality of recycled water supply issue to the Consumer. Whilst some sites have back-up mains pressure potable water supplies for utilisation when this occurs, others do not.</p> <p>A protocol has been developed and attached as Annexure G to ensure that, should recycled water supply be affected as a result of pump station faults or other issues (such as contamination), processes are employed to reduce the risk of turf death or serious damage as a result of hot weather.</p>			

SCHEDULE 2 – DEPARTMENT OF HEALTH APPROVAL

The DH Approval is attached to this Agreement as Schedule 2

DRAFT

SCHEDULE 3 – INFRASTRUCTURE OWNERSHIP & RESPONSIBILITIES

The following table states the infrastructure ownership (ongoing renewal), operational and maintenance responsibilities.

OWNERSHIP/RENEWAL	Consumer	Council	Comments
Dutton Park Storage Basin		✓	Inclusive of surrounding fencing and items within (de-stratifying aerators, rock lining, etc)
Pipeline System: <ul style="list-style-type: none"> Suction pipework from Dutton Park Storage Basin to Dutton Park Pump Station Rising Mains from Waste Water Treatment Plant to Dutton Park Storage Basin Rising Mains from Dutton Park Pump Station to Gundry's Hill Storage Tank Main pipeline from Dutton Park Pump Station to Kapunda Harness Racing Club Incorporated 		✓	
Dutton Park Pumping Station		✓	Excludes Irrigation System Irrigation Controllers (located inside pump station shed) and Irrigation System master valve (above ground, external to pump shed)
Potable water pipe plumbing, between Dutton Park supply and Dutton Park Pump Station		✓	
Irrigation System Irrigation Controllers	✓		Includes Irrigation System master valve external to pump station shed and field solenoid electrical cabling to the irrigation controllers
Irrigation System	✓		Consumer shall notify and seek Council approval for any proposed changes to the irrigation system

OPERATION	Consumer	Council	Comments
Dutton Park Storage Basin		✓	Filling of Dutton Park Storage Basin with recycled water. Control of algal growth and mosquito's.
Dutton Park Pumping Station: <ul style="list-style-type: none"> • Operation of de-stratifying aerators to control algal growth • Chemical dosing of recycled water, in accordance with Department of Health approval conditions • Calibration of pump variable speed drives and associated pressure vessel • Manual over-ride of Pumping Station control centre master valves (if required) in accordance with the priority supply of recycled water • Recording of flow meter readings to calculate volumes of recycled water use • Quality testing of Recycled Water, in accordance with conditions of Department of Health approval • Response to SMS Pumping Station faults, in coordination with the Consumer • Payment of energy use operational costs associated with the Pumping Station • Invoicing of Supply Fees to Consumers of recycled water • Facilitate the coordination of irrigation scheduling between the Consumer and other customers within the same irrigation window 		✓	
Dutton Park Pumping Station: <ul style="list-style-type: none"> • Response to SMS Pumping Station faults, in coordination with the Council • Manual over-ride of Pumping Station control centre master valves outside of the restricted irrigation window, for maintenance of the Irrigation System or the associated Land • Temporary switching to potable water supply for flushing of the Irrigation System, as required 	✓		
Irrigation System Irrigation Controllers	✓		Operation of the Irrigation System in accordance with the Approved Irrigation Risk Management Plan

MAINTENANCE	<u>Consumer</u>	<u>Council</u>	<u>Comments</u>
Dutton Park Storage Basin: <ul style="list-style-type: none"> Calibration of de-stratifying aerator floats and associated support cables Electrical & mechanical maintenance of de-stratifying aerators Weed spraying, mowing of vegetation around the storage basin Repairs to fencing around the storage basin 		✓	
Pipeline System: <ul style="list-style-type: none"> Repair of leaks to the pipelines and associated infrastructure (air valves, isolation valves, etc) Removal of blockages to the pump suction foot valve and Pumping Station inflow valves Calibration of pump suction foot valve floats and associated support cables 		✓	
Dutton Park Pumping Station: <ul style="list-style-type: none"> Electrical and mechanical maintenance of pumps, actuated valves, pressure valves, pressure vessels and flow meters General maintenance of the Pumping Station shed and surrounding fencing, including lighting, ventilation and security Maintenance of the Pumping Station control centre, including programming logic Filter maintenance Chemical dosing system maintenance 		✓	
Irrigation System Irrigation Controllers	✓		
Irrigation System	✓		

ANNEXURE A

The Consumer Areas Map is attached to this Agreement as Annexure A.

ANNEXURE B

The water quality specifications for Class B Recycled Water are attached to this Agreement as Annexure B.

ANNEXURE C

The Water / Wastewater Incident Notification and Communication Protocol is attached to this Agreement as Annexure C.

ANNEXURE D

The Kapunda Golf Club Approved Irrigation Risk Management Plan is attached to this Agreement as Annexure D.

ANNEXURE E

The Terrain Services Irrigation Consultants *Kapunda Golf Course – Dutton Park Development* As Installed drawing dated June 2001 is attached to this Agreement as Annexure E.

ANNEXURE F

The Manufacturer's Specifications for the Irrigation System Irrigation Controllers are attached to this Agreement as Annexure F.

ANNEXURE G

The Protocol for responding to Dutton Park Pump Station Faults and recycled water supply issues is attached to this Agreement as Annexure G.

PROTOCOL FOR RESPONDING TO DUTTON PARK PUMP STATION FAULTS AND RECYCLED WATER SUPPLY ISSUES

Purpose

The supply of recycled water to Consumers via the Dutton Park Pumping Station can be critical during peak summer conditions of high temperature and no rainfall, particularly as there is no back-up supply of water from the mains pressure system to some sites. Prolonged inability to irrigate turf under high temperature conditions can cause death of turf, which is highly undesirable for the Consumer and Community in general.

This protocol has been developed to ensure that, should recycled water supply be affected as a result of pump station faults or other issues (such as contamination), processes are employed to reduce the risk of turf death or serious damage as a result of hot weather.

Incident Classification and Reporting

Incidents shall be classified into two types:

- Lack of Supply Incident
- Quality of Supply Incident

A *Lack of Supply* incident is defined as any incident which causes no or limited (abnormally reduced) supply of recycled water to the Boundary Access Point. This may be caused by faults or failures to the Dutton Park Pump Station or supply infrastructure (pipelines and storages).

In the case of Dutton Park Pump Station faults/alarms, the control system will remote SMS up to two designated contacts, one of which will be the Council's Coordinator Waste Services.

A *Quality of Supply* incident is defined as any incident which causes the quality of the supply of recycled water to not comply with Class B standard as defined in Annexure B of the Recycled Water Agreement. This may be caused by a contamination issue, or by inadequate treatment of wastewater.

Response Plans for Incidents

A response plan shall be developed for each incident, specific to the nature and cause of the incident. The response will vary depending upon the urgency (and capability) for returning the recycled water supply system to normal operations. The response shall involve communication of the type of incident and cause to Consumers, so that alternative irrigation practices can be employed by the Consumer (with the assistance of the Council if necessary) if hazardous hot weather conditions are forecast. Notification and response times for incidents, based upon the timing of incidents, shall be in accordance with the table over page.

Table 1 – Notification, Response Time and Action for Lack of Supply and Quality of Supply Incidents

Season	Time of Incident		Response Time for Notifying Consumer*	Action**
Non Irrigation	Anytime		1 Week	Rectify cause of incident ASAP, but prior to commencement of irrigation season.
Irrigation Season	Hazardous	Daytime (8:30am – 5pm)	2 hours	Attend site within response time and rectify cause of incident ASAP.
		Overnight (5pm – 8:30am)	Prior to 9am the following morning	
	Non-Hazardous	Anytime	3 Days	Attend site within response time and rectify cause of incident ASAP, but prior to hazardous weather if forecast.

Notes: * If cause of incident is rectified within the response time, no notification is necessary. Should Consumer's observe the red fault light flashing on the Dutton Park Pump Station shed roof, prior to receiving notification of an incident from Council, they shall contact the Council's Coordinator Waste Services to report the fault light.

** If rectification of the cause of the incident is not expected to occur within the timeframe specified, or before hazardous weather conditions occur, the timeframe for rectification must be communicated to the Consumer so alternative irrigation arrangements can be made.

Irrigation season is typically between September and April but may extend beyond these months depending upon climate.

Hazardous times of incidents are typically those occurring under hot weather. The Consumer's Contact and Council's Coordinator Waste Services shall liaise frequently throughout the irrigation season to define and agree on hazardous condition definitions.

If the incident is a Quality of Supply incident, irrigation of turf maybe approved under Hazardous weather conditions to avoid death of turf, subject to assessment and monitoring of health risks associated with the Quality of recycled water.

TABLE OF CONTENTS
for the Special Meeting of
LIGHT REGIONAL COUNCIL
ECONOMIC DEVELOPMENT PANEL

THURSDAY, 14 MARCH 2019

Reports for Decision:

5.5.1	Light Tourism Dedicated Logo	2
5.5.2	Facility Management - Freeling Agricultural Multi-Purpose Centre	8



VISION

*Respecting the Past,
Creating our Future.*

CORE PRINCIPLES

*Light Regional Council is guided by a focus on 'Core Principles' of
Growth; Reform; Innovation and Discipline.*

AGENDA PAPERS

for the Special Meeting of

LIGHT REGIONAL COUNCIL ECONOMIC DEVELOPMENT PANEL

in the

**KAPUNDA COMMITTEE ROOM
93 Main Street, Kapunda**

THURSDAY, 14 MARCH 2019 at 5:00pm

Principal Office: 93 Main Street
Kapunda 5373

Branch Office: 12 Hanson Street
Freeling 5372

Telephone: 8525 3200
Facsimile: 8566 3262

Mayor and Councillors,

Notice is hereby given pursuant to the provisions of Section 87(5) of the Local Government Act, 1999, that a **Special Meeting of The Economic Development Panel** will be held in the Kapunda Committee Room, 93 Main Street, Kapunda on **Thursday 14 March 2019 at 5:00pm**

A copy of the Agenda for the above meeting is supplied as prescribed by Section 87 (8) of the said Act.

for 

Brian Carr
CHIEF EXECUTIVE OFFICER

AGENDA

SPECIAL MEETING OF LIGHT REGIONAL COUNCIL, ECONOMIC DEVELOPMENT
 PANEL HELD ON THURSDAY, 14 MARCH 2019,
 IN THE KAPUNDA COMMITTEE ROOM, 93 MAIN STREET, KAPUNDA,
 COMMENCING AT 5:00PM

1. **PRESENT**

2. **OPENING**

3. **APOLOGIES**

Mr Simon Sherriff

Manager, Strategic Projects

4. **DEPUTATIONS & PRESENTATIONS**

5. **REPORTS FOR DECISION**

5.1 CHIEF EXECUTIVE OFFICER

5.2 GENERAL MANAGERS, BUSINESS & FINANCE, & GOVERNANCE

5.3 GENERAL MANAGER, STRATEGY & DEVELOPMENT

5.4 GENERAL MANAGER, INFRASTRUCTURE & ENVIRONMENT

5.5 GENERAL MANAGER, ECONOMIC DEVELOPMENT

6. **PROCEDURAL MATTERS**

6.1 QUESTIONS WITHOUT NOTICE

6.2 QUESTIONS ON NOTICE

6.3 NOTICE OF MOTION

6.4 MOTIONS WITHOUT NOTICE

7. **CONFIDENTIAL ITEMS**

8. **MEETINGS**

The next ordinary meeting of Light Regional Council, Economic Development Panel will be held on Monday, 8 April 2019, commencing at 5:00pm in the Kapunda Committee Room, 93 Main Street, Kapunda.

9. **CLOSURE**

4. **DEPUTATIONS & PRESENTATIONS**

5. **REPORTS FOR DECISION**

5.1 **CHIEF EXECUTIVE OFFICER**

NIL REPORTS

5.2 **GENERAL MANAGERS, BUSINESS & FINANCE, & GOVERNANCE**

NIL REPORTS

5.3 **GENERAL MANAGER, STRATEGY & DEVELOPMENT**

NIL REPORTS

5.4 **GENERAL MANAGER, INFRASTRUCTURE & ENVIRONMENT**

NIL REPORTS

5.5 **GENERAL MANAGER, ECONOMIC DEVELOPMENT**

5.5.1 Light Tourism Dedicated Logo

Folder ID: 67502

Author: Liz Heavey, Tourism Development Manager

Report Presenter: Liz Heavey, Tourism Development Manager

Executive Summary

Report highlights

- The Visitor Economy for South Australia continues to perform strongly, outpacing the overall South Australian economy by more than double over the last five years.
- Council recognised the opportunity for Light Region to develop and build the visitor economy as an economic priority for Light Region in the development and implementation of a Light Regional Council Tourism Plan 2018 - 2023. The Tourism Plan has specific actions to promote Light Region as a destination including the development of a dedicated destination tourism website.
- Building the brand for Light Region as a tourism destination in online and offline messaging and identity will assist brand recognition and allow for effective and efficient use of limited destination marketing resources.
- Light Regional Council has an existing corporate brand logo graphic with four primary colours used in the colour palette.
- A logo used for corporate intentions has a different feel and objective to that used for tourism marketing. The new tourism website designers have presented for no additional cost a design and a recommendation for Light Region to have a distinct logo for destination marketing that is contemporary and vibrant and much better for tourism with an enhanced colour palette using the basis of the existing Council graphic for consistency and recognition.

- This report presents samples of the proposed tourism logo and secondary colour palette with Council's existing graphic used as a 'spotlight' in the design. The new logo enhances the theme of 'Light' in tourism destination brand messaging and language around Light's brilliance in relation to achievement, distinction and talent.
- A website (domain) name for the new tourism website has been determined. A memorable domain name can make the difference between creating a successful Web presence and getting lost in cyberspace. A preferred website Domain name has been registered for Council's destination tourism website that has met all recommended criteria in Domain name development guidelines, being www.lightsouthaustralia.com.
- If the new tourism logo and domain name are endorsed, the design, technical and digital elements can continue to be finalised on the development of the tourism website working to best practice to implement the actions from the tourism plan. In order to meet the action milestones set within the adopted Tourism Plan, timely endorsement is sought.

Budget Impact

Nil

Additional Comments:

There would be future budget expense implications for any rework required to upgrade and modernise the tourism website associated with changing the logo and colour palette should the website be progressed using the current Council logo and colour palette. The same applies for other marketing products (brochures, posters, information sheets, etc) that may be produced for the visitor market.

Recommendation

That the Economic Development Panel recommends to Council that it:

- **Endorses the development and implementation of a tourism logo design and secondary colour palette for tourism destination marketing for Light Region as distinctive from Light Regional Council's corporate logo and colour palette, as proposed by Council's designer of its new Destination Tourism Website**
- **Endorses the use of lightsouthaustralia.com as the Domain name for the Destination Tourism Website for Light Region.**

Reasons for the decision

To endorse the implementation of the required marketing related actions and fundamentals to develop and deliver the optimum tourism destination website for Light Region as per the adopted Tourism Plan 2018 - 2023.

Detailed Report

Purpose

The purpose of this report is to seek Council's endorsement to utilise a distinct Light Region tourism logo for destination marketing purposes incorporating Council's Corporate Logo graphic with an enhanced secondary colour palette and the registered web domain name www.lightsouthaustralia.

Background

Council is utilising a Corporate Logo graphic with a 4-x colour palette in Council communications. There is meaning associated with the graphic being:



the solid green represents the pastures, the striped green represents the vineyards, the brown strip is the earth, the gold crosshatching represents the crops, blue is for the River Light and the sun represents a positive future for the people of the district and Light Regional Council.

A Destination Tourism Website is under development - an action from the Light Regional Council Tourism Strategy - Priority Action 1.7.

As recognised leaders in the development and cutting edge execution of tourism websites, JABA Website Design and Development were commissioned to undertake the development and design of a Destination Tourism Website for our Light Region under Council's procurement policy and process.

JABA are preferred providers with the Australian Tourism Data Warehouse (ATDW) who manage operator and tourism attraction listings for tourism websites across Australia. ATDW are partners with the South Australian Tourism Commission (SATC). SATC and Tourism Barossa will only work with operators, assets and attractions that are listed in the ATDW. The Light Tourism website will work with and draw from the ATDW for listings for the new website.

The Director / Creative from JABA has approached Council with a recommendation to implement a distinct tourism logo for tourism and destination marketing as a subsidiary of Council's corporate logo. The recommended Light Region tourism logo is to utilise the existing LRC logo graphic and implement a secondary palette of colours using the existing logo primary colour palette tones.

History

- Page 2018/342 - Council Minutes of 28 August 2018

Moved Cr Mitchell

Seconded Cr Reichstein

That Council:

1. *Receive the Situation Analysis, Tourism Plan 2018-2023 and associated summary brochure prepared by Tourism eSchool;*
2. *Adopt and publish the Tourism Plan 2018-2023 on the Council's website; and*
3. *Instruct the Chief Executive Officer (who may delegate to the General Manager, Economic Development) to implement actions within the Tourism Plan 2018-2023 in accordance with the adopted 2018/19 Annual Business Plan and Budget.*

CARRIED

Discussion/Analysis

Tourism encompass many disparate industries so our logo needs to communicate our destination to visitors in the blink of an eye.

Why a distinct Light Region tourism logo?

A logo used for 'Corporate' purposes has a different feel to that used for 'Destination Marketing'. A good-looking logo sets you apart from the competition, it calls attention and it can inspire.

We want to attract attention from tourists using a template that centres on the existing LRC Corporate logo graphic, so we don't have to rely on language to get our message across that they are in Light Region and we have consistency in brand identity which is most important.

Reinforcing Light Region's brand and use of colours

Light Region's destination brand identity involves how a logo is expressed in messaging and throughout our destination through design, written and visual elements. This includes anything from the logo's placement on tourism communications, to branded colours in the tourism website, to the tone of voice and keywords and colours used in promotional material.

The combination of colours used can say just as much about a region as a destination as the graphic or text.

Multiple bright colours, particularly when paired with the right graphics, can immediately convey a family-friendly approach to travel and tourism. For example, red can signal romance; orange and yellow suggest warmth and sunshine, green, brown and blue nod to the great outdoors.

The Light Regional Council Corporate Logo has only four primary colours. The limited tones are conservative and outmoded and do not serve the contemporary, flexible and expanded requirements for tourism and destination marketing.

Light Region's destination tourism brand colours will be used in headers throughout the tourism website and in other marketing channels. Therefore having both the primary and new secondary colour choices is deemed necessary and critical for engaging visitors.

Domain name

www.lightsouthaustralia

A memorable domain name, also known as a Uniform Resource Locator (URL) or web address, can make the difference between creating a successful Web presence and getting lost in cyberspace.

lightsouthaustralia is a clever play on words when being read that Light (verb) 'lights' South Australia and that it is the shining 'Light' (noun) of South Australia. Light will benefit from South Australia being in the domain name for the keywords to be discovered via searches on the internet. Any name longer than this is not ideal as this domain name is already longer than the recommended 10-15 characters and still reads and works well. It also removes any political or stakeholder angst around the use of the word Barossa in a domain name to gain prime Search Engine Optimisation (SEO) and ranking.

SEO is a culmination of digital activities on and off the website that helps the site rank well in various search engines like Google and Bing. It includes tactics like content marketing and strategic linking to increase rankings for various search terms.

While there are hundreds of factors that make up the ranking algorithm for search engines, one of the key components is the domain name. Studies have found that keywords included in the URL support top search results.

In other words, including a relevant keyword in the domain or within the URL structure of a page can greatly increase the likelihood of the website ranking higher in search results for that term. With that said, there are many other important factors that will determine our website ranking—so relying entirely on a keyword-optimised domain isn't enough.

The tourism website's content will be optimised to benefit from keywords relevant to our tourism region actually being the Barossa and that the Barossa Valley is in our region; the elements of our region's assets, townships and hero experiences. This will support the sites ranking in searches and build Light's profile and brand as people learn more about the region as a destination.

Extensive due diligence has preceded to evolve a domain name to meet the following recommended criteria:

- Is available to register including all the sub names. i.e. .com; .com.au; .info
- Is easy to remember
- Is branded and will build / enhance our brand
- Has relevant keywords for searches
- Is relatable and can play on words
- Will be accepted by our stakeholders (including local and regional)

Sample Logo and Title template

JABA have provided for no additional cost a suggested template and secondary colour palette sample for consideration to introduce the colours and vibrancy needed for the tourism website. This is based on tones of the primary colour palette currently in use for corporate activities by Light Regional Council (LRC). This template reflects consistency in the use of the LRC Corporate Logo graphic represented in a circle like a spotlight on Light, continuing the theme of brilliance and light in tourism and destination brand messaging.

The domain name registered for tourism is www.lightsouthaustralia.com. Other domain names consisting of combinations of key words defining our tourism region have also been registered, both as contingencies and to protect (future proof) the Light brand. All marketing and media channels will need to be consistent in social media naming, logo, colours and the tourism website's sample banner to show the colours and logo as proposed below.

Primary Colour (Existing) Palette



Secondary Colour Palette



Conclusion

A distinctive logo for tourism and destination marketing will differentiate Light Region tourism activities from Council's formal corporate identity and purpose while still embracing the Light Region brand in use of the logo graphic. The domain name meets all the recommended criteria in domain name development.

References

Legislation

Local Government Act, 1999

Council Policies

Procurement Policy

Website Policy

Social Media Policy

Strategic Plan

Goal 1.0 – Sustainability

Objective 1.3 – Continued efficiency improvements in service delivery. Purchase of appropriate technologies and software to assist Council with service delivery in the short to medium term.

Goal 3.0 – Industry, Innovation and Infrastructure

Objective 3.1 – Support local agricultural and tourism industries as well as manufacturing and small business

Tourism Plan

Priority Area – Drive Demand

Key Initiative – Communicate the right stories by the right storytellers on the right channels to increase engagement, trust and consideration of identified customer personas.

Action 1.7 – Develop a new tourism website for the region

5.5.2 Facility Management - Freeling Agricultural Multi-Purpose Centre

Folder ID: 55755

Appendix: *5.5A Letter to Council dated 8 March 2019 from Freeling Community Recreation Park Management Committee Incorporated, requesting support to under-write risk*

5.5B Draft Letter of Intent from Freeling Community Recreation Park Management Committee Inc to Belgravia Leisure – TO BE PROVIDED PRIOR TO EDP MEETING ON 14 MARCH 2019

5.5C Minutes of meeting on 7 March 2019 – Freeling Community Recreation Park Management Committee Incorporated

Author: Simon Sherriff, Manager – Strategic Projects

Report Presenter: Kieren Chappell, General Manager Economic Development

Executive Summary

Report highlights

- The Freeling Community Recreation Park Management Committee (the Rec Park Committee) has completed a selection process for a professional facility management company to operate the soon-to-open Freeling Agricultural Multi-Purpose Centre for the first 2 years of operation (at least).
- To fast-track preparations for opening the centre on 6th April 2019 (first Freeling home game of the netball/football season), the Rec Park Committee intend to send a 'letter of intent' to their preferred provider, which will provide the service provider with sufficient confidence to proceed with opening day preparations (human resourcing, activation planning, systems set-up, clubs engagement, foundation membership promotion, etc etc) while the particulars of a 2-year facility management agreement are finalised.
- The Rec Park Committee seeks Council's support to under-write the financial risk to the service provider arising from the interim 'letter of intent' agreement with the Rec Park Committee, noting that the Rec Park Committee fully intends to cover the costs associated with this 2-year facility management agreement.

Budget Impact

Estimated Cost: \$0

Future ongoing operating costs: \$0

Is this budgeted?

☒ Yes

Sufficient Funds? YES

Additional Comments (incl Labour Component if applicable):

Decision sought relates to under writing risk of Rec Park Committee inability to pay, rather than seeking Councils funds per-se.

Recommendation

That the Economic Development Panel recommends that Council:

1. **Receives this ‘Facility Management – Freeling Agricultural Multi-Purpose Centre’ report, with 3 attachments (letter to Council from Rec Park Committee, Draft Letter of Intent to Belgravia Leisure, and minutes of Rec Park Committee Meeting on 7 March 2019);**
2. **Ratify the resolution of the Freeling Community Recreation Park Management Committee Incorporated meeting of 7 March 2019, being:**
 - a. ***“FRPMC agree with the recommendation from the FAMPC steering committee and commit Belgravia as the managing body of the FAMPC, acknowledging the potential risk it may run at a first-year loss which is FRPMC responsibility”***
3. **Instruct the Chief Executive Officer, who may delegate to the Council’s General Management, to liaise with Freeling Community Recreation Park Management Committee Incorporated and Belgravia Leisure to enable opening on 6th April 2019 and actively promote the Freeling Agricultural Multi-Purpose Centre to the community.**

Reasons for the decision

To manage operations and affairs in a manner that emphasises the importance of service to the community, ensuring that council resources are used fairly, effectively and efficiently. To seek to provide services, facilities and programs that are adequate and appropriate and seek to ensure equitable access to services, facilities and programs.

Detailed Report

Purpose

To endorse the Freeling Community Recreation Park Management Committee's intention to enter into a Management Agreement with Belgravia Leisure to operate the Freeling Agriculture Multi-Purpose Centre for an initial two year term under a fee for service arrangement.

Background

The history of reports presented below provides significant background into the development of the Freeling Agriculture Multi-Purpose Centre. The project is currently under construction and remains on schedule for a 'soft opening' to the public on or prior to the first Freeling home game of the 2019 football and netball season.

Via the Management Agreement for the Freeling Community Recreation Park, this new facility will be the responsibility of the Freeling Community Recreation Park Management Committee Inc to operate and maintain. In December 2018, the Executive Steering Committee (ESC) for the Freeling Agricultural Multi-Purpose Centre Project considered 4 options for management of the facility:

- A. Council Run; In-house staffing
- B. Council Run; In-house coordination only
- C. Rec Park Committee Run; Staff and volunteers
- D. Outsourced Operation; Joint Council & Committee Governance

As a result, the ESC recommended to the Freeling Community Recreation Park Management Committee Inc. (Rec Park Committee) that Option D ("Outsourced Operation – joint Council/Committee Governance") be pursued as a matter of urgency, in partnership with Light Regional Council (LRC), such that a service provider may be in place by the time of Practical Completion of the facility.

Subsequently, the Rec Park Committee wrote to the ESC on 18 December 2018 to confirm that the Rec Park Committee had... *"voted unanimously in favour of two proposed motions:*

- *That the Freeling Agricultural Multi-Purpose Centre be managed professionally, as per presented option D, as an Outsourced Operation, with Joint Council and Committee Governance.*
- *That outsourcing is for operation of the Freeling Agricultural Multi-Purpose Centre only, with the Freeling Recreation Park Management Committee retaining oversight of the remainder of the Freeling Recreation Park Precinct."*

Under the project's joint governance approach, Council's Management conducted an Expression of Interest (EOI) process during January and February of 2019 to seek proposals from suitably qualified and experienced facility managers, to operate the Freeling Agriculture Multi-Purpose Centre.

History

- Council Meeting 22 September 2015 – Item 11.2 Freeling Community Hub
- Economic Development Panel Meeting 11 February 2016 – Item EDP9.3.2/2016 Freeling – Proposed Multi-Purpose Centre
- Special Council Meeting 9 March 2016 – Item 5.1.1 Freeling "Community" Centre Project
- Council Meeting 26 April 2016 – Item 13.1.1 Freeling Community Centre (\$4.5m Project)
- Economic Development Panel Meeting 18 October 2016 – Item 10.2 Freeling Community Centre
- Economic Development Panel Meeting 31 January 2017 – Item EDP9.5/2017 Freeling Community Centre
- Special Council Meeting 20 February 2017 – Item 6.5.1 Freeling Agriculture Multi-Purpose Centre
- Council Meeting 26 September 2017 – Item 13.5.1 Freeling Agriculture Multi-Purpose Centre
- Economic Development Panel Meeting 20 November 2017 – Item 10.1, Freeling Agriculture Multi-Purpose Centre – Progress Report

- Economic Development Panel Meeting 13 March 2018 – Item 10.2 Freeling Agriculture Multi-Purpose Centre – Progress Report
- Economic Development Panel Meeting 1 May 2018 – Confidential Item 12.1 Freeling Agriculture Multi-Purpose Centre
- Economic Development Panel Meeting 10 July 2018 – Item 11.1 Freeling Agriculture Multi-Purpose Centre
- Economic Development Panel Meeting 11 September 2018 – Item 10.3 Freeling Agriculture Multi-Purpose Centre
- Economic Development Panel Meeting 5 November 2018 – Item 10.5 Freeling Agricultural Multi-Purpose Centre Update
- Council Meeting 22 January 2019 – Item 11.4 Facility Management – Freeling Agricultural Multi-Purpose Centre
- Audit Committee Meeting 19 February 2019 – Item AUD9.2.7/2019 Freeling Agricultural Multi-Purpose Centre - Update

Discussion/Analysis

The EOI process seeking proposals for a facility manager for the Freeling Agriculture Multi-Purpose Centre concluded in early March 2019. The evaluation team identified Belgravia Leisure as the preferred supplier under a Fee for Service arrangement and recommended that the Rec Park Committee commence negotiations with Belgravia Leisure to formalise an initial two year contract.

Belgravia currently operate more than 170 facilities across Australian and New Zealand, including 23 multi-function sports centres – 10 of which are located in South Australia. Nearby Belgravia-run centres include the Rex in Tanunda, the Copper Coast Recreation Centre and the Port Pirie Regional Sports Precinct. Referee checks confirmed their excellent track record in South Australia.

It is common for new facilities, particularly where no or limited usage history is available, to be operated under a fee for service management approach whereby the majority of the risk is initially borne by the facility owner. That is, the facility manager is paid to for service they deliver (eg. HR, payroll, accounting, procurement, retail, WHS, marketing, management, etc) with general operating expenses (such as cleaning, utilities, site staff, etc) and revenue (such as gym memberships, event booking fees, etc) being allocated to the facility owner.

Through their EOI submissions, Belgravia Leisure conducted a market demand analysis and profiled the demographics of Freeling and the wider catchment area, concluding that the facility has a good probability of returning a surplus within the first three years of operations. This is an exceptional outcome and, whilst not guaranteed, is a primary example of how multi-purpose facilities that maximise use of space and multiple club users can be a significant asset to the community without requiring ongoing public funding.

The Rec Park Committee considered the ESC's recommendation and received a presentation from Belgravia at a special meeting on 7 March 2019. Within their presentation, Belgravia tabled a draft facility user fee structure for discussion to provide insight into the likely operating expense and revenue profiles needed to generate a breakeven or operating surplus position. The fee structure is considered to be comparable to similar facilities in regions of South Australia and Australia.

An important first step for facility management is to sit down with the local clubs and get to know their capacity & willingness to pay fees to utilise the new facility. At the same time, Belgravia would market a 'foundation membership', to drive up early numbers of members at the facility and push for a break-even operating position as quickly as possible. The first meeting with the Rec Park Committee involving club representation resulted in positive feedback on the proposed operating model and user fee structure, subject of course to further discussions and negotiations with individual clubs relating to specific user agreements moving forward.

The outcome of the Rec Park Committee's meeting of 7 March 2019 was a resolution that the *"FRPMC agree with the recommendation from the FAMPC steering committee and commit Belgravia as the managing body of the FAMPC, acknowledging the potential risk it may run at a first-year loss which is FRPMC responsibility"*.

Under the joint project governance approach, it would be prudent for the Council to ratify the resolution of the Rec Park Committee, such that a Letter of Intent between Belgravia and the Rec Park Committee can be entered into and enable planning for operations for Day 1 of opening (scheduled for less than a month away). Belgravia has stressed the importance of marketing and promoting the facility prior to its opening, to ensure that it is being well used as soon as it is opened and to avoid any substantial loss in revenue in the first few months. Such loss of early revenue can have a significant impact on the facility's ability to break even as early as possible. As such, it is recommended that the Council and the Rec Park Committee assist Belgravia with early promotion of the facility in the lead up to its opening.

Whilst Council ratification of the Rec Park Committee's resolution to negotiate with Belgravia Leisure as Facility Manager is not mandatory, it will provide additional security for Belgravia Leisure to enter into a contract by having an understanding of Council's relationship with the Rec Park Committee via its Management Agreement. This ratification may ultimately be required if deemed a necessary condition by Belgravia's legal advisors to enter into a facility management agreement with the Rec Park Committee.

Council's Management and the Rec Park Committee continue to explore opportunities around naming rights for the facility, with the objective of fully recovering the non-grant and non-community generated capital funding for the design and construction. Informally, the community pledges towards the project are projecting very close to the target of \$600,000 with nearly \$100,000 secured formally via the Australian Sports Foundation to-date.

Once a naming rights partner has confirmed commitment to the project, which is desirable in the next month or two, the Council and Rec Park Committee will be in an excellent position to negotiate an amendment to the Management Agreement associated with the Freeling Community Recreation Park site. The main item to consider in an amended Management Agreement is likely to be the amount of the Management Fee which would need to consider the Rec Park Committee's capacity to repay any outstanding project capital funding as well as the operating position of the Freeling Agricultural Multi-Purpose Centre. Depending on the level of success the facility has over time, it may be appropriate for the Council to consider increasing or decreasing the amount of the Management Fee or potentially tying it directly to the annual performance of the facility.

The Rec Park Committee's Management Fee was increased by the Council following the announcement of the successful Commonwealth Government grant to part fund the project, and to provide suitably increased revenue for the Committee to plan, deliver and implement the project successfully. There has been much disruption to usual activities on the Rec Park site and many clubs have been inconvenienced throughout the construction phase. The increased Management Fee has gone some way to accommodating their needs during this phase.

Future reports will be provided to Council on naming rights and options for amending the Management Agreement with the Rec Park Committee.

Conclusion

The Freeling Agricultural Multi-Purpose Centre is close to reaching practical completion and opening to the public. Following an Expression of Interest process, the Freeling Community Recreation Park Management Committee Inc has resolved to provide a Letter of Intent to Belgravia Leisure to manage the facility under a fee for service arrangement. It is considered critical that the Council ratifies the decision of the Freeling Community Recreation Park Management Committee Inc such that, together with Belgravia Leisure, all parties can promote the Centre and ensure that it operates successfully from Day 1 which is only about a month away.

References

Legislation

Local Government Act 1999

Council Policies

Procurement Policy
Treasury Management Policy

Strategic Plan

2.4 A) iii) Priorities and Platforms – Internal Performance – Issue Identification, Internal Goals & Strategies – Labour Resourcing / Workforce Planning

3.3.3 What We Deliver – Outcome Categories and Strategies – External Funded, Partnered Projects

3.3.5 What We Deliver – Outcome Categories and Strategies – Entrepreneurial Projects

3.4.4 Our Focus – Seven Key Goals and Strategies – Regional Interconnection and Partnerships

3.4.5 Our Focus – Seven Key Goals and Strategies – Enhancing assets & services appropriately throughout the region

3.4.4 Our Focus – Seven Key Goals and Strategies – Fostering local and community opportunities

3.4.4 Our Focus – Seven Key Goals and Strategies – Promoting our strengths

6. PROCEDURAL MATTERS

6.1 QUESTIONS WITHOUT NOTICE

Rules per Regulations -

- Questions and replies are not entered in the minute book unless expressly required by resolution.
- No debate shall be allowed on any question or the reply to any question.
- If required by the Mayor, such questions shall be put in writing.
- The Mayor may direct that a reply be given at the next meeting.

6.2 QUESTIONS ON NOTICE

Rules per Regulations –

- These questions must be in writing and given to the Chief Executive Officer five (5) clear days prior to the meeting.
- Chief Executive Officer shall place these items in the agenda.
- They shall be answered by the Mayor at the meeting.
- Questions and replies shall be entered into the minute book.

6.3 NOTICE OF MOTION

6.4 MOTIONS WITHOUT NOTICE

Rules per Regulations

- A member may bring forward a motion without notice and if required by the Mayor, put it in writing.
- Before addressing the meeting, the member shall state the purpose of the motion.
- A member cannot move more than one motion without notice on the same subject at any meeting.

7. **CONFIDENTIAL ITEMS**

NIL REPORTS

8. **NEXT MEETING**

9. **CLOSURE**

Freeling Recreation Park Management Committee Inc.
PO Box 246
Freeling, SA, 5372

08/03/2019

Dear Brian Carr,

RE: Engagement of Facility Manager for Freeling Agricultural Multi-Purpose Centre

The Freeling Community Recreation Park Management Committee seeks Light Regional Council's support for the swift engagement of a professional facility manager at the Freeling Agricultural Multi-Purpose Centre.

The Freeling Community Recreation Park Management Committee met on 07/03/2019 to discuss the proposed recommendation from the Freeling Agricultural Multi-Purpose Centre Project's Executive Steering Committee, for Belgravia Leisure to manage the successful operation of the Freeling Agricultural Multi-Purpose Centre.

After listening to a thorough and engaging presentation from Belgravia staff, the Freeling Community Recreation Park Management Committee strongly support this recommendation, and are excited to move forward and commence building a strong and successful relationship with Belgravia. This all starts with immediate preparations for the 'soft opening' of the centre on Saturday 6th April 2019, being the first home game of the season for our netball and football clubs.

Belgravia Leisure have assured the Freeling Community Recreation Park Management Committee that they can be mobilised and ready for our opening day, but to support this 'fast track' process, they will need to receive a 'letter of intent' urgently from the Freeling Community Recreation Park Management Committee, which provides Belgravia with sufficient confidence to proceed with opening day preparations (human resourcing, activation planning, systems set-up, clubs engagement, foundation membership promotion, etc etc) while the particulars of a 2-year facility management agreement are finalised. We are advised that it will likely be necessary for Light Regional Council (as landowner) to support this arrangement by under-writing the financial risk to Belgravia arising from the interim 'letter of intent' agreement with the Freeling Community Recreation Park Management Committee, noting that the Freeling Community Recreation Park Management Committee fully intends to cover the costs associated with this 2-year facility management agreement.

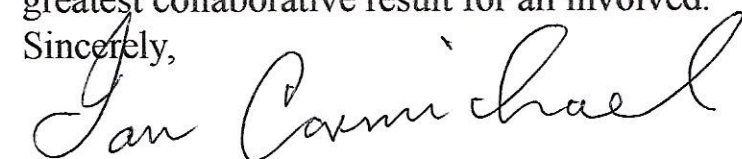
As such, please find attached a draft 'letter of intent' to Belgravia Leisure, from Freeling Community Recreation Park Management Committee Incorporated, for which we seek ratification from Light Regional Council.

Moving forward with Belgravia managing the Freeling Agricultural Multi Purpose Centre and Freeling Recreation Park Management Committee continuing to manage the remainder of the recreation park, discussion at the meeting on 07/03/2019 also discussed the need for the Management Agreement between Light Regional Council and the Freeling Community Recreation Park Management Committee to be reviewed and updated to incorporate the inclusion of Belgravia as a managing body of the Freeling Agricultural Multi-Purpose Centre. As such, we draw your attention to the following clauses of the existing Management Agreement, for which we hope review can cater to all aspects including the value of the park, now that the Centre is almost complete:

- Clause 3.3 relating to Management of the Land
- Clause 3.5 relating to income and financial management
- Clause 3.16 relating to Not Committing Council to Expenditure
- Clause 9.1.1.2 relating to if the Rec Park Committee becomes insolvent

Freeling Recreation Park Management Committee Inc. looks forward to working with Light Regional Council and Belgravia to create the greatest collaborative result for all involved.

Sincerely,



Ian Carmichael
Chairman

Enc. Draft Letter of Intent to Belgravia Leisure, from Freeling Community Recreation Park Management Committee Incorporated

Minutes of Freeling Recreation Park Management Committee Inc. Special Meeting
Thursday March 7th 2019, 7pm in the Community Clubrooms

Present: I. Carmichael, G. Schuster, D. Shepley, D. Heinjus, R. Hanisch, M. Chinner, A. Hutchinson, J. Muster, S. Lapidge, G. Shearing, L. Reichstein, A. Brimer, N. Shaw, R. Leske
Apologies: Nil

I. Carmichael opened and welcomed all to the meeting. Special welcome to invited guests Simon Sherriff from Light Regional Council, and to Belgravia staff Scott McDonald, Amanda Carmichael and Catherine Foreman.

I. Carmichael invited D. Shepley & D. Heinjus to take the floor to share the process of how Belgravia became the recommended business to manage the Freeling Agricultural Multi Purpose Centre.

D. Shepley explained the extent of the tender process; two tenders submitted thorough 700 page submissions and met with the FAMPC steering committee. The submission and meeting was heavily scrutinized using a point system across a strict process to ensure the right candidate was selected.

Belgravia won selection to be recommended due to being well trusted, great referees, good finance model, Agricultural sector strongly considered, ability to bring a wide variety of needs for the community including aged care programs yet also holding a genuine understanding of the existing local clubs and how they run.

D. Heinjus added it was a solid and thorough process thanks to Simon Sherriff.

I. Carmichael invited Belgravia state manager Catherine Foreman to take the floor to deliver their presentation to the FRPMC members. Key points include

- FAMPC labelled a 'green fields' project – brand new development that requires starting up as a business. Belgravia has extensive experience in this type of structure. Copper Coast, Port Pirie Sports Precinct and Tobruk are all successful examples ran by Belgravia. Total management across SA is 24 locations ranging from function centres, golf courses, sports centres, Caravan Park to tennis and sports stadiums.
- Belgravia is excited by the centre and facility it provides the community.
- Key motto 'Connecting community to leisure.'
- Aware of existing user groups and acknowledge they are sustainable. Belgravia's facilities are also sustainable. Belgravia will meet with user groups and schedule club usage. Priority is to fill the gaps around club usage. The gaps allow for new community opportunities – aged care classes, meeting or consultation rooms, family movie nights, corporate events etc.
- Fee for service model put in place. Belgravia outlined the start-up year risk is forecasted to run at a \$52,000.00 loss – this will be FRPMC responsibility.
Year 1 - Aim is to have 100 health club members when centre opens, and 215 by the end of the first year of operation.
Year 2 – operate with a small surplus.
Year 3 and beyond (subject to continuation of Belgravia facility management contract) – 24 months operating history, all responsibility now with Belgravia – commercial risk. FRPMC will receive profit/loss statement to allow for absolute transparency.

Steps Belgravia to adopt for next 30 days

- Appoint venue coordinator
- Arrange meetings with key user groups to identify usage (current & future) and resolve fee structure.
- Attract staff.
- Confirm fit out requirements – mainly the health club (gym).
- Provide 90 day transition plan to Light Regional Council.
- Launch foundation member campaign. Word of mouth is paramount to help this build momentum.

Question time from the floor to Belgravia.

I. Carmichael thanked the staff of Belgravia for their presentation and time.

FRPMC discussion after Belgravia staff and Simon Sherriff (council staff) left.

- Suggested FRPMC request and negotiate an increased annual payment from Light Regional Council. L. Reichstein to discuss with LRC. Re-negotiate management agreement plans to ensure inclusive of Belgravia partnership.
- Naming rights yet to be finalised due to ATO ruling.

- G. Schuster shared funds pledged from community and corporate donations are currently at \$561,000.00. This is a huge result and I. Carmichael congratulated G. Schuster on his personal efforts to achieve this.
- G. Shearing proposed FRPMC agree with the recommendation from the FAMPC steering committee and commit Belgravia as the managing body of the FAMPC, acknowledging the potential risk it may run at a first year loss which is FRPMC responsibility. 2nd G. Schuster and voted all in favour from the floor.
- N. Shaw to liaise with Council (Simon Sherriff) to arrange a letter of intent to Belgravia.

I. Carmichael thanked all for attending.

Special Meeting closed.



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*Respecting the Past,
Creating our Future.*

CORE PRINCIPLES

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Growth; Reform; Innovation and Discipline.*

MINUTES

for the Special Meeting of

LIGHT REGIONAL COUNCIL ECONOMIC DEVELOPMENT PANEL

in the

**KAPUNDA COMMITTEE ROOM
93 Main Street, Kapunda**

THURSDAY, 14 MARCH 2019 at 5:00pm

Principal Office: 93 Main Street
Kapunda 5373

Branch Office: 12 Hanson Street
Freeling 5372

Telephone: 8525 3200
Facsimile: 8566 3262

**MINUTES OF SPECIAL MEETING OF LIGHT REGIONAL COUNCIL,
ECONOMIC DEVELOPMENT PANEL HELD ON THURSDAY, 14 MARCH
2019, IN THE KAPUNDA COMMITTEE ROOM, 93 MAIN STREET,
KAPUNDA**

1. PRESENT

Cr Deane Rohrlach (Chairman)	Dutton Ward
Bill O'Brien	Mayor
Cr Jason Grain	Dutton Ward
Cr Lynette Reichstein	Light Ward
Cr Samantha Mitchell	Mudla Wirra Ward
Mr Kieren Chappell	General Manager, Economic Development
Ms Liz Heavey	Tourism Development Manager
Ms Stacie Dickson	Economic Development Officer

2. OPENING

Cr Deane Rohrlach declared the meeting open at 5:01pm

3. APOLOGIES AND LEAVE OF ABSENCE

Mr Simon Sherriff	Manager, Strategic Projects
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4. DEPUTATIONS & PRESENTATIONS

5. REPORTS FOR DECISION

5.1 CHIEF EXECUTIVE OFFICER

NIL

5.2 GENERAL MANAGERS, BUSINESS & FINANCE, & GOVERNANCE

NIL

5.3 GENERAL MANAGER, STRATEGY & DEVELOPMENT

NIL

5.4 GENERAL MANAGER, INFRASTRUCTURE & ENVIRONMENT

NIL

5.5 GENERAL MANAGER, ECONOMIC DEVELOPMENT

5.5.1 Light Tourism Dedicated Logo

Folder ID: 67502

Author: Liz Heavey, Tourism Development Manager

Report Presenter: Liz Heavey, Tourism Development Manager

Moved Cr Mitchell

Seconded Cr Reichstein

That the Economic Development Panel recommends to Council that it:

- Endorses the development and implementation of a tourism logo design and secondary colour palette for tourism destination marketing for Light Region as distinctive from Light Regional Council's corporate logo and colour palette, as proposed by Council's designer of its new Destination Tourism Website
- Endorses the use of lightsouthaustralia.com as the Domain name for the Destination Tourism Website for Light Region.

CARRIED

Cr Mitchell declared a perceived conflict of interest due to her being the Light Amateur Basketball Association (LABA) President, and left the meeting at 5:25pm before any conversation took place regarding agenda item 5.5.2 Facility Management – Freeling Agricultural Multi-Purpose Centre.

5.5.2 Facility Management - Freeling Agricultural Multi-Purpose Centre

Folder ID: 55755

Author: Simon Sherriff, Manager – Strategic Projects

Report Presenter: Kieren Chappell, General Manager Economic Development

Moved Mayor O'Brien

Seconded Cr Grain

That the Economic Development Panel recommends that Council:

1. Receives this 'Facility Management – Freeling Agricultural Multi-Purpose Centre' report, with 3 attachments (letter to Council from Rec Park Committee, Draft Letter of Intent to Belgravia Leisure, and minutes of Rec Park Committee Meeting on 7 March 2019);
2. Ratify the resolution of the Freeling Community Recreation Park Management Committee Incorporated meeting of 7 March 2019, being:
 - a. *"FRPMC agree with the recommendation from the FAMPC steering committee and commit Belgravia as the managing body of the FAMPC, acknowledging the potential risk it may run at a first-year loss which is FRPMC responsibility"*
3. Instruct the Chief Executive Officer, who may delegate to the Council's General Management, to liaise with Freeling Community Recreation Park Management Committee Incorporated and Belgravia Leisure to enable opening on 6th April 2019 and actively promote the Freeling Agricultural Multi-Purpose Centre to the community.

CARRIED

Cr Mitchell re-entered the Committee room at 5:48pm.

6. **PROCEDURAL MATTERS**

6.1 **QUESTIONS WITHOUT NOTICE**

NIL

6.2 **QUESTIONS ON NOTICE**

NIL

6.3 **NOTICE OF MOTION**

NIL

6.4 **MOTIONS WITHOUT NOTICE**

NIL

7. **CONFIDENTIAL ITEMS**

NIL

8. **NEXT MEETING**

The next meeting of the Light Regional Council Economic Development Panel will be held on Monday 8 April 2019, commencing at 5:00pm in the Kapunda Committee Room, 93 Main Street, Kapunda SA 5373.

9. **CLOSURE**

The meeting was declared closed at 6:05pm

Minutes of meeting to be confirmed at a meeting of the Economic Development Panel to be held on Monday 8 April 2019.

PRESIDING MEMBER (CHAIRMAN) _____

TABLE OF CONTENTS
for the meeting of
LIGHT REGIONAL COUNCIL
INFRASTRUCTURE COMMITTEE

WEDNESDAY, 13 MARCH 2019

Reports for Decision:

IC10.4.1/2019	Infrastructure Committee - Review of Terms of Reference.....	39
IC10.4.2/2019	Wasleys Clubroom Funds.....	43
IC10.4.3/2019	The Gap Road – Road Process Order	46
IC10.4.4/2019	Hansborough Road – Road Name Change	49
IC10.4.5/2019	Funding Requirements for CWMS 4-Year Capital Works Program.....	52
IC10.4.6/2019	Strategic Infrastructure Funding Plan 2019-2023	55
IC10.4.7/2019	2019-2020 10 Year Plant & Fleet Replacement Program.....	60
IC10.4.8/2019	2019-2023 4 Year Capital Program	63

Reports for Information:

IC9.1/2019	Response to MWON Stone Kerbing & Guttering	37
IC9.2/2019	Soft Plastics Trial Program	38



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AGENDA PAPERS

for the meeting of

LIGHT REGIONAL COUNCIL INFRASTRUCTURE COMMITTEE

in the

**KAPUNDA COMMITTEE ROOM
93 Main Street, Kapunda**

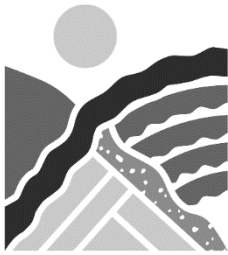
WEDNESDAY, 13 MARCH 2019 at 2:30pm

Principal Office:

93 Main Street
Kapunda 5373

Branch Office: 12 Hanson Street
Freeling 5372

Telephone: 8525 3200
Facsimile: 8566 3262



LIGHT
REGIONAL
COUNCIL

NOTICE OF MEETING

Committee Members,

Cr Peter Kennelly (Chair)
Cr Deane Rohrlach (Deputy Chair)
Cr Lynette Reichstein
Cr Samantha Mitchell
Mayor Bill O'Brien (Ex Officio)

Notice is hereby given pursuant to the provisions of Section 87 (4) of the Local Government Act, 1999, that the next **Meeting of the Light Regional Council Infrastructure Committee** will be held in the Kapunda Committee Room, 93 Main Street, Kapunda on **Wednesday, 13 March 2019 at 2:30pm**

A copy of the Agenda for the above meeting is supplied as prescribed by Section 87 (4) of the said Act.

.....
Brian Carr
CHIEF EXECUTIVE OFFICER

1 March 2019

AGENDA

<p>MONTHLY MEETING OF THE LIGHT REGIONAL COUNCIL INFRASTRUCTURE COMMITTEE HELD ON WEDNESDAY, 13 MARCH 2019, IN THE KAPUNDA COMMITTEE ROOM, 93 MAIN STREET, KAPUNDA COMMENCING AT 2:30PM</p>
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1. **PRESENT**
2. **OPENING**
3. **APOLOGIES and LEAVE OF ABSENCE**
4. **MINUTES**
- 4.1 CONFIRMATION OF COMMITTEE MINUTES
5. **COMMUNICATIONS**
- 5.1 REQUESTED DOCUMENTS/CORRESPONDENCE TO BE TABLED
6. **DEPUTATIONS AND PRESENTATIONS**
7. **ADJOURNED BUSINESS**
8. **BUSINESS ARISING**
9. **REPORTS FOR INFORMATION**
10. **REPORTS FOR DECISION**
- 10.1 CHIEF EXECUTIVE OFFICER
- 10.2 GENERAL MANAGERS, BUSINESS & FINANCE, AND GOVERNANCE
- 10.3 GENERAL MANAGER, STRATEGY & DEVELOPMENT
- 10.4 GENERAL MANAGER, INFRASTRUCTURE & ENVIRONMENT
- 10.5 GENERAL MANAGER, ECONOMIC DEVELOPMENT
11. **PROCEDURAL MATTERS**
- 11.1 QUESTIONS WITHOUT NOTICE
- 11.2 QUESTIONS ON NOTICE
- 11.3 NOTICE OF MOTION
- 11.4 MOTIONS WITHOUT NOTICE
12. **CONFIDENTIAL ITEMS**
13. **MEETINGS**

The next meeting of Light Regional Council Infrastructure Committee will be held on Wednesday, 3 April 2019, commencing at 4:00pm in the Kapunda Committee Room, 93 Main Street, Kapunda, alternatively if there is no Council Assessment Panel Meeting the meeting will commence at 4.00pm in the Freeling Operations Centre Meeting Room, 11 Stephenson Street, Freeling
14. **CLOSURE**

4. **MINUTES**

4.1 **CONFIRMATION OF COMMITTEE MINUTES**

4.1.1 Minutes of the meeting of Committee held Wednesday, 6 February 2019.

Recommendation

- That the minutes and confidential minutes of the meeting of the Infrastructure Committee held Wednesday, 6 February 2019 be confirmed as a true and correct record of that meeting.

5. **COMMUNICATIONS**

5.1 **REQUESTED DOCUMENTS/CORRESPONDENCE TO BE TABLED**

6. **DEPUTATIONS**

7. **ADJOURNED BUSINESS**

8. **BUSINESS ARISING**

<u>Arising from Infrastructure Committee meeting of Wednesday, 7 February 2018</u>			
Item No.	Minute	Page No	Current Status of matter
IC9.4.1/2018	Proposed Road Closure – Johnsons Road Kapunda	2018/2	Agreement for Transfer and Road Order to be executed. <i>Ongoing</i>
<u>Arising from Infrastructure Committee meeting of Wednesday, 6 June 2018</u>			
Item No.	Minute	Page No	Current Status of matter
11.4.2	Motion without Notice – Davidson Reserve BBQ, Kapunda	2018/28	No official opening held <i>Completed</i>
IC10.4.2/2018	Proposed Road Name Change – Hansborough Road	2018/122	Refer to Agenda <i>Completed</i>
<u>Arising from Infrastructure Committee meeting of Wednesday, 1 August 2018</u>			
Item No.	Minute	Page No	Current Status of matter
11.1.1	Question without Notice – Question from Cr Des Ellis – Dutton Park Committee water charge	2018/36	Staff recently met with users of CWMS recycled water supply (Feb 2019) to discuss various water charge arrangement. A Council report to be provided to an upcoming Council Meeting. <i>Ongoing</i>
11.4.1	Motion without Notice – Heritage guttering in Kapunda	2018/37	A report to be provided to an upcoming Infrastructure Committee Meeting <i>Ongoing</i>
IC10.4.1/2018	Costs Deed and Supply Agreement – Wild Dog Hill	2018/167	Negotiations taking place with the Crown Lands Department allowing the agreement to be entered into. <i>Ongoing</i>
<u>Arising from Infrastructure Committee meeting of Wednesday, 6 February 2019</u>			
Item No.	Minute	Page No	Current Status of matter
IC10.4.1/2019	Road Process Order – Hill Drive Bethel	2019/3	Refer to Council Agenda 26 February 2019 <i>Completed</i>

11.1.1	Question without Notice – Question from Mayor Bill O'Brien - Garden beds at the intersection of Main Street and Hill Street, Kapunda	2019/4	Staff to develop a maintenance plan. <i>Ongoing</i>
11.1.2	Question without Notice – Question from Cr Lynette Reichstein - Road maintenance budget 2018/2019	2019/4	 <i>Completed</i>
11.4.1	Motion without Notice – BBQ facilities in public places	2019/5	Staff to develop a policy for the establishment of BBQ facilities in public places <i>Ongoing</i>

9. REPORTS FOR INFORMATION

Item No. and Subject	
IC9.1/2019	Response to MWON Stone Kerbing & Guttering
<u>Folder ID:</u>	2053
<u>Author:</u>	Bill Zhang, Manager Engineering and Assets
<u>Report Presenter:</u>	Bill Zhang, Manager Engineering and Assets
At the August 2018 Infrastructure Committee, a Motion without Notice was presented as follows;	
11.4.1 Heritage Guttering in Kapunda – Motion Without Notice from Cr Keith Ellis	
<i>Proposed: Cr Keith Ellis</i>	
<i>Seconded: Cr Des Ellis</i>	
<i>“That a report be provided to the Infrastructure Committee regarding the possibility of maintaining and reinstating the heritage guttering throughout selected areas in Kapunda.”</i>	
<u>CARRIED</u>	
This report is provided to respond to this Motion that was raised by former Councillor Keith Ellis at that meeting and advise how Council intends to manage areas where stone kerbing and guttering exists.	
Council's asset management system identifies just over six kilometres of stone kerbing and water table (guttering) that still remains in Kapunda. A large portion of this length is identified to be at the end of its useful life within the next 20 years and as such would be scheduled for replacement. However assets such as these often far exceed their useful life and would remain in place for many year after asset expiry or would be replaced where a significant upgrade is required.	
It should also be noted that much of the six kilometres is along roads such as Clare Road, Mildred Street and South Terrace where poor shoulders, lack of defined footpaths and poor drainage exist. All of these roads will be the subject of future upgrade proposals but at this time remain unfunded.	
Figure 1 below shows the stone kerbing and guttering on Clare Road at Kapunda.	
<i>Figure 1 Heritage Stone Kerbing on Clare Road, Kapunda</i>	



Kerbing stones similar to these also existed on Adelaide Road just south of Hancock/Perry Roads prior to the its upgrade. In this instance the kerbing stones were removed as the cross-section was changing, underground drainage with side entry pits were installed and footpaths are being proposed. The additional cost to remove and reinstall the kerb stones also adds a significant cost to the works as each will be hand laid rather than concrete kerbing that is machine laid. While the actual cost to remove and reinstall kerb stones has not been quantified machine laid concrete can produce about 250m per day on average versus kerb stones that would be limited at approximately 15m per day (based on two persons).

Given the above, it has been recent practice for Council to replace the kerb stones with machine laid concrete kerb and gutter. However it should be noted that where the integrity and alignment of any existing kerb stones can still be achieved then the kerb stones would be retained and the road sealed up to the face of the stones.

Where possible every endeavour will be made to retain the original kerb stones however where removal is required they would be preserved and reused on Council projects such as other road upgrade or reserves where the proud history of Kapunda can be showcased.

IC9.2/2019 Soft Plastics Trial Program

File: 69308

Author: Adam Broadbent, Coordinator Waste Operations

Report Presenter: Bill Zhang, Manager Engineering and Assets

Light Regional Council together with The Barossa Council has entered into a trial soft plastics program with YCA Recycling and The Fathers Farm facility in Nuriootpa that will run from March until July this year.

The trial program's objective is to promote and increase soft plastics recycling within the agricultural sector across the Barossa Valley and surrounding district, facilitating a coordinated soft plastics deposit and collection scheme.

The Fathers Farm approached The Barossa Council with an idea to expand the local community's interest in all types of recycling and to expand on their current programs. YCA had also approached the Barossa Council back in 2017 in an attempt to set up a pilot program.

The trial will consist of a collection and deposit site for industrial types of soft plastic, these include:

- Clear plastic film
- Chemical drums (triple rinsed and free of residue)
- Irrigation/ dripper pipe

- Plastic strapping

The collected recyclables will be transported from the Fathers Farm facility on Moppa Road South in Nuriootpa to the YCA facility at Wingfield for processing.

Light Regional Council's role in this program is to provide funding for the trial and to promote the pilot program through the agricultural and industrial sectors within our community. The program fits within the Regional Waste Strategy adopted by Council in August 2018 and with funds from the waste budget being made available for the pilot program to proceed.

Council will be provided with regular updates on the progress of the trial program which will include tonnages collected and types of material being delivered for recycling. The Barossa Council will upon completion of the trial provide Light Regional Council with a final report on the outcomes of the trial.

This program will provide benefits to the industrial community to assist in the recycling of waste plastics from many of businesses, such as wineries, vigneron, hay producers and farmers.

A further report will be provided later in the year with the outcomes of the trial.

Recommendation

That the reports for information be received and the contents therein be noted by the Light Regional Council Infrastructure Committee.

10 REPORTS FOR DECISION

10.1 CHIEF EXECUTIVE OFFICER **NIL**

10.2 GENERAL MANAGERS, BUSINESS & FINANCE, AND GOVERNANCE **NIL**

10.3 GENERAL MANAGER, STRATEGY & DEVELOPMENT **NIL**

10.4 GENERAL MANAGER, INFRASTRUCTURE & ENVIRONMENT

IC10.4.1/2019 Infrastructure Committee - Review of Terms of Reference

Folder ID: 1773

Author: Tara Kneebone, Team Leader Business Support – Infrastructure and Environment

Report Presenter: Richard Dodson, General Manager – Infrastructure and Environment

Executive Summary

Report highlights

- Council maintains an Infrastructure Committee for the purpose of performing a range of important tasks and is guided by their Terms of Reference.

- The Infrastructure Committee Terms of Reference are due for review following the November 2018 Local Government elections.
- The proposed amendment is shown in red text in the recommendation.
- The reviewed Terms of Reference provides an up to date reference document of the function, membership and operating procedures of the Infrastructure Committee.

Budget Impact

Estimated Cost: **NIL**

Future ongoing operating costs: **NIL**

Recommendation

That the Infrastructure Committee recommends to Council that Council adopt the reviewed Terms of Reference for the Infrastructure Committee as detailed below:

1. Establishment of the Infrastructure Committee

Pursuant to Section 41(7) of the Local Government Act, 1999 ("the Act") a Committee may establish a sub-committee to assist in a matter. Membership of the Sub-Committee may comprise any elected member and independent expertise as determined by Council.

2. Committee

Pursuant to Section 41 of the Local Government Act 1999 ("the Act") the Council establishes a Committee to be known as the **Infrastructure Committee** ("the Committee").

3. Functions

3.1 Subject to compliance with all legislation, policies, plans and procedures of the Council, the functions of the Committee are to be focused on the strategic management and delivery of matters relative to:

- Infrastructure & Asset Management including;
- Bridges;
- Community Wastewater Management Schemes;
- Drainage;
- Land and Buildings;
- Stormwater;
- Transport;
- Infrastructure Projects;
- Water Reuse Schemes;
- Road & Traffic Safety;
- Plant and Equipment Replacement;
- Waste Management;
- Communications;
- Council policies, including review of existing policies and consideration of proposals for new policies, as appropriate.
- Management of Open Space;
- Policy Matters;
- Vegetation Management;
- Cemeteries;

- Council's Infrastructure and Assessment Management Plan;
- Traffic Safety; and
- Water (CWMS/Harvesting Schemes).

3.2 Any other matter which is within the powers and functions of the Council and which is referred to the Committee by the Council.

3.3 Pursuant to Section 41 (7) a Committee may establish a sub-committee to assist in a **matter**. Membership of the Sub-Committee may comprise any elected member and independent expertise as determined by Council.

4. **Composition of the Committee**

Members:

A minimum of Four (4) Elected Members (including the Deputy Mayor) of which:

- One (1) is Presiding Member; and
- One (1) is Deputy Presiding Member (Appointed by the Infrastructure Committee)

Ex-officio:

- Mayor may attend as ex-officio pursuant to Section 41(6) of the Act

Administrative Support:

- General Manager, Infrastructure and Environment

4.1 A Member of the Committee will, subject to Section 41(5) of the Act and Clause 4.3 of these Terms of Reference, hold office as a Member of the Committee for a period of up to two (2) years, or until the conclusion of the next general election of the Council.

4.2 The office of a Member of the Committee shall become vacant upon the Council removing that person from office as a Member of the Committee or upon the Member ceasing to hold office as an Elected Member of the Council.

4.3 In the event of a vacancy in the office of a Member of the Committee, the Council shall, if it deems fit, appoint another person as a Member of the Committee on the same basis as, and for the balance of the term of, the original appointment.

4.4 No additional allowance will be paid to the elected member representative over and above the allowance already received by the elected member in accordance with the Local Government (Members Allowances and Benefits) Regulations 2010.

5. **Office Bearers**

5.1 The Presiding Member of the Committee shall be appointed by the Council for a period of two (2) years.

5.2 The office of the Presiding Member shall become vacant if:

- 5.2.1 the Council removes the Presiding Member from office; or
- 5.2.2 the Presiding Member ceases to be a Member of the Committee.

6. **Meetings**

6.1 Meetings of the Committee will be conducted in accordance with the Act, Part 2 of the Local Government (Procedures at Meetings) Regulations 2013, these Terms of Reference and any Code of Practice for Meeting Procedures adopted by the Council and applicable to the Committee.

6.2 Insofar as the Act, the Local Government (Procedures at Meetings) Regulations 2013, these Terms of Reference and any Code of Practice for Meeting Procedures adopted by the Council and applicable to the Committee do not specify a procedure to be observed in relation to the conduct of a meeting of the Committee, then the Committee may determine its own procedure.

6.3 In accordance with, and subject to, the Act and the Local Government (Procedures at Meetings) Regulations 2013 all meetings of the Committee shall be open to the public unless

the Committee has resolved to exclude the public from a meeting or part of a meeting pursuant to the Act.

- 6.4 The Committee shall meet on the first Wednesday of each month at a time set down by Council.
 - 6.5 Minutes together with corresponding Agenda and Appendices of a meeting of the Committee shall be presented for consideration of its recommendations and/or discussion to the next meeting of the Council.
 - 6.6 In accordance with the Act, the minutes of a meeting of the Committee shall be provided to all Council members within five (5) days after the meeting of the Committee.
 - 6.7 A quorum for a meeting of the Committee shall be one half of the total number of Members of the Committee in office (ignoring any fraction) plus one. No business can be transacted at a meeting of the Committee unless a quorum is present.
 - 6.8 All recommendations to the Council of the Committee shall be made on the basis of a majority decision of the Members present.
 - 6.9 All members of the Committee, including the Presiding Member, shall have a deliberative vote, and in the event of an equality of votes, the Presiding Member shall have a casting vote.
 - 6.10 If the Presiding Member of the Committee is absent from a meeting of the Committee, the Deputy Presiding Member will preside at the meeting.
 - 6.11 If both the Presiding Member or Deputy Presiding Member of the Committee are absent from a meeting, a member of the Committee shall be chosen from those present to undertake the role of Presiding Member at that meeting.
 - 6.12 The General Manager, Infrastructure & Environment shall be responsible for ensuring that accurate minutes are kept (to be confirmed at the next meeting of the Committee) of all proceedings of the Committee.
 - 6.13 In all of its dealings and activities the Committee shall have regard to the Guiding Principles under Local Government (Proceedings at Meetings) Regulations 2013 Part 1 Regulation 4.
7. **Review**
- These Terms of Reference will be subject to review by the Council on a two (2) year basis or as determined by Council.
8. **Tenure**
- The Committee will continue in existence until wound up by resolution of the Council.
9. **History**
1. The Infrastructure Committee established pursuant to a resolution of Council dated 18 November 2014 (Minutes Item 4.3.6 Page 2014/376).
 2. Terms of Reference Adopted by Council Tuesday, 24 February 2015 (refer Minutes at Item IC9.5.1/2015 page 2015/49)
 3. Terms of Reference Reviewed by Council Tuesday, 28 February 2017 (refer Minutes at Item IC9.4.5/2017 page 2017/61)
 4. Terms of Reference Reviewed by Council Tuesday, 22 August 2017 (refer Minutes at item IC9.4.1/2017 page 2017/284)
 5. Terms of Reference Reviewed by Council Tuesday, 26 March 2019 (refer Minutes at item ##### page ###)

Reasons for the decision

To update the Infrastructure Committee Terms of Reference.

Detailed Report

Purpose

The purpose of this report is to seek the Infrastructure Committee's endorsement of an updated Terms of Reference.

Background

Council maintains an Infrastructure Committee for the purpose of performing a range of important tasks. The Committee is guided by a Terms of Reference document which outlines the functions to be carried out together with its membership, duration of membership, operating procedures and responsibilities.

The Terms of Reference are due for review following the November 2018 Local Government elections.

History

- 18 November 2014 (Special Council Meeting) – Item 4.3.6 – Policy Committees (Section 41) – Strategy Committee, Infrastructure Committee and Economic Development Committee.
- 24 February 2015 (Council Meeting) – Item IC9.5.1/2015 – Infrastructure Committee – Terms of Reference.
- 28 February 2017 (Council Meeting) – Item IC9.4.5/2017 – Review of Terms of Reference Infrastructure Committee.
- 22 August 2017 (Council Meeting) – Item IC9.4.1/2017 – Infrastructure Committee – Review of Terms of Reference

Discussion/Analysis

A minor amendment is recommended to the functions of the Infrastructure Committee to ensure there is alignment with the policies relevant to the Infrastructure and Environment Department.

Conclusion

The reviewed Terms of Reference provides an up to date reference document of the function, membership and operating procedures of the Infrastructure Committee.

References

Legislation

- Local Government Act 1999

Council Policies

Nil

Strategic Plan

N/A

IC10.4.2/2019 Wasleys Clubroom Funds

Folder ID: 55641

Author: Megan Renzella, Property & Facilities Manager

Report Presenter: Megan Renzella, Property & Facilities Manager

Executive Summary

Report highlights

- The existing Wasleys Recreation Park clubrooms are past their useful life and are no longer suitable for a growing community.
- The 2018-2019 Capital Program identified expenditure for a new facility, however was subject to grant funding.
- The Wasleys Community Group were hoping to secure grant funding through the 'fund my neighbourhood' program however the funding stream was removed with the change of government.
- Staff have reviewed available grants and noted the criteria does not align with the current situation rendering grant opportunities as limited.
- The current funds will not be spent in the current financial year and are proposed to be carried forward to the next financial year, to combine with the expected contribution provided by the developer of the most recent Wasleys land division.
- Without the opportunity of maximising existing funds with grants, the total budget will be reduced and the design will need to be altered accordingly.

Budget Impact

Estimated Cost:

\$0

Future ongoing operating costs:

\$building maintenance

Is this budgeted?



Yes

Additional Comments (incl Labour Component if applicable):

Funds to be carried forward one year and combined with income provided by local developer in the area. Consultant costs for alterations to existing design will be covered from the capital project budget line.

Recommendation

That the Infrastructure Committee recommend that Council;

- 1. Carry forward the amount of \$100,000 from budget line 1555.610.330 from the 2018/2019 financial year to the 2019/2020 financial year, and**
 - 2. Attribute the developer contribution funds of \$172,840 due from Allworth Pty Ltd to budget line 1555.610.330 for the 2019/2020 financial year;**
- For the purposes of providing a community facility at the Wasleys Recreation Park.**

Reasons for the decision

To be able to provide adequate facilities for the community and visitors to the Wasleys Recreation Park.

Detailed Report

Purpose

To reallocate and provide appropriate funds for the construction of a Wasleys Recreation Park clubroom and public toilets.

Background

The Wasleys Recreation Park has been upgraded in recent years with the commencement of the Lanser land development in the vicinity of Henry Turton Circuit. The site has seen the following developments;

- A detention basin installed to help capture stormwater from the area and reuse on the oval.
- Irrigation installed to the oval with pumps and timers adjacent the detention basin.
- New turf to the oval once the irrigation was installed.
- New cricket practice net.
- Playground, shelter and seating area.
- BMX bike track installed by community members.

Although much work has taken place at the site, being the only recreational area within the town of limited open recreational space, the Wasleys Recreation Park has been identified as needing further improvements such as public toilets, further unstructured active equipment such as play equipment for older children, adult fitness equipment and shelters with seating.

Prior to the adjacent housing development, the recreation park site was used by a Wasleys Cricket Club who used the existing clubroom building, adjacent shed and toilets. Unfortunately the membership of the cricket club dwindled and the site was vacated. This led to further vandalism and the toilets were vandalised past the point of repair and subsequently remove, with the small clubroom left derelict and requiring removal.

History

IC 9.4.7 March 2018

Discussion/Analysis

Community sporting grounds within the Light Regional Council area are generally developed using the expertise of local businesses combined with the talent of local residents.

Traditionally the community groups formed would have fund raised and sought grants to be able to construct clubrooms, change facilities, courts, lighting, sheds, and any other structure that may be necessary for the success of their chosen sport and for the community.

The residents within Wasleys have requested facilities similar to what has been constructed in Freeling or Kapunda. Council staff have been assisting the Wasleys Community Group and committee members in the past few years to actively seek grant funding, with no success.

The Wasleys Community Group were hoping to secure grant funding through the 'fund my neighbourhood' program and were preparing for active promotion and voting options. Unfortunately, the funding stream was removed with the change of government. The change of membership of the Wasleys Community Group and its committee has meant any intellect from discussions with Council staff has been lost and effectively 'start again' in their development and learning as a group.

To gain and keep momentum with the development of a new clubroom building, Council formed a Working Party of local interested people which has ensured any change in the association management has not impacted on the project.

The working party was formed and a concept design agreed on that included storage for different sporting groups, kitchen and canteen facilities, dining / clubroom area, toilets, showers, change rooms, an umpires / official's area and public toilets that are accessible at times the clubrooms are not open.

Additional Comments (incl Labour Component if applicable):

Costs to advise all parties contacted and affected of the decision.

Recommendation

The Infrastructure Committee recommends to Council that it:

1. Does not proceed with the Road Process Order for a portion of The Gap Road Fords, or a portion of Public Road 70;
2. Does not support the closure of a section of The Gap Road Fords namely a 580 metre length to the western portion of road known as Road ID 00073005 Segment 5 as a result of the discussions with affected parties;
3. Does not support the closure of a section of road namely Road ID 00070001 Segment 1 known as Public Road 70, if the closure of The Gap Road results in land merged with Section 2 of Hundred 160500; and
4. Advises all affected parties and property owners of the decision to not proceed with the Road Process Order for The Gap Road or Public Road 70, Fords.

Reasons for the decision

As the process for closure is not warranted and opposed by some affected parties.

Detailed Report

Purpose

To advise Elected Members of the outcome with respect to the consultation phase of the Road Process Order to close a portion of The Gap Road, Fords.

Background

At the October 2017 Infrastructure Committee, a question was raised without notice by Councillor Peter Kennelly on the topic of dangerous driving at the entrance of Boral Quarry on The Gap Road.

Question: Can Council investigate ways to minimise the dangerous driving at the entrance of the Boral Quarry on The Gap Road?

Response: Council to investigate this matter and a report be provided to an upcoming meeting of the Infrastructure Committee.

Council's Operations Manager provided a report to the November Infrastructure Committee with options for discussion. The options referred to surfacing deterrents that would also impact on the vehicles using the road for legitimate purposes and with a relatively high cost compared to the amount of use of the road.

An alternative to the surface treatments is to consider restricting vehicle access or closing the portion of road that provides minimal impact to users of the adjacent properties.

At the February 2018 Infrastructure Committee, a resolution was passed to investigate the closure of the road, which would in effect allowing the road to be fenced at a point where the offending drivers would be unable to partake in their offensive activities out of sight of the nearest properties.

History

- October 2017 IC11.1.1 QWON
- November 2017 IC10.4
- February 2018 IC9.4.2

Discussion/Analysis

Council staff wrote to affected adjoining property owners (all from the Lewis family) and Boral Quarries who hold a lease and operate a quarry towards the end of the road with a view to meeting to discuss the situation and alternative proposals.

Correspondence was also forwarded to the Department of Planning, Transport and Infrastructure (DPTI) as land owned by the Commissioner of Highways on occasions is only accessible via The Gap Road.

During discussions it was apparent that although the issue of hoon driving on the road was a cause for concern for both the farmers and operations of the quarry, neither of the parties were interested in expending costs for fencing or land acquisition, nor hold the responsibility of opening and closing gates should they be installed.

In addition, appropriate officers of DPTI made contact to advise they were not in favour of access to their land being restricted, although the site is not one that is accessed regularly.

Given the initial discussions with directly affected parties has resulted in a change of direction for action in relation to the hoon behaviour, the formal public consultation phase of the process was not commenced, and Public Notices were not issued.

Conclusion

As land owners and occupiers were not in favour of contributing costs towards a road closure, or for the monitoring of access through the closed portion of road, it was considered appropriate to not pursue the road process order any further for closure of a portion of the road, and to leave any policing of the unwanted behaviour with the appropriate jurisdiction of the South Australian Police.

On balance, the benefits are outweighed by the imposition a name change would have on the local property owners and residents of the area. The parties who are directly affected by the proposed road name change, oppose the proposal also noting the applicant is not an affected land owner.

Detailed Report

Purpose

To provide Elected Members with the outcome from the public consultation undertaken to change the name of a road to be able to make an informed decision.

Background

Council received a request from the Waldhuter families of Hansborough, South Australia, to change the name of Hansborough Road to Waldhuter Road.

In August 2016 Mr Craig Waldhuter contacted Council on behalf of the Waldhuter families of Hansborough, South Australia, to request that the name of Hansborough Road at Hansborough be changed to Waldhuter Road. Mr Waldhuter was advised that a policy existed regarding road name changes and asked to put his request in writing with appropriate evidence to support a road renaming process.

Mr Waldhuter formally addressed his request to Council providing historical rhetoric as to the Waldhuter families early settlement and farming on the road since 1914. Mr Waldhuter's ancestors, brothers Heinrich William George Waldhuter and John Heinrich Waldhuter, purchased their farms on 23 March 1914, Part Section 120, 470 Acres from Henry Hampton Dutton of Anlaby Station. Mr Waldhuter provided Council with copies of newspaper articles as evidence of the brother's involvement in the local community and provision of road maintenance works for local Councils as a contractor.

Hansborough Road starts at the intersection with the Thiele Highway in the Light Regional Council, crossing over the Light River and entering the Regional Council of Goyder, ending at the intersection of Anlaby Road in Buchanon.

The road name change process is governed by section 219 of the Local Government Act 1999, Council's Road & Public Places Naming Policy and Public Consultation Policy. The road name change process includes:

- Seeking Council's approval to commence a road name change investigation;
- Notifying adjoining councils;
- Public consultation;
- Preparing a report for Council presenting the outcomes of the investigation and staff recommendations;
- Notifying relevant parties of the road name change;
- Updating Council's Register of Public Roads;
- Installing road name signage; and
- Providing public notice of the road name change.

In accordance with the Road & Public Place Naming Policy, a road naming process can be initiated by a number of actions including, but not limited to, a request by affected land owners or their agents, or a Council resolution that a name change be investigated.

When considering a proposed name change a number of principles must be observed including continuous naming of a road from logical start to end irrespective of council boundaries, and naming origins with historical significant which are clearly stated and recorded in Council's records.

As Hansborough Road runs into an adjoining council area, Council is required to undertake consultation with the adjoining council. The land owned by the Waldhuter families is located within the Regional Council of Goyder. Council staff have made contact with Regional Council of Goyder, with an agreement that a joint investigation into the road name change is the best way forward.

History

IC 10.4.2/2018

Discussion/Analysis

Although there is no legislative requirement to undertake public consultation, Council's Public Consultation Policy provides that public consultation is to be undertaken when deemed necessary.

There are a number of landowners along Hansborough Road who may be impacted by a road name change. There may also be people in the local community with an interest in the proposed road name change. Therefore, public notices were published in addition to the minimum requirement for direct correspondence with land owners along the length of Hansborough Road.

Of the four land owners who were provided with direct correspondence, three responses were received advising of their opposition to the road name change.

In response to the public notice, there were an additional four responses to the Light Regional Council, with two of the responses opposing the name change and two in support of the name change. Interestingly, the two responses opposing the change were from the immediate area (Buchanan), whereas the two in support of the change were from Kapunda and Tanunda.

It is understood the Regional Council of Goyder received a letter(s) of support from the Waldhuter family who live and own property on Hansborough Road, with two or three objections.

DIRECT CORRESPONDENCE SENT from Light Regional Council					
DOC ID	Response Y/N	DOC ID	In Favour Y/N		
329695	n		0	Adelaide	government department
329697	Y	331792	N	Hansborough road	
329696	Y	334592	N	Hansborough road	
329696	Y	334342	N	Hansborough road	
329699	n		0	Hansborough road	land holding only
329698	n		0	Hansborough road	land holding only
328612	n		0	Adelaide	government department
328610	n		0	Adelaide	government department
RESPONSES TO PUBLIC NOTICE received by LRC				Locality	
334592			N	Buchanan	land owner alongside Hansborough Road
334342			N	Buchanan	owns property on Hansborough Road
330248			Y	Tanunda	
330571			Y	Kapunda	
		LRC	5 x No Change		
		LRC	2 x Yes Change		

The reason for the request is to recognise former land owners in the area, namely, Heinrich William George Waldhuter, his brother John Heinrich Waldhuter and their descendants who currently own land on Hansborough Road. The land was purchased from Henry Dutton, who inherited Anlaby from his uncle Frederick Hansborough Dutton. The land holding is within the Regional Council of Goyder, however is not the only land holding with a history of contribution to the local area.

To the east of Hansborough predominantly is the boundary between Julia Creek and Buchanan with Hansborough to the south of the boundary between Regional Council of Goyder and the Light Regional Council.

The town of Hansborough no longer exists but was named after Frederick Hansborough Dutton who founded Anlaby Station.

Whilst it may not be appropriate to change the name of Hansborough Road at this stage, the name Waldhuter may be an option for future developments, should a developer wish to honour other contributors to the region.

Conclusion

It is recommended that the request to change the name of Hansborough Road to Waldhuter Road not be approved on the basis of historical origins and the financial imposition and inconvenience to affected property owners, businesses and councils should a name change take effect.

On balance, the benefits are outweighed by the imposition a name change would have on the local property owners and residents of the area.

To provide quality infrastructure for a growing and vibrant community.

Detailed Report

Purpose

The purpose of this report is to seek Elected Member's endorsement of the 2019-2023, CWMS 4 Year Capital Works Program.

Background

A CWMS is defined under the South Australian Public Health Regulations (2013) as *"a system for the collection and management of wastewater generated in a town, regional area or other community, but does not include SA Water sewerage infrastructure."* The purpose of the CWMS is to collect, treat and reuse/dispose of wastewater produced in the community.

Light Regional Council is currently managing an extensive network of CWMS infrastructure in four townships. The approximate date of the establishment of each scheme is:

- Kapunda 1968
- Freeling 1984
- Greenock 1985
- Roseworthy 1995.

Over the years, those CWMS plants had been upgraded by Council to provide essential wastewater management service to over 6000 residents. The most recent CWMS infrastructure upgrade was undertaken at Freeling Plant in 2008 and at Kapunda Plant in 2011.

History

N/A

Discussion/Analysis

Each year Council declares a rate under Section 155 of the Local Government Act to raise funds to manage and maintain its Community Wastewater Management Systems. A report was commissioned to determine the most appropriate rate to ensure that Council was collecting the correct amount of revenue to fulfil all of its obligations. In short this will amount to approx. \$520 per service in 2019/2020 and will raise nearly \$1.5m. It will consist of the following breakdown:

Component	\$	Purpose
Operating Expenditure	\$500,000	Covers activities such as salaries, wages, plant hire, electricity, licencing, disposal, pump outs
Depreciation	\$445,000	This is the decline in value of the assets each year and as a rule should be equivalent in the longer term to the upgrade or renewal of the assets.
Full Cost Attribution (internal charges)	\$230,000	It is an internal charge that recognises that the CWMS business could not operate without technology support, payroll, HR, office space & other corporate costs etc
Risk	\$85,000	An allocation of funds to ensure should an unforeseen breakdown occur funds are set aside to repair the issue
Council's Return on Investment	\$240,000	Like many organisations, Council has invested funds to establish the CWMS operations and should receive a dividend when doing so (it should be noted that this is not the full return on investment, this will occur when the annual service charge is closer to \$600)
Total Expenses	\$1,500,000	

In essence the \$445,000 in depreciation, if unused will be transferred to the “CWMS Reserve” account and will be reported in Council’s Annual Report each year.

The aim is to continually put downward pressure on all operating costs and have more available for asset renewal and upgrade.

So in a similar manner to the transport, building, stormwater and bridge assets a four year program has been developed to target asset renewal and also upgrades.

4-Year Capital Works Program		2019/20	2020/21	2021/22	2022/23
(Funded by CWMS Reserves)		Year 1	Year 2	Year 3	Year 4
CWMS Plant Upgrade	Solar battery (Freeling & Kapunda)			\$20,000	\$20,000
	SCADA – Process Control Systems (Freeling & Kapunda)	\$150,000 (Freeling)	\$150,000 (Kapunda)		
	Plant Improvements, e.g. line modification, valves, site access, sensors, etc	\$50,000	\$25,000	\$30,000	\$30,000
Sub-total		\$200,000	\$175,000	\$50,000	\$50,000
CWMS Asset Renewal	Screens	\$20,000 (Freeling)		\$20,000 (Kapunda)	
	Aerators	\$50,000 (Freeling)	\$50,000 (Kapunda)		
	Pumps, valves, chambers, etc	\$20,000	\$20,000	\$30,000	\$30,000
Sub-total		\$90,000	\$70,000	\$50,000	\$30,000
(Asset Upgrade & Renewal) Total		\$290,000	\$245,000	\$130,000	\$80,000

It is considered that these works will ensure that the system operates efficiently and works are undertaken prior to any failure.

In addition staff are in the process of carrying out an extensive audit of Council CWMS pipe network and any resultant work will be included in future programs.

The creation of this program will enable a proactive approach to be taken to develop a sustainable asset renewal program to secure the CWMS operations into the future for our community. The program would also deliver the following benefits:

- Reduce operation and maintenance costs with less equipment breakdowns;

- Facilitate future growth of townships and developments;
- Improve reliability of the plants;
- Improve water quality for reuse across Council;
- Reduce energy consumption; and
- Improve customer satisfactions.

Conclusion

It is important to recognise the current funding arrangement for CWMS asset renewal is considered inadequate. The creation of CWMS Capital Work programs by utilisation of available fund from the existing CWMS Reserves would bring a proactive and systematic approach for Council to deliver efficient, sustainable and reliable CWMS for the community,

References

Legislation

Local Government Act 1999

Council Policies

N/A

Strategic Plan

Goal 1 Objective 1.2 Resolving the asset renewal gap to attain asset sustainability for agreed service levels

Goal 1 Objective 1.4 Appropriate allocation of resources to areas of priority need

IC10.4.6/2019 Strategic Infrastructure Funding Plan 2019-2023

Folder ID: 64336

Author: Richard Dodson, General Manager Infrastructure and Environment

Report Presenter: Richard Dodson, General Manager Infrastructure and Environment

Executive Summary

Report highlights

- The various Federal & State funding sources;
- Some key infrastructure upgrades that have been identified in Council's various Draft Infrastructure and Asset Management Plans chapters;
- The need to allocate Council funds towards the infrastructure upgrades as the matching contribution; and
- A grant funding schedule that matches the capital renewal program with funding programs.

Budget Impact

Estimated Cost: N/A

Future ongoing operating costs: N/A already included in future routine maintenance costs

Is this budgeted?

☒ N/A

Additional Comments (incl Labour Component if applicable):

Recommendation

That the Infrastructure Committee recommend to Council that it:

- 1. Receive this report;**
- 2. Acknowledge the various funding sources available for infrastructure projects; and**
- 3. Adopt the year by year funding program contained in this report.**

Reasons for the decision

To provide quality infrastructure for a growing and vibrant community.

Detailed Report

Purpose

Grant funding provides an important financial contribution to the overall sustainability of Councils and developing a plan that clearly outlines what funding is available for various infrastructure upgrade projects and when grant funding will be sought is equally important. This report provides advice to the Elected Members on the various funding sources available to Council for infrastructure projects.

Background

N/A

History

Infrastructure Committee 5 August 2015 – Item IC9.5.1/2015 – Strategic Infrastructure Funding Opportunities

Discussion/Analysis

Council has a range of grant funding program that are available to it and the summary below highlights the program, funding contributions and types of infrastructure projects that Council could consider funding.

Black Spot Program

Road crashes are a major cost to Australians every year. Black Spot projects target those road locations where crashes are occurring. By funding measures such as traffic and road improvements such as roundabouts or intersections at dangerous locations, the program aims to reduce the risk of crashes. Programs of this sort are very effective, saving the community many times the cost of the relatively minor road improvements that are implemented.

The Black Spot Program makes an important contribution in reducing the national road toll under the National Road Safety Strategy and Action Plan 2018–2020.

The program provides 100% funding for eligible projects.

Bridge Renewal Program

The Australian Government will provide \$420 million from the 2015 to 2016 financial year to the 2020 to 2021 financial year, with an on-going commitment of \$60 million each year following to upgrade and replace bridges to enhance access for local communities and facilitate higher productivity vehicle access.

The Australian Government will provide up to 50% of the total project cost with a contribution limit of \$5 million per project.

Heavy Vehicle Safety and Productivity Program

The Heavy Vehicle Safety and Productivity Program (HVSP) is an Australian Government initiative to fund infrastructure projects that improve productivity and safety outcomes of heavy vehicle operations across Australia.

The Australian Government has extended the HVSP and will provide \$40 million per year from the 2021 to 2022 financial year onwards. The commitment builds on the current \$328 million investment from the 2013 to 2014 financial year to the 2020 to 2021 financial year.

The Australian Government will contribute up to 50% per cent of the total project cost to successful projects, up to a maximum of \$5 million.

Roads to Recovery Program

The Roads to Recovery Program supports the maintenance of the nation's local road infrastructure asset, which facilitates greater access for Australians and improved safety, economic and social outcomes.

The Roads to Recovery Program does not contain a sunset clause under the National Land Transport Act 2014, meaning no new legislation is required for the continuation of the program.

From the 2013 to 2014 financial year to the 2020 to 2021 financial year the Australian Government will provide \$4.4 billion under the Roads to Recovery Program. The funding is to be distributed to Australia's local councils.

Roads to Recovery Program allocations for the councils in each jurisdiction have been determined on the basis of the recommendations of the Local Government Grants Commissions in each state for the roads component of the Financial Assistance Grants. This is the same methodology as was used for this purpose in previous Roads to Recovery programs.

The allocations include a list of each council's estimated Roads to Recovery Program allocation for both the 2017 to 2018 and 2018 to 2019 financial years. Light Regional Council is estimated to receive \$301,245 in the 2018/2019 year taking its R2R total for the five year period to \$2,704,921. While the standard allocation has been approximately \$300,000 there have been years where payments have been increased substantially, doubled and in one year were tripled, however for annual budgeting purposes \$301,245 is being used.

Under the Roads to Recovery Program, direct funding to local Councils is distributed according to a formula based on population and road length set by the Local Government Grants Commissions in each state and the Northern Territory. Each Council's Roads to Recovery allocation is fixed for the life of the Program.

Untied grants for local roads are part of annual financial assistance grants to councils.

Features of local roads grants are:

- Each state receives a fixed share of the grant.
- Each Council's share of the grant is determined by the state's local government grants commission.
- The grants are untied.

Special Local Roads Program

Funding for strategic local roads in South Australia is made available under the South Australian Special Local Roads Program (SLRP). Funding for the Special Local Roads Program is provided from:

- 15% of Identified Local Road Grants; and
- 15% of funding from the SA allocation of Roads to Recovery.

Traditionally the total funding pool across the state has been between \$15m & \$18m with approximately \$3m flowing through to the Legatus Group.

These programs above tend to be the standard ones that provide an ongoing opportunity for Council to leverage its funds to deliver upgrade works.

A summary of the funding programs and the types of roads that can be included is shown below:

<u>Funding Program</u>	<u>Council Contribution Required</u>	<u>Infrastructure Projects</u>
Black Spot Program	Nil	<p>At this time Council has reviewed all of the crashes that have occurred in its area and other than resubmitting Roennfeldt Road it is unlikely that it will be able to access the reactive part of the program.</p> <p>The Proactive part of the program will require an investment in road safety audits and at this time the Draft Capital Program is aimed at delivering those works.</p>
Bridge Renewal Program	50% of approved project cost	<ul style="list-style-type: none"> • Ayliffes Bridge Linwood • Mt Allen Bridge Allendale North • Rosedale Bridge Rosedale
Heavy Vehicle Safety and Productivity Program	50% of approved project cost	<ul style="list-style-type: none"> • East Terrace Kapunda (southern portion) • Overdimensional Route 3 (OD3) • Belvidere Road • John Eden Road • Mudla Wirra Road • Currie Road • Rosedale Road
Special Local Roads Program	One third of approved project cost	<ul style="list-style-type: none"> • Seppeltsfield Road • Lyndoch Road • Turretfield Road • Gerald Roberts Road • Nurse Road • Gray Street • Templers Road • Gawler River Road/Wilkinson Road

Given the above the table below shows a year by year breakdown of the proposed applications for each funding type.

<u>Year</u>	<u>Funding Program</u>	<u>Infrastructure Projects</u>
2019/2020	Heavy Vehicle Safety and Productivity Program	<ul style="list-style-type: none"> • College Road
	Special Local Roads Program	<ul style="list-style-type: none"> • Seppeltsfield Road • Lyndoch Road
2020/2021	Heavy Vehicle Safety and Productivity Program	<ul style="list-style-type: none"> • Overdimensional Route 3 (OD3) from Hatcher Road to Redbanks Road •
	Special Local Roads Program	<ul style="list-style-type: none"> • Gawler River Road/Wilkinson Road
	Black Spot Program	<ul style="list-style-type: none"> • Roennfeldt Road (resubmitting due to major change in project scope)
2021/2022	Heavy Vehicle Safety and Productivity Program	<ul style="list-style-type: none"> • Overdimensional Route 3 (OD3) from Two Wells Road to Oates Road

<u>Year</u>	<u>Funding Program</u>	<u>Infrastructure Projects</u>
2022/2023		<ul style="list-style-type: none"> Belvidere Road
	Special Local Roads Program	<ul style="list-style-type: none"> Turretfield Road Stonewell Road
	Heavy Vehicle Safety and Productivity Program	<ul style="list-style-type: none"> Roseworthy Road (Sturt Highway to Thiele Highway) John Eden Road (Sturt Highway to Thiele Highway)
	Special Local Roads Program	<ul style="list-style-type: none"> Gerald Roberts Road (portion)

Roads not included in the 4 year program have been excluded due to lack of renewal funds for matching contributions. Those roads will either be addressed as part of a future renewal program or will be budgeted via business cases as part of the annual budgetary process.

Conclusion

Given the amount of strategic infrastructure projects (not an exhaustive list provided) that Council has it is worthwhile ensuring that funds are allocated to projects prior to the closure of grant funding applications.

References

Legislation

N/A

Council Policies

Strategic Plan

Goal 1 Objective 1.2 Resolving the asset renewal gap to attain asset sustainability for agreed service levels

Goal 1 Objective 1.4 Appropriate allocation of resources to areas of priority need

IC10.4.7/2019 2019-2020 10 Year Plant & Fleet Replacement Program

Folder ID: 55927

Appendix: [*Appendix IC10.4.7A - Plant Replacement Program*](#)
[*Appendix IC10.4.7B – Fleet Replacement Program*](#)

Author: Richard Dodson, General Manager Infrastructure and Environment

Report Presenter: Richard Dodson, General Manager Infrastructure and Environment

Executive Summary

Report highlights

- The proposed plant to purchase over the next 10 year period that will meet the operational needs of Council;
- The proposed fleet to purchase over the next 10 year period based on the Motor Vehicle Management Policy that will meet the administrative operations of Council; and
- The proposed funding required across the plant and fleet over the next 10 years.

Budget Impact

Estimated Cost: Plant	\$601,000
Future ongoing operating costs: Plant	\$831,423
Estimated Cost: Fleet	\$103,200
Future ongoing operating costs: Fleet	\$225,272
Estimated Cost: Minor Plant	\$15,000
Future ongoing operating costs: Minor Plant	\$15,000

Is this budgeted?

☒ Yes

Sufficient Funds? Yes

Additional Comments (incl Labour Component if applicable):

Recommendation

That the Infrastructure Committee recommend to Council that it acknowledge and endorse the 2019/2020 10 Year Plant and Fleet Replacement Programs subject to the adoption of the 2019/2020 Budget and Annual Business Plan.

Reasons for the decision

Council needs to have a clear direction on what plant it needs to carry out its operations and also what is affordable to undertake the various civil and administrative operations of Council.

Detailed Report

Purpose

To provide an update to Council on plant that will require replacement in the next 10 years.

Background

In April 2009, Council adopted a 10 year Plant Replacement Program which aimed to develop a planned replacement schedule for Council's operational plant. Since that time, an annual update has been provided that forecasts future plant requirements. Since that time the fleet replacement has been added to that program.

History

Minute 10.4.1, 21 April 2009

Discussion/Analysis

Each year an updated plant replacement program plan is provided that shows the future plant requirements, replacement forecasts and estimated costs. While the aim is to replace the plant at the optimum time, the plans give consideration to spreading the larger purchases out to assist with Council's cash flow. Once the purchases have been spread then they will revert to optimum replacement.

At this time, staff consider that the amount of plant currently held enables the majority of work to be performed efficiently and with the most appropriate equipment. Where equipment is not on hand it will be engaged via short-term hire on a dry or wet basis. If this occurs any costing will be incurred within the budget of the work at the time.

The fleet program is based around individual vehicle usage and now has a focus on longer hold periods for lower use vehicles. The amounts shown as capital are the net changeover costs. Details of the sales will be provided via the monthly financial statements and the quarterly budget updates as variations to capital purchases and capital sales.

In addition to the capital costs there are also operating costs of running the vehicle fleet. These operating costs are the gross costs of operating the fleet. However there are eight employees who each contribute between \$6,500 and \$10,000 towards the cost of operating the vehicles that are allocated to them. This philosophy is consistent with the principles of Council's Motor Vehicle Management Policy.

Conclusion

It is considered that the proposed plant replacement program gives Council a clear direction on what plant it needs to carry out its operations and also what is affordable.

References

Legislation

N/A

Council Policies

Motor Vehicle Management Policy

Strategic Plan

Goal 1 Objective 1.4 Appropriate allocation of resources to areas of priority need

IC10.4.8/2019 2019-2023 4 Year Capital Program

Folder ID: 64336

Appendix: ***IC10.4.8A – 4 Year Capital Program 2019-2023***

Author: Richard Dodson, General Manager Infrastructure and Environment

Report Presenter: Richard Dodson, General Manager Infrastructure and Environment

Executive Summary

Report highlights

- The proposed funding allocation across the various asset classes for the 2018 – 2022, 4 Year Capital Program;
- A draft program of works based on the draft Infrastructure & Assets Management Plan, actual asset condition, proposed upgrades and expectations of the community;
- The impact of the Accelerated Works Program on the Asset Renewal Program; and
- Seeks the Committee's endorsement of the draft program.

Budget Impact

Estimated Cost:	2018/2019 \$3,256,224
	2019/2020 \$3,357,167
	2020/2021 \$3,424,310
	2020/2021 \$3,509,918

Future ongoing operating costs: **already included in future routine
maintenance costs**

Is this budgeted?

☒ **Yes**

Sufficient Funds? **YES**

Additional Comments (incl Labour Component if applicable):

Recommendation

That the Infrastructure Committee recommend to Council that it adopt the 2019-2023, 4 Year Capital Program subject to the adoption of the 2019/2020 Budget & Annual Business Plan.

Reasons for the decision

To provide quality infrastructure for a growing and vibrant community.

Detailed Report

Purpose

The purpose of this report is to seek Elected Member's endorsement of the 2019-2023, 4 Year Capital Program.

Background

Each year, the Infrastructure & Environment Department develops a Capital Works Program with input from Elected Members, customer requests and information recorded on Council's asset database. This report provides a draft program for consideration by Elected Members.

History

N/A

Discussion/Analysis

Each year a report is provided to Elected Members outlining the amount of funds in the Long Term Financial Plan that have been budgeted for the Capital Works Program and also the works that are to be included in that program. This LTFP has always included a base Roads to Recovery allocation which is currently \$301,245. This amount has been constant over the life of the R2R Program however that funding tranche will expire at the end of the 2018/2019 financial year. The base amount has been included in the four year program but will be subject to Australian Government future funding announcements.

All R2R allocations are currently directed to road renewal.

In addition to the R2R funding, the participation in the State Local Government Infrastructure Partnership has unlocked upgrade funds that can be directed towards asset renewal. The redirection of these funds will mean that asset renewals will enable Council's Asset Sustainability Ratio to move closer towards 100% (over the longer term). This effectively means that assets will be renewed closer to expiry than ever before and strengthens Council's overall financial position. In addition there have also been roads that were included in previous unsealed roads long term programs that have been addressed by the Accelerated Infrastructure Program. This has resulted in more funds being able to be utilised towards other asset category renewals.

In this four year program, a greater emphasis has been placed on using renewal funding as Council's contribution towards grant funded programs. This has been highlighted in the individual programs where the aim will be to make applications to the Special Local Roads Program and Heavy Vehicle Safety & Productivity Program. (refer to separate Strategic Funding Report)

The allocations below have been developed based on workshops with Elected Members, the expectations of the community and importantly the Infrastructure & Asset Management Plan (IAMP). The 10 year average targets for asset renewal have been refined also.

4 Year Budget 2019-2023							
Capital Works						10 Year Average Targets	
Work Type	Asset Sub-Group	Year 1 FY 2019/2020	Year 2 FY 2020/2021	Year 3 FY 2021/2022	Year 4 FY 2022/2023	Annual Budget	Asset Sustainability Ratio
Renewal	Rural Sealed	\$390,000	\$440,000	\$650,000	\$350,000	\$306,353	95%
	Town Sealed	\$391,556	\$455,415	\$475,000	\$929,271	\$247,000	95%
	Rural Sheeted	\$2,275,611	\$2,108,895	\$1,964,918	\$1,898,395	\$2,003,194	95%
	Pavement					\$150,000	50%
	Footpaths					\$150,000	50%
	Bridges, Culverts & Floodways	\$100,000	\$100,000	\$100,000	\$100,000	\$135,000	95%
	Building & Structures	\$200,000	\$200,000	\$200,000	\$200,000	\$230,000	70%
Upgrade/New	Township New Footpaths	\$0	\$120,000	\$120,000	\$120,000	\$120,000	100%
	Stormwater Upgrade Project			\$0	\$0	\$180,000	100%
		\$3,357,167	\$3,424,310	\$3,509,918	\$3,597,666	\$3,521,547	83%

CAPITAL RENEWAL

The following discussion focuses on Capital Renewal in Year 1 of the 2019-2023 4 Year Capital Works Program. Appendix IC10.4.8A includes Years 2, 3 and 4 of the program.

Rural & Town Sealed Roads

Each year, a rolling Four Year Road Sealing Program is developed using Road Surface Manager (RSM), a proprietary computer software product that uses information from the IAMP to generate a works program. However, there are insufficient funds within the budget to enable all of the roads to be treated as they fall due. The RSM program has prioritised higher class roads, which ensures that funds are directed to those roads that are most used or are regionally significant.

It should be noted that for efficiency the renewal of roads may not always be undertaken in the same order that RSM will prioritise them.

2019-2020 Rural Sealed Road Programme				
Road Name	Nature of Work	From	To	Estimate Project Cost
Seppeltsfield Road	Reseal & shoulders (Council contribution towards a Special Local Roads Programme Application - \$1,110,000 of works)	Kraehe Road	Radford Road	\$370,000
Seppeltsfield Road		Radford Road	Neldner Road	
Seppeltsfield Road		Neldner Road	Stonewell Road	
Kraehe Road	Reseal	Seppeltsfield Road	End of Seal	\$20,000
Total				\$390,000

2019-2020 Township Sealed Roads Program				
Road Name	Nature of Work	From	To	Estimate Project Cost
Cherry Street	Reseal (Carry forward amount \$32,000)	Hanson Street	Rec Park Entrance	\$32,000
Coulls Street	Reseal	Gray Street	Rogers Street	\$68,619
Hill Street	Reseal	Main Street	Willow Drive	\$100,362
Mill Lane	Reseal	Baker Street	Clare Road	\$31,161
Fords Street	Reseal	Main Street	Whittaker Street	\$23,415
Brown Street	Reseal	Main Street	Stocks Street	\$43,528
Tod Street	Reseal	Main Street	Willow Drive	\$44,823
Oldham Street	Reseal	South Terrace	Chapel Street	\$38,876
Clarke Street	Reseal to kerb	Hanson Street	Borrow Street	\$40,772
Total				\$391,556

Rural Sheeted Roads

As with the Rural Sealed Roads, RSM has been used to develop a four year road resheeting works Program. Due to the Accelerated Infrastructure Program, funds have been unlocked from within the upgrade component of the capital works program and are proposed to be directed to renewal.

Over the life of the 2019-2023 Draft 4 Year Program it is proposed to renew all expired unsealed roads that have either expired or will expire during that period. The draft program has also been compiled using Elected Member and community feedback.

2019-2020 Rural Sheeted Roads Program				
Road Name	Nature of Work	From	To	Estimate Project Cost
College Road	New Construction (Council contribution towards a Heavy Vehicle Safety & Productivity Programme Application - \$1,200,000 of works)	Mudla Wirra Road	Twartz Road	\$600,000
Lyndoch Road	New Construction (Council contribution towards a Special Local Roads Programme Application - \$1,130,000 of works)	Gomersal Road	Ford	\$464,000
Nottle Road	Resheeting	Redbanks Road	Parkers Road	\$75,000
Nottle Road		Parkers Road	Wards Belt Road	\$93,200
Stockport Road	Resheeting	Horrocks Highway	O'Brien Road	\$64,000
Stockport Road		O'Brien Road	Gill Road	\$87,625
Stockport Road		Gill Road	Arend Road	\$87,625
Stockport Road		Arend Road	Muster Road	\$76,069
Stockport Road		Muster Road	Bullock Road	\$65,125
Stockport Road		Bullock Road	Start of seal	\$62,700
Coffey Road	Resheeting	Kernich Road	Ayliffe Road	\$72,217
Coffey Road		Ayliffe Road	Ryan Road	\$26,950
Haydon Road	Resheeting	Boundary Road	Redbanks Roads	\$190,000
Haydon Road		Callahan Road	Mudla Wirra Road	\$20,000
Wasleys Road	Resheeting (work to be delivered in conjunction with Accelerated Infrastructure Programme works)	Woolshed Road	Selleck Road	\$291,100
Wasleys Road		Selleck Road	Lines Road	
Wasleys Road		Lines Road	Mullen Road	
Wasleys Road		Mullen Road	Mudla Wirra Road	
Lines Road		Wasleys Road	Mudla Wirra Road	
			Total	\$2,275,611

Should the above roads list be completed under budget then additional roads will be selected from the four year program or roads that have deteriorated sooner than anticipated.

The draft program is estimated to be a full works program that will be continuously delivered over the whole year. Construction will commence early in July 2019.

The roads have been based on their current condition and their ability to withstand another 12 months of traffic. Those roads not selected will be reviewed in the 2020/2021 financial year.

Bridges, Stormwater & Floodways

In regard to the renewal of stormwater assets (culverts, pipes & pits), these priorities have been developed using standard asset lives and actual condition assessment. Each year funds are set aside for the inspection and recording of asset condition. The stormwater assets were inspected in 2016/2017 and the priority listing developed. A four year program has been developed. Year 1 of the program is shown below.

2019-2020 Stormwater & Bridges		
Project Name	Scope/Comments	Allocation
Lucys Crossing Hydedale Road Hamilton		\$10,000
St Kitts West Ford		\$25,000
Oaklynn Road Ford		\$50,000
Oaklynn Road Ford		\$15,000
Total		\$100,000

Buildings & Structures

Council have a software management program where data is stored on all of its assets including valuations and condition audits. The program identifies the building assets that require renewal according to the estimated life expectancy considered for the asset at the time of its assessment and valuation.

The data provided of assets requiring renewal is combined with the working knowledge and feedback from Elected Members, community and staff, being the users and occupiers of Council buildings to develop a program over a period of time where available funds can be directed. On occasions the program may be amended as priorities change throughout the year (i.e. some projects may be brought forward or others pushed back).

2019-2020 Buildings & Structures		
Project Name	Scope/Comments	Allocation
Kapunda Senior Citizens Club	renewal of wet areas, kitchen, access and replastering of walls internally.	\$200,000
Total		\$200,000

It should be noted that the Wasleys oval facility upgrade will not occur in the 2018/2019 year and the funds will be carried forward to 2019/2020 to complete the works.

CAPITAL UPGRADE/NEW

Sealing Unsealed Township Roads

In previous years upgrades or new assets have been included as part of the annual capital works program. For this four year program all upgrade work is proposed to be undertaken as part of the State Local Government Infrastructure Partnership. At the end of the SLGIP all township roads will be sealed.

Upgrading Class 4 Roads Unsealed Rural Roads

In May 2015 Council adopted a ranking system to upgrade roads that were considered by the community to have local importance and such should be upgraded. In most instances these roads are "Dry Weather Only" roads and alternative routes exist. However there are some documented examples where the route may serve another purpose such as connecting family properties or properties that are farmed together.

The new Unsealed Roads Upgrades Register is shown in Appendix IC10.4.8A.

No roads are being proposed for upgrade in 2019/2020.

Township New - Footpaths

As the Accelerated Infrastructure Program (funded through the SLGIP) will deal with a significant amount of new footpath construction works in 2019/2020, it is not proposed to allocate funds over the upcoming year but an allocation has been made beyond that period with the works to be defined at a later time.

Stormwater Upgrade

In previous years stormwater upgrades or new stormwater installations have been included as part of the annual capital works Program. For the period 2019-2023 upgrade works are only proposed to be undertaken as part of the Accelerated Infrastructure Program.

Buildings and Structures

The Kapunda Senior Citizens clubrooms on Chapel Street have seen an increase in patronage consistent with the increasing member numbers. While the variety, frequency and overall general use of the site has improved, the facilities have remained as outdated and not providing suitable access for the more senior patrons.

The original building constructed in the early 1900's requires replastering internally. The rear besser block construction of the toilets dates back to around the 1950's, with the main entrance to the building now from the rear given mobility issues, slope of the land and proximity to the parking. Improvements to the building will incorporate a new rear entry foyer, all weather access to the toilet facilities and a new kitchen fitout.

Conclusion

The programs above are expected to achieve a good balance between all asset classes and ultimately community expectations.

References

Legislation

N/A

Council Policies

Section 8 Footpath Policy Number 8

Strategic Plan

Goal 1 Objective 1.2 Resolving the asset renewal gap to attain asset sustainability for agreed service levels

Goal 1 Objective 1.4 Appropriate allocation of resources to areas of priority need

10.5 GENERAL MANAGER, ECONOMIC DEVELOPMENT
NIL

11. PROCEDURAL MATTERS

11.1 QUESTIONS WITHOUT NOTICE

Rules per Regulations -

- Questions and replies are not entered in the minute book unless expressly required by resolution.
- No debate shall be allowed on any question or the reply to any question.
- If required by the Chairman, such questions shall be put in writing.
- The Chairman may direct that a reply be given at the next meeting.

11.2 QUESTIONS ON NOTICE

Rules per Regulations –

- These questions must be in writing and given to the Chief Executive Officer five (5) clear days prior to the meeting.
- Chief Executive Officer shall place these items in the agenda.
- They shall be answered by the Chairman at the meeting.
- Questions and replies shall be entered into the minute book.

11.3 NOTICE OF MOTION

11.4 MOTIONS WITHOUT NOTICE

Rules per Regulations

- A member may bring forward a motion without notice and if required by the Chairman, put it in writing.
- Before addressing the meeting, the member shall state the purpose of the motion.
- A member cannot move more than one motion without notice on the same subject at any meeting.

12. CONFIDENTIAL ITEMS

13. NEXT MEETING

14. CLOSURE



VISION

*Respecting the Past,
Creating our Future.*

CORE PRINCIPLES

*Light Regional Council is guided by a focus on 'Core Principles' of
Growth; Reform; Innovation and Discipline.*

MINUTES

from the Meeting of

LIGHT REGIONAL COUNCIL INFRASTRUCTURE COMMITTEE

held in the
KAPUNDA COMMITTEE ROOM
93 Main Street, Kapunda

WEDNESDAY, 13 MARCH 2019 at 2:30pm

Principal Office: 93 Main Street
Kapunda 5373

Telephone: 8525 3200
Facsimile: 8566 3262

Branch Office: 12 Hanson Street
Freeling 5372

**MINUTES OF THE MEETING OF
LIGHT REGIONAL COUNCIL INFRASTRUCTURE COMMITTEE
HELD ON WEDNESDAY, 13 MARCH 2019,
IN THE KAPUNDA COMMITTEE ROOM, 93 MAIN STREET, KAPUNDA**

1. PRESENT

Cr Peter Kennelly (Chair)
Cr Lynette Reichstein
Cr Samantha Mitchell
Mayor Bill O'Brien (Ex Officio)
Mr Richard Dodson
Mr Jason Norman
Ms Megan Renzella
Mr Bill Zhang
Mrs Madeline Thompson

Laucke Ward
Light Ward
Mudla Wirra Ward
Mayor
General Manager, Infrastructure & Environment
Operations Manager
Property and Facilities Manager
Manager Engineering & Assets
Administration Officer

2. OPENING

Cr Peter Kennelly declared the meeting open at 2:43pm.

3. APOLOGIES AND LEAVE OF ABSENCE

Cr Deane Rohrlach (Deputy Chair) (Late attendance at 2:44pm)

Dutton Ward

4. MINUTES

4.1 CONFIRMATION OF COMMITTEE MINUTES

Cr Deane Rohrlach entered the meeting at 2:44pm

Moved: Cr Samantha Mitchell

Seconded: Cr Lynette Reichstein

That the minutes of the meeting of the Infrastructure Committee held Wednesday, 6 February 2019 be confirmed as a true and correct record of that meeting.

CARRIED

5. COMMUNICATIONS

5.1 REQUESTED DOCUMENTS/CORRESPONDENCE TO BE TABLED

6. DEPUTATIONS

NIL

7. ADJOURNED BUSINESS

8. BUSINESS ARISING

Current Status of all matters noted.

9. REPORTS FOR INFORMATION

Item No. and Subject	
IC9.1/2019	Response to MWON Stone Kerbing & Guttering
<u>Folder ID:</u>	2053
<u>Author:</u>	Bill Zhang, Manager Engineering and Assets
<u>Report Presenter:</u>	Bill Zhang, Manager Engineering and Assets
IC9.2/2019	Soft Plastics Trial Program
<u>File:</u>	69308
<u>Author:</u>	Adam Broadbent, Coordinator Waste Operations
<u>Report Presenter:</u>	Bill Zhang, Manager Engineering and Assets
Moved: Mayor Bill O'Brien Seconded: Cr Deane Rohrlach That the reports on delegated authority and information items be received and the contents therein be noted by the Infrastructure Committee.	
<u>CARRIED</u>	

10. **REPORTS FOR DECISION**

10.1 **CHIEF EXECUTIVE OFFICER**

NIL

10.2 **GENERAL MANAGERS, BUSINESS & FINANCE, AND GOVERNANCE**

NIL

10.3 **GENERAL MANAGER, STRATEGY & DEVELOPMENT**

NIL

10.4 **GENERAL MANAGER, INFRASTRUCTURE & ENVIRONMENT**

IC10.4.1/2019 **Infrastructure Committee - Review of Terms of Reference**

Folder ID: 1773

Author: Tara Kneebone, Team Leader Business Support – Infrastructure and Environment

Report Presenter: Richard Dodson, General Manager – Infrastructure and Environment

Moved: Cr Samantha Mitchell
Seconded: Cr Deane Rohrlach

That the Infrastructure Committee recommends to Council that Council adopt the reviewed Terms of Reference for the Infrastructure Committee as detailed below:

1. **Establishment of the Infrastructure Committee**

Pursuant to Section 41(7) of the Local Government Act, 1999 ("the Act") a Committee may establish a sub-committee to assist in a matter. Membership of the Sub-Committee may comprise any elected member and independent expertise as determined by Council.

2. **Committee**

Pursuant to Section 41 of the Local Government Act 1999 ("the Act") the Council establishes a Committee to be known as the **Infrastructure Committee** ("the Committee").

3. **Functions**

3.1 Subject to compliance with all legislation, policies, plans and procedures of the Council, the functions of the Committee are to be focused on the strategic management and delivery of matters relative to:

- Infrastructure & Asset Management including;
- Bridges;
- Community Wastewater Management Schemes;
- Drainage;
- Land and Buildings;
- Stormwater;
- Transport;
- Infrastructure Projects;
- Water Reuse Schemes;
- Road & Traffic Safety;
- Plant and Equipment Replacement;
- Waste Management;
- Communications;
- Council policies, including review of existing policies and consideration of proposals for new policies, as appropriate.
- Management of Open Space;
- Policy Matters;
- Vegetation Management;
- Cemeteries;
- Council's Infrastructure and Assessment Management Plan;
- Traffic Safety; and
- Water (CWMS/Harvesting Schemes).

3.2 Any other matter which is within the powers and functions of the Council and which is referred to the Committee by the Council.

- 3.3 Pursuant to Section 41 (7) a Committee may establish a sub-committee to assist in a **matter**. Membership of the Sub-Committee may comprise any elected member and independent expertise as determined by Council.

4. **Composition of the Committee**

Members:

A minimum of Four (4) Elected Members (including the Deputy Mayor) of which:

- One (1) is Presiding Member; and
- One (1) is Deputy Presiding Member (Appointed by the Infrastructure Committee)

Ex-officio:

- Mayor may attend as ex-officio pursuant to Section 41(6) of the Act

Administrative Support:

- General Manager, Infrastructure and Environment
- 4.1 A Member of the Committee will, subject to Section 41(5) of the Act and Clause 4.3 of these Terms of Reference, hold office as a Member of the Committee for a period of up to two (2) years, or until the conclusion of the next general election of the Council.
- 4.2 The office of a Member of the Committee shall become vacant upon the Council removing that person from office as a Member of the Committee or upon the Member ceasing to hold office as an Elected Member of the Council.
- 4.3 In the event of a vacancy in the office of a Member of the Committee, the Council shall, if it deems fit, appoint another person as a Member of the Committee on the same basis as, and for the balance of the term of, the original appointment.
- 4.4 No additional allowance will be paid to the elected member representative over and above the allowance already received by the elected member in accordance with the Local Government (Members Allowances and Benefits) Regulations 2010.

5. **Office Bearers**

- 5.1 The Presiding Member of the Committee shall be appointed by the Council for a period of two (2) years.
- 5.2 The office of the Presiding Member shall become vacant if:
- 5.2.1 the Council removes the Presiding Member from office; or
 - 5.2.2 the Presiding Member ceases to be a Member of the Committee.

6. **Meetings**

- 6.1 Meetings of the Committee will be conducted in accordance with the Act, Part 2 of the Local Government (Procedures at Meetings) Regulations 2013, these Terms of Reference and any Code of Practice for Meeting Procedures adopted by the Council and applicable to the Committee.
- 6.2 Insofar as the Act, the Local Government (Procedures at Meetings) Regulations 2013, these Terms of Reference and any Code of Practice for Meeting Procedures adopted by the Council and applicable to the Committee do not specify a procedure to be observed in relation to the conduct of a meeting of the Committee, then the Committee may determine its own procedure.
- 6.3 In accordance with, and subject to, the Act and the Local Government (Procedures at Meetings) Regulations 2013 all meetings of the Committee shall be open to the public unless the Committee has resolved to exclude the public from a meeting or part of a meeting pursuant to the Act.
- 6.4 The Committee shall meet on the first Wednesday of each month at a time set down by Council.

- 6.5 Minutes together with corresponding Agenda and Appendices of a meeting of the Committee shall be presented for consideration of its recommendations and/or discussion to the next meeting of the Council.
- 6.6 In accordance with the Act, the minutes of a meeting of the Committee shall be provided to all Council members within five (5) days after the meeting of the Committee.
- 6.7 A quorum for a meeting of the Committee shall be one half of the total number of Members of the Committee in office (ignoring any fraction) plus one. No business can be transacted at a meeting of the Committee unless a quorum is present.
- 6.8 All recommendations to the Council of the Committee shall be made on the basis of a majority decision of the Members present.
- 6.9 All members of the Committee, including the Presiding Member, shall have a deliberative vote, and in the event of an equality of votes, the Presiding Member shall have a casting vote.
- 6.10 If the Presiding Member of the Committee is absent from a meeting of the Committee, the Deputy Presiding Member will preside at the meeting.
- 6.11 If both the Presiding Member or Deputy Presiding Member of the Committee are absent from a meeting, a member of the Committee shall be chosen from those present to undertake the role of Presiding Member at that meeting.
- 6.12 The General Manager, Infrastructure & Environment shall be responsible for ensuring that accurate minutes are kept (to be confirmed at the next meeting of the Committee) of all proceedings of the Committee.
- 6.13 In all of its dealings and activities the Committee shall have regard to the Guiding Principles under Local Government (Proceedings at Meetings) Regulations 2013 Part 1 Regulation 4.

7. **Review**

These Terms of Reference will be subject to review by the Council on a two (2) year basis or as determined by Council.

8. **Tenure**

The Committee will continue in existence until wound up by resolution of the Council.

9. **History**

1. The Infrastructure Committee established pursuant to a resolution of Council dated 18 November 2014 (Minutes Item 4.3.6 Page 2014/376).
2. Terms of Reference Adopted by Council Tuesday, 24 February 2015 (refer Minutes at Item IC9.5.1/2015 page 2015/49)
3. Terms of Reference Reviewed by Council Tuesday, 28 February 2017 (refer Minutes at Item IC9.4.5/2017 page 2017/61)
4. Terms of Reference Reviewed by Council Tuesday, 22 August 2017 (refer Minutes at item IC9.4.1/2017 page 2017/284)
5. Terms of Reference Reviewed by Council Tuesday, 26 March 2019 (refer Minutes at item #### page ###)

CARRIED

IC10.4.2/2019 Wasleys Clubroom Funds

Folder ID: 55641

Author: Megan Renzella, Property & Facilities Manager

Report Presenter: Megan Renzella, Property & Facilities Manager

Moved: Cr Deane Rohrlach

Seconded: Cr Lynette Reichstein

That the Infrastructure Committee recommend that Council;

1. Carry forward the amount of \$100,000 from budget line 1555.610.330 from the 2018/2019 financial year to the 2019/2020 financial year, and
2. Attribute the developer contribution funds of \$172,840 due from Allworth Pty Ltd to budget line 1555.610.330 for the 2019/2020 financial year;

For the purposes of providing a community facility at the Wasleys Recreation Park.

CARRIED

IC10.4.3/2019 The Gap Road – Road Process Order

Folder ID: 65633

Author: Megan Renzella, Property & Facilities Manager

Report Presenter: Megan Renzella, Property & Facilities Manager

Moved: Cr Lynette Reichstein

Seconded: Mayor Bill O'Brien

The Infrastructure Committee recommends to Council that it:

1. Does not proceed with the Road Process Order for a portion of The Gap Road Fords, or a portion of Public Road 70;
2. Does not support the closure of a section of The Gap Road Fords namely a 580 metre length to the western portion of road known as Road ID 00073005 Segment 5 as a result of the discussions with affected parties;
3. Does not support the closure of a section of road namely Road ID 00070001 Segment 1 known as Public Road 70, if the closure of The Gap Road results in land merged with Section 2 of Hundred 160500; and
4. Advises all affected parties and property owners of the decision to not proceed with the Road Process Order for The Gap Road or Public Road 70, Fords.

CARRIED

IC10.4.4/2019 Hansborough Road – Road Name Change

Folder ID: 66708

Author: Megan Renzella, Property & Facilities Manager

Report Presenter: Megan Renzella, Property & Facilities Manager

Moved: Cr Samantha Mitchell

Seconded: Cr Lynette Reichstein

That the Infrastructure Committee recommend to Council that subject to concurrence with the Regional Council of Goyder;

1. The request to change the name of Hansborough Road to Waldhuter Road, be refused, and

2. The applicant and directly affected parties be advised of the outcome of the decision to retain the existing name of Hansborough Road.
3. In recognition of the contribution of the Waldhuter family to the region, recommend the name be used to name a currently unnamed public road within the region or road that may be derived from a future land division.

CARRIED

IC10.4.5/2019 Funding Requirements for CWMS 4-Year Capital Works Program

Folder ID: 69186

Author: Bill Zhang, Manager Engineering & Assets

Report Presenter: Richard Dodson, General Manager Infrastructure and Environment

Moved: Cr Samantha Mitchell

Seconded: Cr Deane Rohrlach

That the Infrastructure Committee recommend to Council that it adopt the 2019-2023, CWMS 4 Year Capital Works Program subject to the adoption of the 2019/2020 Budget & Annual Business Plan.

CARRIED

IC10.4.6/2019 Strategic Infrastructure Funding Plan 2019-2023

Folder ID: 64336

Author: Richard Dodson, General Manager Infrastructure and Environment

Report Presenter: Richard Dodson, General Manager Infrastructure and Environment

Cr Deane Rohrlach left the meeting at 3:50pm and returned at 3:51pm.

Moved: Cr Deane Rohrlach

Seconded Cr Samantha Mitchell

That the Infrastructure Committee recommend to Council that it:

1. Receive this report;
2. Acknowledge the various funding sources available for infrastructure projects; and
3. Adopt the year by year funding program contained in this report.

CARRIED

IC10.4.7/2019 2019-2020 10 Year Plant & Fleet Replacement Program

Folder ID: 55927

Author: Richard Dodson, General Manager Infrastructure and Environment

Report Presenter: Richard Dodson, General Manager Infrastructure and Environment

Moved: Mayor Bill O'Brien

Seconded: Cr Deane Rohrlach

That the Infrastructure Committee recommend to Council that it acknowledge and endorse the 2019/2020 10 Year Plant and Fleet Replacement Programs subject to the adoption of the 2019/2020 Budget and Annual Business Plan.

CARRIED

IC10.4.8/2019 2019-2023 4 Year Capital Program

Folder ID: 64336

Author: Richard Dodson, General Manager Infrastructure and Environment

Report Presenter: Richard Dodson, General Manager Infrastructure and Environment

Mayor Bill O'Brien left the meeting at 4:36pm

Moved: Cr Lynette Reichstein

Seconded: Cr Deane Rohrlach

That the Infrastructure Committee recommend to Council that it adopt the 2019-2023, 4 Year Capital Program subject to the adoption of the 2019/2020 Budget & Annual Business Plan & any adjustments to the roads program where possible.

CARRIED

10.5 GENERAL MANAGER, ECONOMIC DEVELOPMENT

NIL

11. PROCEDURAL MATTERS

11.1 QUESTIONS WITHOUT NOTICE

11.1.1 Question from Cr Deane Rohrlach: Day Street, Kapunda

Question: Can Council advise what works are currently happening on Day Street, Kapunda?

Response: Continuation of kerbing from Day Street to Kapunda Street in preparation for sealing. Sealing will happen in conjunction with other sealing works in the area.

11.1.2 Question from Cr Peter Kennelly: Railway line, Swann Path Kapunda

Question: What happened to the section of railway line that was removed from the Swann Path in Kapunda?

Response: The section of railway line that was removed was sold.

11.2 QUESTIONS ON NOTICE

NIL

11.3 NOTICE OF MOTION

NIL

11.4 MOTIONS WITHOUT NOTICE

NIL

12. CONFIDENTIAL ITEMS

NIL

13. MEETINGS

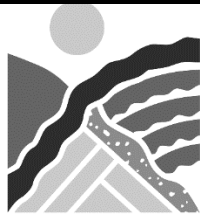
The next meeting of Light Regional Council **Infrastructure Committee** will be held on Wednesday, 3 April 2019, commencing at 4:00pm in the in the Kapunda Committee Room, 93 Main Street, Kapunda, alternatively if there is no Council Assessment Panel Meeting the meeting will commence at 3.00pm in the Freeling Operations Centre Meeting Room, 11 Stephenson Street, Freeling.

14. **CLOSURE**

The meeting was declared closed at 4:51pm.

Minutes of meeting confirmed at a meeting of the Infrastructure Committee held on Wednesday, 3 April 2019.

PRESIDING MEMBER (CHAIRMAN) _____



LIGHT
REGIONAL
COUNCIL

VISION

*Respecting the Past,
Creating our Future.*

CORE PRINCIPLES

*Light Regional Council is guided by a focus on 'Core Principles' of
Growth; Reform; Innovation and Discipline.*

MINUTES

from the Meeting of

LIGHT REGIONAL COUNCIL

*held in the
COUNCIL CHAMBER
93 Main Street, Kapunda*

TUESDAY, 26 FEBRUARY 2019

Principal Office: 93 Main Street
Kapunda 5373

Telephone: 8525 3200
Facsimile: 8566 3262

Branch Office: 12 Hanson Street
Freeling 5372

**MINUTES OF THE MEETING OF
LIGHT REGIONAL COUNCIL HELD ON TUESDAY,
26 FEBRUARY 2019, IN THE COUNCIL CHAMBER,
93 MAIN STREET, KAPUNDA**

1. PRESENT

Bill O'Brien	Mayor
Cr Lynette Reichstein	Light Ward
Cr Mark Frankcom	Light Ward
Cr Bill Close	Mudla Wirra Ward
Cr Samantha Mitchell	Mudla Wirra Ward
Cr Simon Zeller	Mudla Wirra Ward
Cr Peter Kennelly	Laucke Ward
Cr Sharron Lewis	Laucke Ward
Cr Jason Grain	Dutton Ward
Cr Deane Rohrlach	Dutton Ward
Cr David Mosely	Dutton Ward
Mr Brian Carr	Chief Executive Officer
Mr Richard Michael	General Manager, Governance
Mr Craig Doyle	General Manager, Strategy & Development
Mr Richard Dodson	General Manager, Infrastructure & Environment
Mrs June Austin	General Manager, Business & Finance
Mr Kieren Chappell	General Manager, Economic Development
Ms Pepper Mickan	Library Services Manager
Mr Joe Scordo	Finance Manager
Mr Andrew Chown	Manager, Strategy
Mrs Lisa Sapio (late attendance at 5:05pm)	Manager, Development Services
Mrs Lorinda Bayley (late attendance at 5:05pm)	Community Development Officer
Ms Stacie Dickson	Economic Development Officer

2. OPENING

Mayor Bill O'Brien declared the meeting open at 5:00pm

3. APOLOGIES AND LEAVE OF ABSENCE

NIL

4. MINUTES

4.1 CONFIRMATION OF COUNCIL MINUTES

Moved Cr Rohrlach

Seconded Cr Mitchell

That the minutes and confidential minutes of the meeting of Council held Tuesday, 22 January 2019 be confirmed as a true and correct record of that meeting.

CARRIED

5. COMMUNICATIONS

5.1 MAYOR'S COMMUNICATIONS

- 22/01 Light Regional Council Pre-Council Briefing - Mayor, Deputy Mayor, Chief Executive Officer & General Managers
- 22/01 Light Regional Council Ordinary Council Meeting
- 23/01 Meeting - Minister the Hon Dan van Holst Pellekaan MP
- 24/01 Radio Interview Triple BBB/FM - Tanunda Australia Day Awards
- 26/01 Australia Day Awards & Citizenship Ceremony - Wasleys
- 27/01 Shakespeare In the Vines Performance (SRBA Guest)-Seppeltsfield
- 30/01 Community Meeting - Kapunda Village Square
- 01/02 SA Regional Organisation of Councils (SAROC) meeting - LGA House Adelaide
- 02/02 Media Interview - Tim Williams Advertiser - Roseworthy Development
- 04/02 Media Interview - ABC Radio Presenter David Bevan - Roseworthy Development
- 04/02 Media Interview - Advertiser - - Roseworthy Development
- 04/02 Residents Street Corner Meeting - South Terrace Kapunda
- 05/02 Meeting Federal Member for Grey Rowan Ramsey MP
- 06/02 Media Interview ABC Radio - Paul Culliver Roseworthy Development
- 06/02 Council Infrastructure Committee Meeting
- 08/02 Council Mayoral Award Presentation - Xavier College
- 13/02 Regional CEO's & Mayors Forum - Adelaide Plains Council Mallala
- 13/02 Barossa Tourism Inc Board Meeting - Tanunda
- 13/02 Council Strategy Committee Meeting - Freeling
- 14/02 Council Economic Development Panel Meeting
- 15/02 Legatus Group of Council's meeting - Peterborough
- 19/02 Council Audit Committee Meeting
- 20/02 SA Premier's Mayor's forum - Adelaide Town Hall
- 21/02 Kapunda High School Student Representative Council & Prefects Presentation
- 22/02 Urban Development Institute Australia Luncheon - The Hon Chris Pyne & Mark Butler MP Adelaide Convention Centre (Guest of the Local Government Association)
- 25/02 Eudunda & Kapunda Health Advisory Council Meeting

5.2 ELECTED MEMBERS' REPORTS

5.3 SCHEDULE OF MEETINGS ATTENDED

Mrs Sapio and Ms Bayley entered the Chamber at 5:05pm

Cr Rohrlach

- 22/01 Light Regional Council Pre-Council Briefing - Mayor, Deputy Mayor, Chief Executive Officer & General Managers
- 22/01 Light Regional Council Ordinary Council Meeting
- 22/01 Went on Pinery Fire Recovery Tour with Australia Day Ambassador.
- 26/01 Australia day event at Wasleys.
- 29/01 Mural Committee meeting.
- 30/01 Town Square artists meeting.
- 21/01 Chaired Kapunda Business Alliance meeting.
- 04/02 South Tce Accelerated Infrastructure Street Meeting
- 04/02 Kapunda Craft Shop Meeting.
- 05/02 Meeting with MP Rowan Ramsay.
- 06/02 Infrastructure Committee Meeting
- 13/02 Storm Water Workshop.
- 20/02 Meeting re recycled water pricing.
- 25/02 Chaired Kapunda Business Alliance meeting.

26/02 Pines Reserve Committee meeting.
26/02 Mural Committee Meeting

5.4 DELEGATE / REPRESENTATIVE REPORTS

5.5 REQUESTED DOCUMENTS/CORRESPONDENCE TO BE TABLED

6. PETITIONS

NIL

7. DEPUTATIONS

7.1 PUBLIC COMMUNICATIONS

NIL

7.2 PRESENTATIONS

7.2.1 Presentation – CEO Performance Evaluation Process

At 5:09pm Mr Adam Kennedy, Managing Director, AME Recruitment made a presentation to Council on the CEO Performance Evaluation process and received questions from elected members.

At 5:16pm leave of the meeting was sought to bring forward and consider agenda item 12.2.5 *CEO Performance Evaluation Process* whilst Mr Adam Kennedy was present.

12.2.5 CEO Performance Evaluation Process

File: Personnel

Author: June Austin, General Manager, Business and Finance

Report Presenter: Mayor Bill O'Brien

Moved Cr Reichstein

Seconded Cr Close

1. Note the CEO Performance Evaluation process and timeline; and
2. Will continue to progress the implementation of the CEO Evaluation Review.
3. Note proposed timeline for the implementation of the CEO Performance review

Week Commencing (Monday)	Activity
26/02/2019	A presentation by Mr Adam Kennedy, Managing Director, AME Recruitment regarding the CEO Performance Evaluation Process.
26/03/2019	A presentation by the Chief Executive Officer relating to the strategies and achievements since his commencement to date and his future vision and strategies for the Council.
8/04/2019	AME Recruitment will distribute 360° surveys to designated stakeholders. A due date for return will be included. Completed surveys can be returned to Mr Kennedy by mail, fax or email.

19/04/2019	Mr Kennedy to provide a draft summary of the CEO's achievements and key highlights from the preceding 12-month period to the CEO for review prior to inclusion in the Performance Evaluation report.
29/04/2019	AME Recruitment to extend an invitation to meet with stakeholders on a 1 on 1 basis to discuss the qualitative aspects of the CEO's performance.
13/05/2019	AME Recruitment will collate data (from surveys) and summarise comments (from surveys and discussions with participants).
17/06/2019	A draft summary report will be developed containing all inputs including qualitative and quantitative data, comments from all stakeholders (including LRC Elected Members, senior council staff and other agreed stakeholders).
1/07/2019	AME Recruitment, in consultation with the CEO will draft the Key Performance Indicators for 2019/2020 financial year.
23/07/2019	A Final Report containing 2018/2019 performance evaluation outcomes and KPIs for 2019/2020 as well as input from the CEO and LRC Elected Body for consideration and sign off at the July Council meeting.
Contract Anniversary Date: 25/8/19	

CARRIED

7.2.2 Presentation – The EMU Tree - The Way We Were - Celebrating Our Community

At 5:20pm Mr Christian Teusner, Director, The EMU Tree made a presentation to Council on The Way We Were, an Intergenerational Program to document and capture the stories, history and heritage of the region to produce podcasts to be shared as an online resources to celebrate community and place within the Barossa Light region and received questions from elected members.

7.3 YOUTH FORUM

NIL

8. ADJOURNED BUSINESS

9. BUSINESS ARISING

Mrs Austin left the Chamber at 5:34pm

Current Status of all matters noted.

10. MINUTES – COMMITTEE MEETINGS

10.1 INFRASTRUCTURE COMMITTEE

Recommendation 1

Moved Cr Kennelly

Seconded Cr Reichstein

That the Agenda, reports and minutes of the meeting of the Light Regional Council Infrastructure Committee held Tuesday, 6 February 2019 be received.

CARRIED

Mrs Austin returned to the Chamber at 5:36pm

Recommendation 2

Moved Cr Reichstein

Seconded Cr Rohrlach

That the reports and recommendations of the meeting of the Light Regional Council Infrastructure Committee held Tuesday, 6 February 2019 numbered 1 to 2, as listed below, be adopted.

1.	<p>IC10.4.1/2019 Road Process Order – Hill Drive Bethel</p> <p>Folder ID: 66458</p> <p>Author: Megan Renzella, Property & Facilities Manager</p> <p><i>Recommendation</i></p> <p>That Council:</p> <ol style="list-style-type: none">1. Acknowledges the conclusion of the public notification stage of the commencement of a Road Process with no objections from adjoining and affected property owners;2. Re-affirms its support for the closure of a portion of Hill Drive Kapunda, namely a 1,160 metre length known as Road ID 00182001 Segment 1;3. As a result of the feedback from affected parties, supports not to proceed with the Road Process to close a portion of Hawkers Creek Road Kapunda;4. Authorise the Chief Executive Officer to continue to make a Road Process Order pursuant to the Roads (Opening and Closing) Act 1991 for the closure of a portion of Hill Drive Kapunda, known as Road ID 00182001 Segment 1 as identified in Preliminary Plan 18/0047;5. Pursuant to Sections 38 and 44 of the Local Government Act 1999, authorise the Mayor and Chief Executive Officer to sign and affix Council's common seal to any documentation required to complete the process, necessary easements and rights of way, and6. Retain the resultant land from the closed road and include the parcel within Council's Community Land Register in the category of Natural Reserves.
2.	<p>IC11.4.1 BBQ facilities in public places – Motion Without Notice from Mayor Bill O'Brien</p> <p><i>Recommendation</i></p> <p>That Council staff develop a policy for the establishment of BBQ facilities in public places that includes consideration of ongoing maintenance, public health and fire safety.</p>

CARRIED

10.2 STRATEGY COMMITTEE

Recommendation 1

Moved Cr Mitchell

Seconded Cr Zeller

That the Agenda, reports and minutes of the meeting of the Light Regional Council Strategy Committee held Tuesday, 13 February 2019 be received.

CARRIED

Recommendation 2

Moved Cr Zeller

Seconded Cr Reichstein

That the reports and recommendations of the meeting of the Light Regional Council Strategy Committee held Tuesday, 13 February 2019 numbered 1 to 9, as listed below, be adopted.

1	STR9.3.1/2019	Inspection of Development Documents Policy – Proposed Revocation
	<u>Folder ID:</u>	24011
	<u>Author:</u>	Craig Doyle – General Manager, Strategy & Development
	<u>Report Presenter:</u>	Craig Doyle – General Manager, Strategy & Development
	<i>Recommendation</i>	
	That Council:	
	<ol style="list-style-type: none">1. Revokes the <i>Inspection of Development Documents Policy</i> as it has been replaced by the previously adopted <i>Interaction of the Development Act 1993, State Records Act 1997 and Freedom of Information Act 1991 with the Copyright Act 1968</i>;2. That references to the 'Council Development Assessment Panel (CDAP)' in the <i>Interaction of the Development Act 1993, State Records Act 1997 and Freedom of Information Act 1991 with the Copyright Act 1968</i> be amended to 'Council Assessment Panel (CAP)' to align with the <i>Planning, Development and Infrastructure Act 2016</i>.	
2	STR9.3.2/2019	State Planning Commission – Productive Economy Discussion Paper
	<u>Folder ID:</u>	53494
	<u>Author:</u>	Andrew Chown – Manager, Strategy
	<u>Report Presenter:</u>	Andrew Chown - Manager, Strategy
	<i>Recommendation</i>	
	That Council receive and acknowledge the submission prepared on behalf of Council to the State Planning Commission's <i>Productive Economy Discussion Paper, November 2018</i> .	

3	<p>STR9.3.3/2019 Building Inspections – Policy Review</p> <p>Folder ID: 24011</p> <p>Author: Craig Doyle - General Manager, Strategy & Development</p> <p>Report Presenter: Craig Doyle - General Manager, Strategy & Development</p> <p>Recommendation</p> <p>That Council adopts the <i>Building Inspections Policy</i> as follows:</p> <p>Building Inspections Policy</p> <p>Reference Number: Section 4 No. 7</p> <p>Responsible Department: Strategy & Development</p> <p>Related Policy/Procedure: Nil</p> <p>Date of Adoption: 27 April 2011</p> <p>Current Review Date: 26 February 2019</p> <p>Minute Reference: Page 2019/29</p> <p>Version Number: Amendment 5</p> <p>Applicable Legislation: Development Act 1993 Development Regulations 2008 Planning, Development and Infrastructure Act, 2016</p> <p>Next Review Date: 1 December 2022</p> <p>Review Frequency: Four Yearly – in conjunction with Council elections or otherwise as required by legislative changes</p> <p>1. Purpose</p> <p>1.1 Council is legislatively required to have a Building Inspection Policy and to provide an inspection service in-line with that policy for buildings within Light Regional Council.</p> <p>1.2 Building inspections are required to be undertaken in accordance with legislative requirements, and in-line with available human resources.</p> <p>1.3 This policy has been prepared to ensure that:</p> <p>1.3.1 building work within Light Regional Council region is of a high standard; and,</p> <p>1.4 There is compliance with Development Approvals within Light Regional Council.</p> <p>2. General Principles</p> <p>2.1 Council's policies are guided by principles of 'sustainability', good governance, advocacy, regulations and service provision. More guidance is provided in Council/Corporate/ Procedural Policies, Council's Strategic Plan and other relevant documents.</p> <p>2.2 This policy:</p> <p>2.2.1. Is based on a minimum approach to achieve the objective of an increase in consumer protection as required by the legislation (<i>Development Act 1993</i> ('the Act') now transitioning to the <i>Planning, Development and Infrastructure Act, 2016</i>).</p>
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2.2.2. Recognises that inspections relating to life safety, building fire safety, dangerous structures and building complaints will take priority over other inspections.

2.2.3 Recognises the inherent danger and increased risk to life and safety attributed to swimming pools, buildings with long span trusses and buildings containing large numbers of people, e.g. shopping centres, post-disaster buildings and assembly buildings and the like.

3. Definitions for the purposes of this Policy

3.1 Authorised Officer – an employee of Council appointed as an 'Authorised Officer' under the Act and holding relevant qualifications as set out in ~~The~~ **the** *Development Regulations 2008* 'the Regulations' under the Act.

3.2 Developers – a person or corporate entity exercising a particular Development Approval issued under the Act.

3.3 Swimming pool – means an excavation or structure that is capable of being filled with water and is used primarily for swimming, wading, paddling or the like and includes a bathing or wading pool or spa pool (but not a spa bath).

3.4 Swimming pool safety features – means a fence, barrier or other structure or equipment prescribed by regulation.

3.5 The Act - means ~~The~~ **the** *Development Act 1993*. The current copy of this can be accessed at:
<https://www.legislation.sa.gov.au/LZ/C/A/DEVELOPMENT%20ACT%201993.aspx>

3.6 The Regulations - means *The Development Regulations 2008*. The current copy of this can be accessed at:
<https://www.legislation.sa.gov.au/LZ/C/R/Development%20Regulations%202008.aspx>

4. Policy Requirements

4.1 Mandatory Notification Stages

With regard to Section 59 of the Act and the Principles outlined in Part 2 of this policy, Council requires notification from Developers at the stipulated stages of building work noted within section 74 of the Regulations.

These notification requirements are outlined on each individual Decision Notification form issued by the Council.

Authorised Officers will actively pursue notifications for inspections and shall, after reasonable warning and at the discretion of the Department Manager, issue expiation notices for building work undertaken without mandatory notification being provided to Council in accordance with the Section 74 of the Regulations.

4.2 Legislative Audit Inspections

Authorised Officers shall inspect building work in accordance with prescribed legislative requirements after being notified of a mandatory inspection stage.

Any inspection regime associated with swimming pools and spas will be restricted to field testing which will ensure that the swimming pool safety barriers comply with the Australian Standard 1926 - 2012 as referenced in the National Construction Code.

Design and construction of the swimming pool safety barrier will be inspected visually to ensure dimensions and layouts comply with the requirements of the Australian Standard and with the Development Approval. Strength and rigidity testing of the

barrier will be limited to an onsite physical test of the barrier undertaken by the Authorised Officer using their body weight or similar to try to determine any weakness or similar of the structural components of the barrier, including panel infill, top and bottom rails, rods, paling, pickets or the like. The inspection for safety barriers does not include a complete strength and rigidity test as designed in the standard and will exclude the use of testing apparatus on site.

4.3 Other Inspections

Beyond the mandatory inspections required to be undertaken, Council, via this policy, will complete the following inspections on a priority basis:

4.3.1 Council Buildings

4.3.1.1 At final completion prior to occupation.

4.3.2 Commercial and Industrial buildings (Classes 2-9)

4.3.2.1 As required to assist the Building Fire Safety Committee to carry out its functions;

4.3.2.2 On receipt of a complaint (which may require later referral to the Building Fire Safety Committee);

4.3.2.3 Prior to issuing of a Certificate of Occupancy by Council building officers; and

4.3.2.4 Upon receipt of a Certificate of Occupancy from a private certifier for large scale buildings (exceeding 500m²).

4.3.3 Dangerous and Unsafe Structures

4.3.3.1 When notified by the general public or other Council officers of a structure that may pose such a risk.

4.3.4 Complaints and Customer Service Inspections

4.3.4.1 Authorised Officers continue to provide on-site inspections to assist in queries from the general public; and

4.3.4.2 Authorised Officers continue to provide follow-up inspections on receipt of complaints from the general public.

5. Policy Implementation and Review

5.1 This Policy will come into effect from the date of Council resolution.

5.2 This Policy shall be reviewed as required by Council or legislation.

History of Policy Amendments:

Policy History:

1. *Adopted – Meeting of Council held Tuesday, 22 March 2011.
Note: Due to a numbering discrepancy a report was submitted to the Infrastructure & Regulatory Services Committee meeting of 5 April 2011 and the recommendation from there was adopted by Council at its ordinary meeting of Wednesday, 27 April 2011 whereby the incorrect policy number was amended to read 4.7.*
2. *Amendment No. 1 adopted by Council on Tuesday 26 June 2012, refer Council Minute 9.1, Page 2012/1483.*
3. *Amendment No. 2 adopted by Council on Tuesday 25 February 2014, refer Council Minute 10.3.2, Page 2014/25.*
4. *Amendment No. 3 adopted by Council on Tuesday 9 December 2014, refer Council Minute 11.4.3, Page 2014/398.*

	<p>5. <i>Amendment No. 4 adopted at by Council on Tuesday 22 August 2017, refer Council Minute STR9.3.2/2017. Page 2017/292.</i></p> <p>6. <i>Amendment No. 5 adopted by Council on 26 February 2019, refer Council Minute Page STR 9.3.3/2019-page 2019/29.</i></p>
4	<p>STR9.3.4/2019 Car Parking Fund – Policy Review</p> <p>Folder ID: 24011</p> <p>Author: Craig Doyle - General Manager, Strategy & Development</p> <p>Report Presenter: Craig Doyle - General Manager, Strategy & Development</p> <p>Recommendation</p> <p>That Council adopts the revised <i>Car Parking Fund Policy</i> as follows:</p> <p>Car Parking Fund Policy</p> <p>Reference Number: Section 4 No. 12</p> <p>Responsible Department: Strategy & Development</p> <p>Related Policy/Procedure: Nil</p> <p>Date of Adoption: 28 February 2017</p> <p>Current Review Date: N/A 26 February 2019</p> <p>Minute Reference: Page 2017/86 Page 2019/32</p> <p>Version Number: Original (Amendment 1)</p> <p>Applicable Legislation: Development Act, 1993</p> <p> Development Regulations, 2008</p> <p> Planning, Development and</p> <p> Infrastructure Act, 2016</p> <p>Next Review Date: February 2019 30 June 2020</p> <p>Review Frequency: Biennially As required by legislative changes</p> <p>1. Purpose</p> <p>The purpose of this Policy is to:</p> <ul style="list-style-type: none"> • Set clear guidelines for the establishment, operation and review of the Council's Car Parking Fund consistent with Section 50A of the <i>Development Act, 1993</i>. • Assist in the provision of car parking that is required as part of development proposals but is not able to be provided on the site of the related development. • Ensure that car parking is aggregated in suitable locations in order to protect existing amenity and streetscape. • Create an opportunity to provide alternative forms of transport that reduce reliance on car parking (including cycling facilities) and provide greater access to facilities for those not able to use cars. <p>2. Scope</p> <p>Council is committed to the effective operation of a Car Parking Fund and facilitation of contributions according to this Policy.</p>

Legislative Framework

Section 50A of the *Development Act, 1993* allows councils to establish a Car Parking Fund for a designated area defined in its Development Plan (e.g. Zone or Policy Area). Where the Council and the applicant agree, contributions can be made in-lieu of meeting some of the Development Plan requirements for car park spaces where they cannot be provided on-site.

The contribution to the Car Parking Fund is an amount calculated in accordance with a determination of the Council.

Monies accumulated within this fund will be used for the following purposes as outlined in Section 50A(8) of the *Development Act, 1993*:

- To provide car parking facilities within the designated area; or
- To provide funds for (or towards) the purchase of land for car parking within the designated area;
- To provide funds for (or towards) the maintenance, operation or improvement of existing car parking facilities within the designated area; or
- To provide funds for (or towards) the establishment, maintenance or improvement of transport facilities within the area of the Council with a view to reducing the need or demand for car parking facilities within the designated area.

Separately, the *Planning, Development and Infrastructure Act 2016* is being activated on a transitional basis. Schedule 8, Division 2, Part 11, Section 33 of the *Planning, Development and Infrastructure Act, 2016* recognises existing arrangements in place under section 50A of the *Development Act, 1993*, however this part of the legislation is not yet activated. Once this occurs, it will provide a trigger to further review and update this Policy.

3. Policy Aim

The Car Parking Fund is available to allow the contribution of a monetary amount in-lieu of requiring full provision of on-site car parking in accordance with specified rates in the Council's Development Plan. This can support the facilitation of public or integrated parking and more efficient car parking areas, or alternative travel modes to reduce demand, within the designated area.

4. Definitions

Car Parking Fund means: The Kapunda District Centre Carpark Fund where contributions are accepted, in accordance with Council's Development Plan requirements for car park spaces, where they are not provided on-site.

Designated Area means: The area to which the Kapunda District Centre Carpark Fund applies as identified on Concept Plan Map Lig/14 Kapunda District Centre Carpark Fund.

5. Policy Details

5.1 Creation of Fund

(a) Name of Fund

Kapunda District Centre Carpark Fund ('The Fund').

The account receiving payments under the policy shall be designated as the Car Parking Contributions Fund.

(b) Establishment of Fund

The Fund was established in accordance with Section 50A of the *Development Act, 1993* relating to the creation of car parking funds and the Advisory Note, Planning 16 *Car Parking Funds*. An application was submitted to the Minister

for Planning in February 2016 and was approved by the Minister on 17 January 2017.

(c) Commencement of Fund

The fund commenced on 2 February 2017 with the publishing of a notice in the Government Gazette on that day.

(d) Designed Area for Fund

The District Centre Zone in Kapunda as delineated in the Light Regional Council Development Plan on Zone Map Lig/24 and Concept Plan Map Lig/14 Kapunda District Centre Carpark Fund.

5.2 Management of Fund Payments

- (a) The car parking requirements for development are to be those assessed as appropriate to the circumstances, based upon the rates prescribed by the Light Regional Council Development Plan or as may be determined from time-to-time by considering relevant land use generating guides or by Council's acceptance of specific parking demand analysis undertaken by a qualified traffic engineer.

New development proposed in the Kapunda District Centre shall endeavour to provide the required on-site car parking associated with the proposed use.

- (b) When a development application is submitted (whether for new development or to make alternations, additions, extensions, replacement of, or to change the use of, an existing building) and the full extent of required car parking cannot be provided on the site appropriately, a cash payment to the fund may be a suitable solution to address the shortfall.
- (c) Council retains discretion to utilise the fund to address any car parking shortfalls and must be mutually negotiated and agreed as an appropriate solution.
- (d) Agreement to make a cash payment in-lieu of car parking space shall be included as a part of the Planning Consent application, and if consent is granted it shall be subject to an appropriate condition. The agreement to make a cash payment in-lieu shall be in a legally binding form (i.e. Deed) that is executed prior to Council granting Development Approval in respect of the application.

5.3 Application of Funds Raised

- (a) The Council's approach to managing car parking in the Kapunda District Centre includes:
- i. Optimal management of on-street car parking;
 - ii. Encouragement of integration and shared use of rear yards and/or upgrading and formalisation of spaces to increase car parking provision and/or improve utilisation efficiency;
 - iii. purchase of land to develop public car parks when suitable sites become available in the Designated Area; and
 - iv. Facilitation of bicycle use.
- (b) Fund monies shall be primarily used for the purchase of land or interests in land and for the creation, development or improvement of parking facilities within the Designated Area.

5.4 Contributions to the Fund

- (a) The cash contribution is to be \$3750 per car park.
- (b) The rate of contribution will be reviewed biennially to reflect changing land components and carpark construction costs in the designated area.

- (c) In determining the contribution rate per car park a discount of some 50% to the full land and construction costs has been determined as appropriate to take into account the following factors:
 - i. The contributor does not retain ownership of the car parking space(s) and therefore cannot trade them as an asset;
 - ii. The occupants, clients and employees of the development cannot have reserved or guaranteed use of the spaces for which a contribution is made;
 - iii. Council may receive income from the management of parking spaces created with the Fund contributions;
 - iv. Council may generate income in other forms through the development of air space or portions of land initially acquired with contributions;
 - v. While the contribution funded car parking spaces and other facilities must be related to the development to provide some benefit, they will rarely be as conveniently located as spaces provided on site;
 - vi. The Fund may be used for any vehicular and pedestrian purposes (e.g. improvements to existing car parks, integration of existing areas; provision of alternative facilities such as bicycle parking, local bus service etc.) to optimise the strategic management of car parking space.
- (d) The monies received from cash payments in-lieu of off-street parking spaces shall be held by the Council in the Car Parking Contributions Fund, to be used to improve the management of parking within the respective designated area.
- (e) Payment shall be received by Council prior to the subject development being occupied, in accord with (f) below.
- (f) Payment shall be made by means of a lump sum payment;
 - i. Equal to the total value required in lieu of car parking space being provided on site; or
 - ii. Equal to 50 percent of the total value required in-lieu of car parking space being provided on-site prior to the issuing of Development Authorisation, with the remainder of the contribution paid within six (6) months of Development Authorisation.

5.5 Management of the Fund

- (a) To ensure there is clear record keeping and public accountability a Light Regional Council Car Parking Contribution Fund Register will be established and available for public inspection. The Register will maintain details of the following for the Designated Area:
 - i. Subject development applications;
 - ii. Car parking demand versus provision calculations and the adopted parking shortfall number required to be compensated by payment in-lieu;
 - iii. The amount of individual contributions due to be paid to the Car Parking Fund;
 - iv. Total of approved parking shortfall;
 - v. Records of payments received;
 - vi. Expenditure of Fund monies and implemented improvements;
 - vii. Total number of additional parking spaces and improved parking facilities developed by the Fund.

	<p>(b) To assist and guide the application of the Fund and other initiatives for improvement of parking facilities, plans are to be developed and maintained covering the Designated Area.</p> <p>5.6 Additional Funds</p> <p>(a) From time to time, Council may consider the allocation of additional funds, from either General Revenue or other sources, to the Car Parking Fund for specific purposes.</p> <p>6. References</p> <p><i>Development Act, 1993</i></p> <p><i>Development Regulations, 2008</i></p> <p>Policy 7- History:</p> <ol style="list-style-type: none"> 1. <i>Original Policy adopted by Council 28 February 2017, refer Council Minute 13.3.1 Page 2017/86.</i> 2. <i>Amendment No. 1 adopted by Council on 26 February 2019, refer Council Minute STR9.3.4/2019-page 2019/32.</i> 								
5	<p>STR9.3.5/2019 Enforcement Policy - Policy Review</p> <p>Folder ID: 24011</p> <p>Author: Craig Doyle - General Manager, Strategy & Development</p> <p>Report Presenter: Craig Doyle - General Manager, Strategy & Development</p> <p>Recommendation</p> <p>That Council adopts the revised <i>Enforcement Policy</i> as follows:</p> <p>Enforcement Policy</p> <table> <tr> <td>Reference Number:</td><td>Section 4 No. 06</td></tr> <tr> <td>Responsible Department:</td><td>Strategy and Development</td></tr> <tr> <td>Related Policy/Procedure:</td><td> 4.07 Building Inspections Policy 6.09 Public Consultation Policy 6.12 Complaints Handling Policy 6.20 Council Members Records Management Policy 6.21 Council Employees Records Management Policy 6.09 Public Consultation Policy 7.01-7 By-Laws 7.08 Order Making Policy 7.01-7 By-Laws 6.20 Council Members Records Management Policy 6.21 Council Employees Records Management Policy </td></tr> <tr> <td>Date of Adoption:</td><td>17 April 2001</td></tr> </table>	Reference Number:	Section 4 No. 06	Responsible Department:	Strategy and Development	Related Policy/Procedure:	4.07 Building Inspections Policy 6.09 Public Consultation Policy 6.12 Complaints Handling Policy 6.20 Council Members Records Management Policy 6.21 Council Employees Records Management Policy 6.09 Public Consultation Policy 7.01-7 By-Laws 7.08 Order Making Policy 7.01-7 By-Laws 6.20 Council Members Records Management Policy 6.21 Council Employees Records Management Policy	Date of Adoption:	17 April 2001
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Current Review Date: Minute Reference:	19 January 2016 26 February 2019 Item 12.4.2 Item STR9.3.5/2019-page 2016/13 2019/36 Version Number: Amendment No. 4 Applicable Legislation: Development Act 1993, Dog and Cat Management Act 1995 Expiation of Offences Act 1996 Fire and Emergency Service Act 2005 Food Act 2001 Council's Development Plan, Light Regional Council's Development Plan Local Government Act 1999, Local Nuisance and Litter Control Act, 2016 Planning, Development and Infrastructure Act, 2016 Private Parking Areas Act 1986 Road Traffic Act 1961 South Australia Public Health Act 2011; Food Act 2001; Expiation of Offences Act 1996; Dog and Cat Management Act 1995; Road Traffic Act 1961; Private Parking Areas Act 1986; Fire and Emergency Service Act 2005; and proposed Local Nuisance and Litter Control legislation Next Review Date: January 2019 February 2022 Review Frequency: Every three (3) years, or as legislation changes occur (whichever is the earlier occurrence).
1. Introduction and Background	<p>Local Government is charged with legislative responsibilities designed to protect individuals and the community as a whole. These include (but are not limited to) responsibilities for the safety and amenity of the community's environment under certain Acts of Parliament.</p> <p>Potential unlawful activity and local nuisance activities may come to the attention of the Light Regional Council ('the Council') through public enquiries or complaints, or through Council officer patrols and inspections. The Council has discretion on taking action with respect to any unlawful activity and will do so in accordance with the principles of good governance and administrative practice.</p> <p>In adopting this Policy, the Council has recognised that when laws are enacted by Parliament it may be difficult to determine all of the relevant circumstances that should give rise to enforcement and compliance activities. Consideration needs to be given to each individual situation, while also having regard to its impact on economic, social, environmental and public safety issues. It is therefore recognised that it is appropriate for the Council to apply</p>

discretion and a common sense approach in determining when, and when not, to take enforcement action.

2. Purpose of the Policy

The purpose of this policy is to provide guidance to the Council, its delegates and authorised officers as to how and when enforcement mechanisms should be applied under the relevant legislation, and to inform its community as to how decisions on enforcement matters are made.

This policy will assist Council employees to act promptly, consistently and effectively in responding to allegations of unlawful development activity and enforcement matters relating to managing local nuisances and litter control. It provides workable guidelines for Council employees on:

- how to assess whether allegations of unlawful activity and local nuisance require investigation;
- options for dealing with unlawful activity and local nuisance;
- how to decide whether enforcement action is warranted; and
- enforcement and prosecution action with respect to matters of non-compliance in relation to planning, building, and some general inspectorial and environmental matters (as outlined within the proposed *Local Nuisance and Litter Control Bill*).

The framework aims to provide consistency and ensure that any proposed enforcement or compliance action is proportionate to the alleged offence in the circumstances of each individual case.

The Council has a 'Complaints Handling Policy'; however, this does not cover enforcement and compliance ~~options relating to the following~~ **with respect to legislation that has its own appeal or statutory processes, such as the:**

- Development Act 1993;
- **Dog and Cat Management Act 1995**
- **Expiation of Offences Act 1996;**
- **Food Act 2001;**
- **Local Nuisance and Litter Control Act, 2016;**
- **Planning, Development and Infrastructure Act, 2016; or**
- **South Australia Public Health Act 2011.**
- ~~Food Act 2001;~~
- ~~Expiation of Offences Act 1996;~~
- ~~Dog and Cat Management Act 1995; or~~
- ~~Local Nuisance and Littering Control Act (2016).~~

While there is no legislative requirement for Council to have a policy relating to the enforcement of planning and local nuisance matters, the Council is responsible for ensuring that its community and visitors to its area adhere to the various Acts of Parliament and Council By-laws which regulate and control the actions of individuals in order to protect the broader community.

Council is committed to the highest professional standards and strives to achieve the most effective and appropriate use of its enforcement powers under the relevant pieces of legislation to achieve the following outcomes:

- the timely rectification of a contravention to the reasonable satisfaction of the Council;
- ensuring that the safety and well-being of the community is not compromised by any contravention;
- avoidance of undue inconvenience to the community arising from contraventions of the relevant Acts;
- responsible and proportionate dedication of resources towards rectifying contraventions.

To this end, this Policy will apply to any action, decision or service of a Council employee in administering any Act of Parliament, inclusive of (but not limited to) the following:

- Development Act 1993 and Development Regulations, 2008;
- Dog and Cat Management Act 1995 and Dog and Cat Management Regulations, 2017;
- Expiation of Offences Act 1996 and Expiation of Offences Regulations 2011;
- Food Act 2001 and Food Regulations 2002;
- Fire and Emergency Service Act 2005 and Fire and Emergency Services Regulations 2005;
- Local Nuisance and Litter Control Act, 2016 and Local Nuisance and Litter Control Regulations, 2017;
- Planning, Development and Infrastructure Act, 2016 and related Regulations (various);
- Private Parking Areas Act 1986;
- Road Traffic Act 1961; and
- South Australia Public Health Act 2011 and related Regulations (various);
- ~~Food Act 2001 and Food Regulations 2002;~~
- ~~Expiation of Offences Act 1996 and Expiation of Offences Regulations 2011;~~
- ~~Dog and Cat Management Act 1995;~~
- ~~Road Traffic Act 1961;~~
- ~~Private Parking Areas Act 1986;~~
- ~~Fire and Emergency Service Act 2005; and~~
- ~~the proposed Local Nuisance and Littering Control legislation.~~

The Council may have the power through its delegations to:

- issue orders, notices and directions to individuals or entities requiring them to make good a breach of a relevant Act;
- commence enforcement action in a court of competent jurisdiction to obtain certain orders;
- commence criminal prosecutions against individuals or entities who have committed an offence under a relevant Act;
- in certain circumstances, issue an expiation notice where an individual or body has committed an offence under a relevant Act.

3. Definitions

Authorised Officer - A person who is authorised to carry out statutory functions or has powers as specified within a particular piece of legislation. The decision to appoint an authorised officer may only be made by Council or a delegate of Council.

CEO - Refers to the Chief Executive Officer (including their delegate) of the Light Regional Council.

Civil Enforcement – The process of instituting civil enforcement proceedings in Court against person or body with the intent to achieve compliance with a provision or an Act, or to make good a breach.

Compliance – The act of adhering to, and demonstrating adherence to, an Act, By-law, Regulation or similar. Compliance may or may not involve the process of enforcement.

Complaints – are matters raised by the public which may, subject to further investigation, be determined to be alleged breaches of relevant legislation. Those complaints which are determined to be about matters that are not Council's responsibility, such as disputes between neighbours, will not be handled under this Policy.

Council – is a comprehensive term and is to be read, as necessary, as a reference to the CEO and/or to employees of the Council and/or to the corporate legal body.

Delegation – An authorised officer's delegated powers are listed in Council's Delegation Register, which can be accessed via Council's website www.light.sa.gov.au/delegations

Enforcement – Enforcement refers to the use of legislative powers to direct a person or body to make good a breach of the Act and / or otherwise penalise a person or body for a breach. Enforcement is a tool to ensure compliance and accountability for illegal conduct or other wrong doing.

The Council adopts a broad definition of 'enforcement', which is intended to combine the provision of advice as well as assisting in compliance with formal action where necessary. This response is intended to encourage higher levels of voluntary compliance with legal requirements by individuals, businesses and other bodies.

Notwithstanding the above, when circumstances warrant, the Council will take immediate action when required (for example to ensure public health and safety or to protect the environment) against those who act unlawfully.

Illegal Activities – A criminal act or activity contrary to legislative obligations contained within an Act.

Order – Formal direction(s) issued by Council or Council delegate, or other body such as Court, to a person or body concerning a breach of a particular piece of legislation.

Prosecution – The process of instituting legal proceedings in a Court against a person or body in relation to a criminal activity, with the intent of penalising the person/body for that criminal activity.

SAPOL – Refers to the South Australia Police.

4. Principles of Good Enforcement

Enforcement actions are taken within the context of both a legal and policy framework. **Authorised Council** officers will carry out enforcement related work **under delegation** with due regard to the following principles:

- Proportionality: a proportionate response means that Council's actions will be scaled to the seriousness of the breach;
- Consistency: the Council will take a similar approach in similar cases to achieve similar outcomes; and
- Transparency: the Council will be open and transparent about the manner in which it undertakes enforcement activities and the laws it enforces.

5. Authorisation of Officers

Only officers who are considered appropriately qualified and/or experienced will be authorised under the relevant legislation to investigate and take enforcement action if required. In undertaking these duties, authorised officers will act under the relevant legislation in accordance with this Policy; any delegated authority and any other relevant Council policy and procedure to ensure a consistent approach to their duties. Any decision to act other than in accordance with Council policies must be first approved by the authorised officer's relevant Manager, and the reasons for this action recorded in accordance with Council's Records Management protocols.

Authorised officers are provided with an identification card which must be produced whenever they exercise powers under the relevant legislation.

6. Decision Making

6.1 Is an Investigation Required?

Not all allegations of non-compliance with the various statutory requirements will warrant investigation. The Council will consider a range of factors when deciding whether to investigate. These considerations include, but are not necessarily limited to, the following:

- Is the matter within the jurisdiction of the Council under the various Acts?
- Is the complaint premature, for example, does it relate to some unfinished aspect of building work that is still in progress?
- Is the activity or work permissible with or without consent?
- If the activity is permissible with consent, is there consent in place?
- Is it possible to determine from the information available to the Council whether the activity or work is permissible without consent and/or whether all conditions of consent are being complied with?
- Is the complaint trivial, frivolous or vexatious?
- Has too much time elapsed since the events the subject of the complaint taken place, to allow any meaningful investigation?
- Is there another body that is a more appropriate agency to investigate and deal with the matter? (for example, Safework SA).
- Is the activity, subject of the complaint, having a significant detrimental effect on the environment or does it constitute a risk to public safety?
- Does the complaint indicate the existence of a systemic problem, for example, is the complaint one of a series received by the Council from other sources, could there be a pattern of conduct or a more widespread problem?

- Has the person or body complained of been the subject of previous complaints (i.e. is there a history of non-compliance)?
- Does the complaint have special significance in terms of the Council's existing priorities?
- Are there significant resource implications in relation to an investigation and any subsequent enforcement action?
- Is it in the public interest to investigate the complaint? That is, could it be said that the complaint is trifling, frivolous or vexatious?

Where a decision is made not to investigate a complaint, the decision and reasons will be recorded in accordance with Council's Records Management protocols and the complainant will be advised.

6.2 Factors in Considering an Enforcement Strategy

In coming to a decision on the most appropriate means of enforcement (and whether any enforcement is required at all), the authorised officer shall apply discretion having regard to the following factors:

- whether the alleged breach or activity has been the subject of an external complaint, and if so, to what extent;
- whether the activity or situation has been associated with any accident;
- the potential impact on the wider community of the activity or situation;
- whether the person or body said to have contravened an Act had, or is, committed to making good the contravention;
- whether the Council is able to take action due to statutory time limitations;
- whether taking action may prejudice other investigations;
- having regard to the principles of proportionality and consistency, whether the Council has determined that the contravention is so minor as to be an unreasonable use of Council resources;
- conversely, whether the contravention is serious enough to warrant formal action being taken;
- the past history of the person or body who it is alleged has contravened an Act;
- the consequences of non-compliance with informal action and whether that would pose a significant risk or harm or nuisance to other persons or property;
- whether previous informal action taken by the Council against the same person or body has not been successful.

The following factors are not relevant, and are to be ignored, when considering an enforcement strategy:

- any element of discrimination or bias against the person such as ethnicity, nationality, political association, religion, gender, sexuality or beliefs; and
- possible political advantage or disadvantage to a government, person holding (or a candidate for) public office, or any political group or party.

Where an authorised officer has a personal association or relationship, or a perceived association or relationship, with a person or body which may have breached an Act (or with any other person or body involved):

- an alternative Council employee or contractor will make decisions on enforcement action; and

- the facts about any conflict/relationship will be recorded in accordance with Council's Records Management protocols.

Written documentation with regards to any enforcement decision will:

- include all the information necessary to make clear what needs to be done to ensure compliance with legal requirements, the relevant statutory timeframes and if necessary, the reasons for the proposed actions and potential penalties for failing to comply with the request;
- specify the relevant Act contravened, and detail the section/s, and set out the measures necessary to ensure compliance and the consequences of non-compliance; and
- clearly differentiate between legal requirements and recommendations of good practice.

Where a discretion is exercised to not pursue enforcement options, the decision and reasons will be recorded in accordance with Council's Records Management protocols, and the complainant will be advised.

6.3 Options for Compliance

Where, after having undertaken a preliminary investigation and exercising an appropriate level of discretion in accordance with this Policy, it is determined that there exists a prima facie case that non-compliance with a statutory requirement has occurred, Council has various options available to it, to seek or promote compliance. These options include, but are not limited to:

- explaining legal requirements and, where appropriate, the means to achieve compliance with the person or body;
- providing an opportunity to discuss points of issue where appropriate with the person or body and any other affected party;
- allowing reasonable timeframes to achieve compliance and/or waiving or reducing fees;
- facilitating communication between the person or body and affected parties to achieve a resolution;
- issuing a verbal or written warning to the person or body; or
- enforcement actions such as issuing an expiation notice, issuing an order or direction to the person or body, commencing civil enforcement proceedings, or commencing prosecution proceedings.

Enforcement decisions must be fair, consistent, balanced and relate to common standards that ensure the public is adequately protected.

7. Enforcement Actions

Authorised officers have a range of enforcement options available to them, as outlined below. In considering each option, regard should be had to the factors set out in part 6.2 of this Policy.

7.1 No Action

No action will be taken when, after investigation and exercising an appropriate level of discretion, no breaches of any Act are discovered.

It may also be appropriate to take no action when:

- the complaint is frivolous, vexatious or trivial in nature;

- the alleged offence is outside Council's area of statutory authority;
- taking action may prejudice other major investigations;
- the factors described in part 6.2 of this Policy do not warrant action being taken.

7.2 Informal Action

Informal action to achieve compliance with an Act may include:

- giving a verbal or written warning to a person or body;
- such verbal or written warnings may include a request for remedial action to be undertaken.

Any advice to a person or body from an authorised officer will be put clearly and simply and will be confirmed in writing or verbally.

The circumstances in which informal action may be appropriate include, but are not necessarily limited to:

- the act or omission is not serious enough to warrant formal action;
- the person or body's past history reasonably suggests that informal action will secure compliance;
- confidence in the person or body to ensure compliance in the future is high;
- the consequences of non-compliance will not pose a significant risk to health and/or safety;
- where informal action may prove more effective than a formal approach; or
- the factors described in part 6.2 of this Policy warrant informal action being taken.

Where the relevant legislation does not allow for statutory action to be taken by an authorised officer, but such action would be beneficial in a wider public safety context, then the action will be taken by an authorised officer of the Council, and the reasons recorded in accordance with Council's Records Management protocols. The person or body will be advised that the requested actions are not legally enforceable, but rather, are desirable from a community and good governance perspective.

7.3 Formal Action

7.3.1 *Service of Directions and Orders and Court Orders*

The various statutory regimes provide for a number of enforcement actions, including but not necessarily limited to:

- legally binding directions or orders (for example, emergency orders or enforcement notices);
- issuing of expiation notices;
- civil enforcement proceedings;
- criminal prosecution proceedings.

Council officers will use professional judgement and discretion to assess the particulars relating to each matter under consideration, including the reasonableness of the actions required by the Council and the timeframe to comply.

Only in circumstances such as a threat to life or imminent threat to public health or safety will a direction or order be made without giving notice of intention to the person or body affected. In these circumstances immediate actions and compliance to resolve a situation can then be required.

In most cases the person or body receiving a direction or order has a right of appeal to the Environment, Resources and Development Court or District Court (depending on the circumstances of the alleged breach) if the direction or order is considered unreasonable. If a direction or order is served for which an appeal is possible, the Council will advise the person or body in writing of the right to appeal and the relevant legal provisions at the time of serving the direction or order.

The Council also has to power in certain circumstances to make application with the Court for an order to achieve compliance with a provision of an Act, or requirement to remedy certain matters.

Where there is evidence that an offence has been committed, the Council may issue an expiation notice (where permitted by the relevant legislation) or commence a prosecution in addition to serving any direction or order. This will only be done where it is determined that the conduct of the person or body justifies such an enforcement response.

Factors such as providing authorised officers false information, the obstruction of Council employees and the potential for harm or risk caused by the person or body's delay will be relevant considerations in determining whether to escalate enforcement actions.

7.3.2 *Action in Regard to a Default*

Failure to comply with a direction or order will incur further enforcement action, such as the issuing of an expiation notice or prosecution proceedings.

Where action in regard to a default is provided for by the relevant Act, and the necessary work has not been carried out by the person or body in the timeframe allowed without good reason (for example, under section 56 of the *Development Act 1993*), the Council may step in and undertake the required work.

Before carrying out the required work, the Council will consider whether there is a realistic prospect that the person or body responsible will complete the work within a reasonable timeframe. Where work in default is undertaken by the Council, the Council will seek to recover all costs over a fair period, using all statutory means available.

The decision to carry out action in default will be made by the Chief Executive Officer or **their** delegate.

7.3.3 *Expiation Notices*

An expiation notice alleges that a person or body has committed an offence and sets out an expiation fee, which can be paid to expiate the offence, rather than the person or body being prosecuted. Payment of an expiation fee is voluntary and is not an admission of guilty or civil liability.

A person or body receiving an expiation notice is entitled to elect to be prosecuted for the alleged offence. Hence there must be substantial, reliable and admissible evidence that an identifiable person or body has committed the

alleged offence. In other words, should the person or body elected to be prosecuted, there must be sufficient evidence available to prove an offence beyond reasonable doubt.

Expiations are available for limited forms of contraventions of certain Acts.

The following circumstances are likely to warrant the issuing of an expiation notice:

- certain breaches of the Acts administered by the Council;
- failure by a person or body to correct an identified problem after having been given reasonable opportunity to do so by an authorised officer (through informal enforcement action);
- failure to comply with the requirements of a direction or order;
- confidence in the person or body's likelihood to not re-offend is low; or
- a written warning has previously been given for a similar offence.

7.3.4 Prosecution

Prosecutions cannot be commenced lightly. As a local government authority, Council must only prosecute persons or bodies for offences against Act where this is in the 'public interest' as a matter of law.

In considering whether prosecution is in the public interest, the following additional factors will be considered:

- whether the offence was premeditated;
- whether the person or body has shown remorse or contrition;
- whether the person or body has committed a similar offence in the past;
- the effect on the person or body, or witness's, physical or mental health, balanced against the seriousness of the offence (i.e. would a prosecution be perceived as a disproportionate response given the circumstances);
- the availability and efficacy of any alternatives to prosecution;
- any financial or other benefit the person or body sought to gain by committing the breach;
- the prevalence of the alleged offence and the need for deterrence, both personal and general;
- the availability, competence and credibility of witnesses and their impression on the Court;
- any lines of defence;
- the need to maintain confidence in the Council as a prosecuting authority; and
- the likely length, expense and outcome of a trial.

Before a prosecution is recommended there must be substantial, reliable and admissible evidence that an identifiable person or body has committed the offence.

A prosecution will only proceed where there is a reasonable prospect that an offence can be proved beyond reasonable doubt.

The following circumstances are likely to warrant a prosecution:

- a flagrant breach of the law such that public health, safety and welfare have been put at risk;
- the alleged breach is too serious, or the risks posed by the breach too great, to be dealt with by means of an expiation;
- a failure of the person or body to correct an identified serious problem after having been given reasonable opportunity to do so;
- it is not possible to rectify the breach (for example, demolition or tree-damaging activity);
- a failure to comply with the requirements of a direction or order;
- an established and recorded history of similar offences; and
- an unwillingness, on the part of the person or body, to prevent a recurrence of the problem.

Where circumstances warrant a prosecution, all relevant evidence and information will be considered first to enable a consistent, fair and objective decision to be made.

The final decision to prosecute will be made by the Chief Executive Officer or delegate.

7.3.5 Cost Recovery

The Council may incur significant costs (legal and/or otherwise) when enforcement action is taken. In the interest of reducing the financial burden or pursuing enforcement and compliance matters on ratepayers, where possible, the Council will seek to recover **all or a proportion of** those costs incurred in attempting to rectify the breach through the relevant Court.

8. Policy Implementation and Review

This Policy will come into effect from the date of the Council resolution.

This Policy shall be reviewed every three (3) years, or as legislation changes occur (whichever is the earlier occurrence).

Policy History: ~~of Policy Amendment~~

1. *Policy adopted 17 April 2001(as Order Making Policy), see Council Minutes Reference 10.2.2, Page 2001/97*
2. ***Amendment No. 1 – policy originally numbered as Section 7 Policy No. 6 but renumbered to Section 6, Policy No. 2 as considered a Governance role (24 June 2010)***
3. *~~Policy~~ **Amendment No. 2** – adopted Special Meeting of Council 7 September 2010 renumbered to Section 4 Policy No. 6, see Special Council Meeting Minutes Reference 5.3.3, Page 2010/210*
4. *~~Policy~~ **Amendment No. 3** – adopted Council Meeting 19 January 2016, Minutes Reference 12.4.2 page 2016/13.*
5. ***Amendment No. 4 adopted by Council on 26 February 2019, refer Council Minute STR9.3.5/2019-page 2019/36***

6	<p>STR9.3.6/2019 Public Notification of Development Applications – Policy Review</p> <p>Folder ID: 24011</p> <p>Author: Craig Doyle - General Manager, Strategy & Development</p> <p>Report Presenter: Craig Doyle - General Manager, Strategy & Development</p> <p>Recommendation</p> <p>That Council adopts the revised <i>Public Notification of Development Applications Policy</i> as follows and with an amendment to the Category 3 Notification Boundary in Appendix A which is to include Hewett within the area identified for The Bunyip newspaper:</p> <p>Public Notification of Development Applications Policy</p> <table> <tr> <td>Reference Number:</td><td>Section 4 No. 1</td></tr> <tr> <td>Responsible Department:</td><td>Strategy & Development</td></tr> <tr> <td>Related Policy/Procedure:</td><td>Nil Interaction of the Development Act 1993, State Records Act 1997 and Freedom of Information Act 1991 with the Copyright Act 1968 Policy</td></tr> <tr> <td>Date of Adoption:</td><td>19 July 2005</td></tr> <tr> <td>Current Review Date:</td><td>26 February 2019</td></tr> <tr> <td>Minute Reference:</td><td>Page 2019/48</td></tr> <tr> <td>Version Number:</td><td>Amendment No. 2</td></tr> <tr> <td>Applicable Legislation:</td><td>Development Act, 1993, Development Regulations 2008, Planning, Development and Infrastructure Act, 2016</td></tr> <tr> <td>Next Review Date:</td><td>30 June 2020</td></tr> <tr> <td>Review Frequency:</td><td>Annually or As required by legislative or procedural changes</td></tr> </table> <p>1. Background</p> <p>This Policy sets out the manner in which Council will give public notice of a development application where it is required to do so pursuant to the <i>Development Act, 1993</i>.</p> <p>Council has a legal obligation under Section 38 of the <i>Development Act 1993</i> and Part 6 of the <i>Development Regulations, 1993</i> to give notice of certain development applications relating to a Category 2 or Category 3 form of Development.</p> <p>This Policy provides clarification as to how Council will fulfil its public notification obligations under the <i>Development Act and Regulations</i>. This Policy does not and is not intended to derogate from the legislative obligations placed on the Council.</p> <p>Council processes Development Application assessments according to the requirements of the <i>Development Act 1993</i> and the <i>Development Regulations, 2008</i>.</p>	Reference Number:	Section 4 No. 1	Responsible Department:	Strategy & Development	Related Policy/Procedure:	Nil Interaction of the Development Act 1993, State Records Act 1997 and Freedom of Information Act 1991 with the Copyright Act 1968 Policy	Date of Adoption:	19 July 2005	Current Review Date:	26 February 2019	Minute Reference:	Page 2019/48	Version Number:	Amendment No. 2	Applicable Legislation:	Development Act, 1993, Development Regulations 2008, Planning, Development and Infrastructure Act, 2016	Next Review Date:	30 June 2020	Review Frequency:	Annually or As required by legislative or procedural changes
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Applicable Legislation:	Development Act, 1993, Development Regulations 2008, Planning, Development and Infrastructure Act, 2016																				
Next Review Date:	30 June 2020																				
Review Frequency:	Annually or As required by legislative or procedural changes																				

Currently, certain Development Applications require public notification as a part of the assessment process. These are described as either 'Category 2' or 'Category 3' forms of development respectively. The type, form and processes (including arrangements for inspection of such applications) associated with this are contained in the *Development Act, 1993* and *Development Regulations, 2008*.

Owners or occupiers of 'adjacent land' (as defined in the Act) are to be notified of Category 2 and Category 3 forms of development during the assessment process via a Notice sent directly to the affected property.

Section 38(5)(c) of the *Development Act, 1993* requires that, for a Category 3 development, notice must also be given to the public generally. Regulation 33(2) goes on to note that this may be achieved by publishing a notice in a newspaper circulating generally throughout the area of the State in which the relevant land is situated on at least 1 occasion.

This document outlines the Council's policy with respect to publishing such notices in local newspapers and inspection of applications at both Council's Principal and its Branch Offices.

It is noted that the development assessment system is currently undergoing a transition through the introduction of the *Planning, Development and Infrastructure Act, 2016*. This process is expected to be completed at the end of June 2020. The new planning assessment system will discontinue the practice of notification via newspaper advertisements in due course, hence this policy will require further revision at that time.

2. General Principles

- 2.1. This Policy will come into effect from the date of Council resolution.
- 2.2. Council seeks to undertake its affairs in a way that contributes to open, transparent and informed decision-making.
- 2.3. ~~For the purpose of this policy "Development Documents" will encompass the following documents:~~
 - 2.3.1. ~~the application; and~~
 - 2.3.2. ~~any supporting plans, drawings or specifications or other documents or information provided to the Council under section 39 of the Act; and~~
 - 2.3.3. ~~if applicable, any statement of effect that has been prepared in accordance with the Development Regulations.~~
- 2.4. ~~Council has an obligation to comply with the provisions of the Commonwealth Copyright Act 1968 and only provide copies of Development Documents where the consent of the copyright owner has been obtained.~~

3. Category 2 Form of Development

- 3.1. ~~As required by Section 38(4) of the Development Act, and in accordance with the Development Regulations, notice of a development application for a Category 2 form of Development will be given to:-~~
 - a) ~~An owner or occupier of each piece of adjacent land; and~~
 - b) ~~Any other person of a prescribed class.~~
- 3.2. ~~Notice of a Category 2 form of Development will be in the form of a 'Notice of Application for a Category 2 Development' and an accompanying explanation letter~~

~~from the Council and must include the information prescribed by Regulation 33(1) of the Development Regulations.~~

4. 3. Category 3 Development

~~4.1 As required by Section 38(5) of the Development Act, and in accordance with the Development Regulations, notice of a development application for a Category 3 form of Development will be given to;~~

- ~~a) An owner or occupier of each piece of adjacent land;~~
- ~~b) Any other person of a prescribed class;~~
- ~~c) Any other owner or occupier of land which, according to the determination of the Council, would be directly affected to a significant degree by the development if it were to proceed; and~~
- ~~d) The public generally.~~

~~4.2 Notice of a Category 3 form of Development to be given to those persons listed at Clause 4.1 (a) to (c) will be in the form of a 'Notice of Application for a Category 3 Development' and an accompanying explanation letter from the Council and must include the information prescribed by Regulation 33(1) of the Development Regulations.~~

~~4.3 Pursuant to Section 38(5) of the Development Act and Regulation 33(2) of the Development Regulations, notice of a Category 3 form of Development will be given to the public generally, on at least one occasion, by way of a notice published in a newspaper circulating generally throughout the area of the State in which the land subject to the development application is situated. The notice must include the information prescribed by Regulation 33(1) of the Development Regulations.~~

43.41 Council has determined that all notices for the purposes of a Category 3 Form of Development will be published in the Public Notice section of ***The Barossa and Light Herald Newspaper*** with the exception of those development applications which are located within the defined area depicted in Appendix A in which case public notices are to be placed in ***The Bunyip***.

5.4. Public Inspection of Development Applications

~~54.1~~ In accordance with Regulation 34 (1) of the Development Regulations, Council will ensure that all Development Documents for a Category 2 or 3 form of Development are available for inspection (without charge) at Council's Principal Office located at 93 Main Street Kapunda during the public consultation period.

~~54.2~~ Council will also make available for inspection (without charge) all Development Documents for a Category 2 or 3 form of Development at Council's Branch Office located at 12 Hanson Street Freeling during the public consultation period.

~~54.3~~ Whenever possible Notice of Category 3 Forms of Development will be displayed on Council's website during the public consultation period.

~~54.4~~ In accordance with Regulation 34(3) of the Development Regulations, Council is not required to make Development **Application** ~~D~~documents available for inspection where:

- a) the Development **Application** ~~D~~documents relate to the assessment of the proposed development against the Building Rules and are not reasonably

- necessary for determining whether provisional development plan consent should be granted; or
- b) making the Development **Application** Documents available for inspection would, in the opinion of the Council, unreasonably jeopardise the present or future security of a building.

6-5. Provision of Copies of Development **Application Documents**

65.1 Regulation 34(2) of the Development Regulations provides that the Council may, as it thinks fit, determine whether or not it will make copies of any documents which are available for inspection during the consultation period also available for purchase and, if such copies are available for purchase, the Council may determine the price.

~~6.2~~ In determining if Council will make available for purchase any Development Documents in accordance with clause 6.1 of this Policy, Council must have regard to its obligations under the Copyright Act and any other relevant legislation.

Any request for copies of Development **Application** documents will be considered in accordance with Council's *Interaction of the Development Act 1993, State Records Act 1997 and Freedom of Information Act 1991 with the Copyright Act 1968 Policy*.

~~65.32~~ The fees payable for purchasing copies of Development **Application** Documents relating to a Category 2 or 3 form of Development are set out in the Council's Schedule of Fees and Charges.

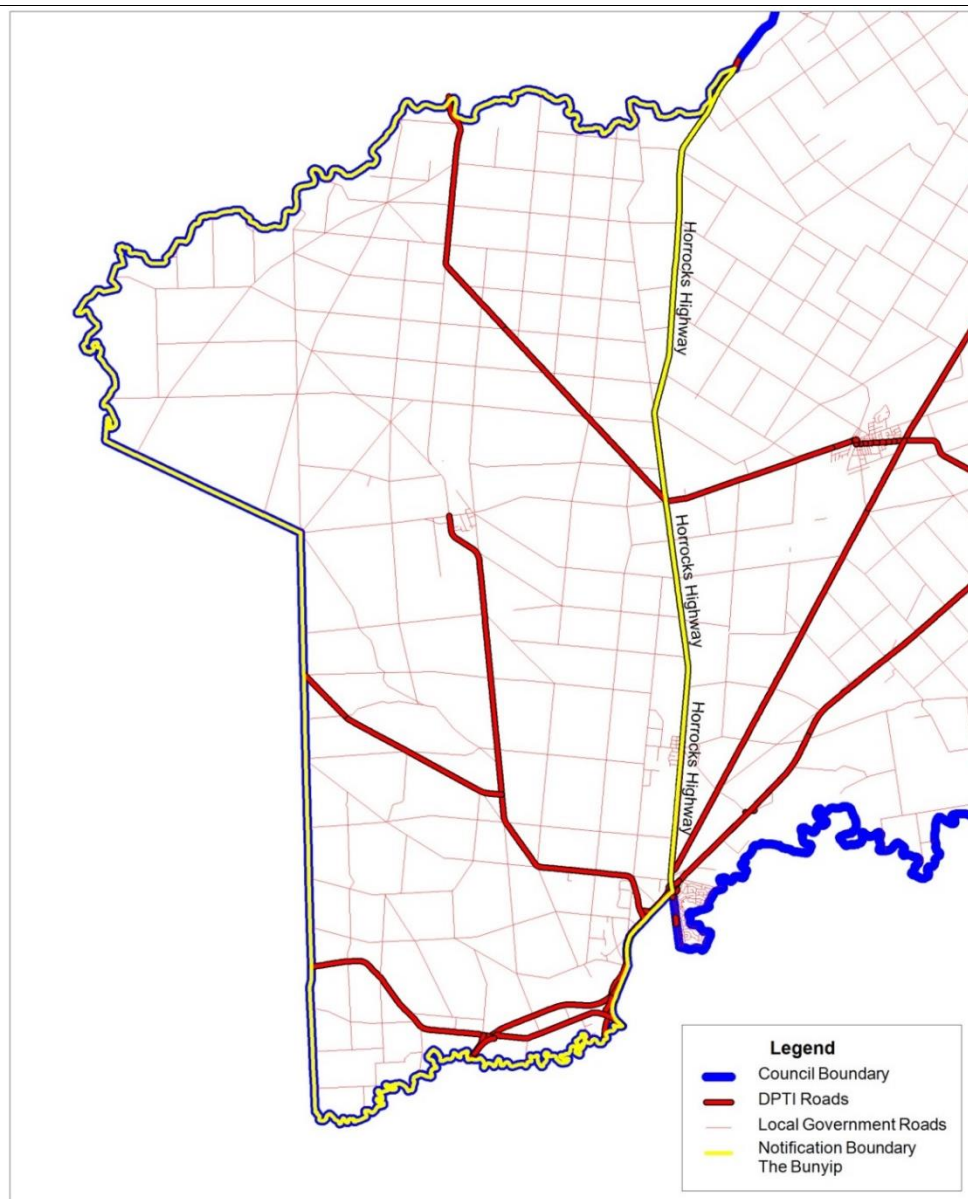
7-6-6. Policy Review

~~76.1~~ This Policy shall be reviewed as required by Council or due to amendments to the **relevant legislation** ~~Development Act or Regulations~~.

Policy History:

1. Policy adopted 19 July 2005, refer Council Minute 12.2.6, Page 2005/316.
2. Amendment No. 1, policy revised in full and adopted at Council meeting, 28 May 2013, Minutes Reference 10.3.1, Page 2013/123.
3. **Amendment No. 2 adopted by Council on 26 February 2019, refer Council Minute STR9.3.6/2019-page 2019/48.**

APPENDIX A



Category 3 Notification Boundary The Bunyip

N
Scale 1:150,000

Cadastral Information from Department
for Environment & Heritage, South Australia
Digital Cadastral Database (DCDB)

Printed: Tuesday, 28th May 2013

Light Regional Council

PO Box 72, Kapunda, SA 5373
Telephone (08) 8525 3200
Facsimile (08) 8566 3262

7	<p>STR9.3.7/2019 Separate Rate Policy - Policy Review</p> <p>Folder ID: 24011</p> <p>Author: Craig Doyle - General Manager, Strategy & Development</p> <p>Report Presenter: Craig Doyle - General Manager, Strategy & Development</p> <p>Recommendation</p> <p>That Council adopts the revised <i>Separate Rate Policy</i> as follows:</p> <p>Separate Rate Policy</p> <p>Reference Number: Section 4 No 3</p> <p>Responsible Department: Economic Development</p> <p>Related Policy/Procedure: Public Consultation Policy</p> <p>Date of Adoption: 22 July 2014</p> <p>Current Review Date: 26 February 2019</p> <p>Minute Reference: Page 2014/262 Page 2019/53</p> <p>Version Number: Original (Amendment 1)</p> <p>Applicable Legislation: Development Act, 1993 Development Regulations, 2008 Local Government Act, 1999 Planning, Development and Infrastructure Act, 2016</p> <p>Next Review Date: June 2015 (July 2020)</p> <p>Review Frequency: Annually Triennially, or otherwise as required by legislative changes</p> <p>1. Background</p> <p>Separate rates are a transparent and equitable means used by councils to generate revenue to deliver projects and activities of particular benefit to target areas.</p> <p>The Local Government Act 1999 provides Light Regional Council with the framework to declare a separate rate on rateable land within a part of the region for the purpose of planning, carrying out, making available, supporting, maintaining or improving an activity that is, or is intended to be, of particular benefit to the land, or the occupiers of the land, within that part of the area, or to visitors to that part of the area.</p> <p>Council may elect to utilise the provisions of the Local Government Act, namely Section 154, to declare a separate rate for the purposes of funding the preparation of a Development Plan Amendment (DPAs). Similarly, Council may also elect to utilise Section 154 of the Act to declare a separate rate for the purposes of infrastructure delivery. In both scenarios, Council must form the opinion that by applying the separate rate to a targeted area of rateable assessments, those landowners or occupiers will derive a benefit from the activity.</p> <p>Separately, the <i>Planning, Development and Infrastructure Act 2016</i> is being activated on a transitional basis. In time, this legislation will introduce a number of new 'designated instruments' including the 'Planning and Design Code', which will replace current Development Plans and is expected to be in place by mid-2020.</p>
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The processes involved in amending the Planning and Design Code will differ from current Development Plan Amendment practices and once this occurs, it will provide a trigger to further review and update this Policy with respect to this aspect.

2. Separate Rate Policy - Overview

This Separate Rate Policy has the following purpose:

- To define and communicate Council's position on the declaration of separate rates;
- To provide a basis for a transparent, consistent and equitable approach to considering proposals for separate rates as a tool for Council decision making.

The Policy is underpinned by the fundamental principle of providing a means of raising revenue over and above Council's baseline revenue levied specifically to support activities of particular benefit to defined geographic areas of the region.

The Policy is separated into key themes, namely:

- Development Plan Amendments – Funding Models;
- Infrastructure Works – Developer/State Government Funding Agreements;
- Declaration of Separate Rate;
- Consultation;
- Postponement of Payment;
- Rebates;
- References – Legislative Requirements; and
- Review.

3. Development Plan Amendments – Funding Models

Development Plan Amendments may be funded through one of a number of models, namely:

- Developer funded DPA;
- General rate increase; or
- Section 154, Local Government Act 1999.

Council has ~~consciously~~ considered which of the above funding models is most appropriate to pursue when funding DPAs where Council has formed the opinion that a benefit will be derived by those landowners or occupiers of land as a result of the DPA. Such DPAs will ~~usually~~ specifically relate to green-field or brown-field sites where, as a result of the DPA, development opportunities ~~are enhanced~~ arise and higher land values are realised.

Developer funded DPAs carry with them perception concerns whereby the community may feel that the developer, having funded the process, ~~is over-influencing the design outcomes~~ has influence over the outcome; even though this is not the case. The ~~perceived~~ perception of conflict of interest ~~notion is quite compelling and a perceived conflict of interest~~ needs to be carefully managed and addressed. To mitigate against the public perception concerns, this model will not be pursued.

Applying the DPA costs to the general rate is likely to increase the overall general rate substantially depending on the extent of investigations, both planning and infrastructure, to complete the exercise. Spreading this cost across all Council ratepayers will undoubtedly raise equity questions, particularly when Section 154 of the Local Government Act and the raising of separate rates refer to an activity "of particular benefit to the land, or the occupiers of the land."

Section 154 of the Local Government Act allows Council to apply a separate rate to raise sufficient funds for the purpose of planning an activity that is of particular benefit to the land (or the occupiers of the land). Key points to note in this model are:

- It is a charge on the land;
- **The funds may** be collected over the life of the DPA;
- Funds not used can be refunded or credited against future liabilities.

Benefits of this approach include:

- Costs are confined to beneficiaries;
- Perception concerns **are** mitigated – Council **is** seen to be ‘in control’ with no developer funding agreements in place;
- **It is a c**harge upon the land, therefore the charge stays with the respective landowner;
- Landowners can factor in this charge over their land when negotiating with developers.

Therefore, for the reasons detailed within this section of the Policy, Council will pursue the application of a separate rate to fund specific DPAs pursuant to Section 154 of the Act where it is determined that those landowners or land occupiers will derive a benefit as a result of the DPA.

4. Infrastructure Works – Developer/State Government Funding Agreements

~~Direct infrastructure works includes the construction of works adjacent to or in the vicinity of land the subject of a development approval (land division or land use). In usual circumstances, a developer and/or State Government will enter into Deeds of Agreement with Council for the funding of infrastructure external to the subject land. In each agreement, each party has agreed to undertake or procure the construction of certain elements of the direct infrastructure works.~~

~~While Section 154 of the Act provides one funding model for the delivery of infrastructure, alternative models also exist. Further examination of funding models for infrastructure delivery will be developed by management over the ensuing six (6) month period and, following adoption by Council, will form part of this Chapter.~~

Some development proposals will trigger a need for upgrades to surrounding infrastructure (such as roads/ intersections, stormwater and wastewater).

It is Council's position that where such upgrades are required, they are to be funded by the proponent/s of the development that triggers the requirement for the upgrade. Such works are also to be secured through an appropriate Deed or Agreement for the funding, specifications and delivery of the required infrastructure that is external to the site.

Section 154 of the Local Government Act, 1999 may be contemplated as a means to secure contributions towards the provision of such infrastructure.

5. Consultation and Declaration of Separate Rate

Declaration of a separate rate shall occur in accordance with Sections 151 and 154 of the Local Government Act, 1999.

~~a separate rate on rateable land within a part of the area of the Council for the purpose of planning, carrying out, making available, supporting, maintaining or improving an activity that is, or is intended to be, of particular benefit to the land, or the occupiers of the land, within that part of the area, or to visitors to that part of the area.~~

~~5.2 A separate rate may be based on—~~

~~(a) the value of land subject to the rate; or~~

~~(b) a proportional measure or other proportional basis related to the relevant land or the area, or to the estimated benefit to the occupiers of the land in the part of the area subject to the rate; or~~

~~(c) a fixed charge.~~

~~5.3 Council may declare a separate rate in respect of a particular activity despite the fact that the activity is not to be directly undertaken or provided by the Council.~~

~~5.4 A separate rate—~~

~~(a) may be declared for a specified period (i.e. the time taken to carry out a capital project); or~~

~~(b) may be declared for a period exceeding one year.~~

~~5.5 Council may declare differential separate rates.~~

~~5.6 Council must, at the time that it declares a separate rate, identify the land to which the rate will relate.~~

~~5.7 If Council declares a separate rate, Council must, in each rate notice sent to each ratepayer who is liable to pay the separate rate, specify—~~

~~(a) the purpose or purposes for which the rate is declared; and~~

~~(b) the basis on which the rate is declared; and~~

~~(c) the amount payable for the particular financial year; and~~

~~(d) if relevant, the period for which the rate will apply (according to a determination of the Council under section 5 subsection 5.4).~~

~~5.9 If a separate rate is declared to raise funds for a particular purpose and—~~

~~(a) the Council and/or the Minister resolves not to carry the purpose into effect; or~~

~~(b) there is an excess of funds over the amount required for that purpose, the revenue raised by the rate or the excess (as the case may be) must, according to a determination of the Council, be—~~

~~(c) credited against future liabilities for rates in respect of the land on which the separate rate was imposed; or~~

~~(d) refunded to the persons who paid the rate, in proportion to the amounts paid by each person.~~

6. Consultation

~~6.1 Before Council—~~

~~(a) changes the basis of the rating of any land (including by imposing differential rates on land that has not been differentially rated in the preceding financial year, or by no longer imposing differential rates on land that has been differentially rated in the preceding financial year); or~~

~~(b) changes the basis on which land is valued for the purposes of rating; or~~

~~(c) changes the imposition of rates on land by declaring or imposing a separate rate, service rate or service charge on any land,~~

~~the Council must—~~

~~(d) prepare a report on the proposed change; and~~

- ~~(e) follow the relevant steps set out in its public consultation policy.~~
- 6.2 A report prepared for the purposes of section 6, subsection 6.1(d) must address the following:
- ~~(a) the reasons for the proposed change;~~
 - ~~(b) the relationship of the proposed change to the Council's overall rates structure and policies;~~
 - ~~(c) in so far as may be reasonably practicable, the likely impact of the proposed change on ratepayers (using such assumptions, rate modelling and levels of detail as the Council thinks fit);~~
 - ~~(d) issues concerning equity within the community;~~
- and may address other issues considered relevant by the Council.
- 6.3 A public consultation process will follow all relevant steps set out in accordance with Section 151 of the Local Government Act 1999 and Council's Public Consultation Policy.
- 6.4 At the conclusion of the public consultation process, Council will formally consider all submissions at a public hearing with a determination made on the proposed separate rate declaration thereafter.
- 6.5 Council, upon declaration of a separate rate, must follow all relevant steps set out within the Local Government Act 1999 regarding notification and declaration.

76 Remission and Postponement of Payment

- 7.1 In the case of a ~~Development Plan Amendment~~, if the Council is satisfied on the application of a ratepayer that payment of rates in accordance with this Act would cause hardship, the Council may—
- ~~(a) postpone payment in whole or in part for such period as the Council thinks fit; or~~
 - ~~(b) remit the rates in whole or in part.~~
- 7.26.1 **Remission and p**Postponement of payment of **a** the separate rate may only be ~~determined~~ **considered** by Council in accordance with Section 184~~2~~ and **182A** of the Local Government Act 1999.

87 Rebates

- 87.1 If a separate rate is declared to raise funds for a particular purpose and—
- (a) the Council and/or the Minister resolves not to carry the purpose into effect such as a DPA for example; or
 - (b) there is an excess of funds over the amount required for that purpose, the revenue raised by the rate or the excess (as the case may be) must, according to a determination of the Council, be—
 - (c) credited against future liabilities for rates in respect of the land on which the separate rate was imposed; or
 - (d) refunded to the persons who paid the rate, in proportion to the amounts paid by each person.
- 87.2 Should Council consider a rebate for any of the above circumstances, Council must follow all relevant steps set out in Section 166 of the Local Government Act 1999.
- 87.3 The Council may grant a rebate under this section that is up to (and including) 100 per cent of the relevant rates or service charge.

98. References - Legislative Requirements

9.1 ~~Separate rates are provided for under the Local Government Act 1999 (SA) s.154(1) as follows:~~

~~The Council may declare a separate rate on rateable land within a part of the area of the Council for the purpose of planning, carrying out, making available, supporting, maintaining or improving an activity that is, or is intended to be, of particular benefit to the land, or the occupiers of the land, within that part of the area, or to visitors to that part of the area.~~

9.2 ~~Consultation requirements related to the levying of separate rates are governed by the provisions of section 151 the Local Government Act 1999 (SA).~~

98.31 In the event that the Local Government Act 1999 (SA) is amended so as to render this Policy inconsistent with the Act this Policy will be automatically altered to make it consistent with the Act.

Key Performance Indicators

Objective	Key Performance Indicators	Data Source
Communicate Council's position on the declaration of separate rates	<ul style="list-style-type: none"> The extent to which the Policy is understood and helpful to separate rate proponents and ratepayers 	<ul style="list-style-type: none"> Feedback from users of the Policy
Provide a policy basis for a transparent and consistent approach to considering proposals for separate rates	<ul style="list-style-type: none"> The extent to which the policy provides a transparent and consistent approach to assessing separate rate proposals 	<ul style="list-style-type: none"> Feedback from users of the Policy

109 Review

This policy will be reviewed **triennially, or otherwise as required by legislative changes.** ~~annually with the next review to occur at the ordinary meeting of Council to be held in June 2015.~~

Policy History:

1. Policy was adopted at the Ordinary Council meeting held on 22 July 2014, Item EDP9.3.1/2014, refer page 2014/262.
2. Amendment No. 3 adopted by Council on 26 February 2019, refer Council Minute STR9.3.7/2019-page 2019/53.

8	<p>STR9.3.8/2019 Undergrounding Services (Overhead Electricity and Telecommunication Cables) – Policy Review</p> <p>Folder ID: 24011</p> <p>Author: Craig Doyle - General Manager, Strategy & Development</p> <p>Report Presenter: Craig Doyle - General Manager, Strategy & Development</p> <p>Recommendation</p> <p>That Council adopts the revised <i>Undergrounding Services (Overhead Electricity and Telecommunication Cables) Policy</i> as follows:</p>
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Undergrounding Services (Overhead Electricity and Telecommunication Cables) Policy

Reference Number:	Section 4 No. 10
Responsible Department:	Strategy and Development
Related Policy/Procedure:	Public Lighting Policy
Date of Adoption:	22 November 2016
Current Review Date:	26 February 2019
Minute Reference:	Page 2019/58
Version Number:	Amendment No. 1
Applicable Legislation:	Australian Standards; Development Act 1993; Development Regulations 2008; Electricity Act 1996; Light Regional Council Development Plan; Local Government Act 1999; Planning, Development and Infrastructure Act, 2016; Telecommunications Act 1997
Next Review Date:	(26 February 2021)
Review Frequency:	Biennially

1. Introduction

~~Through the Strategic Plan the Council sets targets for residential and economic growth and is implementing processes that will change the Council and its cultural ethos. A manifestation of the transition from present to future state will be a changing focus from infrastructure domination to the values of people and public life; a softening and humanising of the urban environment. That will be achieved, among other ways, through the application of sensitive, high quality urban design and the development of smart cities and towns.~~

~~A coordinated Undergrounding Services Policy is an important element to support the Strategic Plan. A program of Undergrounding Services may be developed that is coordinated with other internal and external projects and provides opportunities for the community to be involved in implementing the program.~~

This policy articulates Council's position that no additional overhead electrical or telecommunication cables and associated infrastructure should be installed above ground in the public realm of its township, settlement, suburban or rural living environments, in order to enhance the visual appearance and public enjoyment of such spaces.

Further, this policy also expresses a preference for existing above-ground electrical and telecommunications cables and supporting infrastructure to be moved underground wherever possible, particularly where:

- improved visual and amenity outcomes and/ or value for money can be obtained; and/ or
- bushfire risk via interaction between power lines and vegetation may be minimised.

2. Definitions

~~Undergrounding Services comprises the removal of existing overhead electricity and telecommunication cables including overhead transformers and switching equipment, and its supporting infrastructure including stobie or other types of poles from public streets and park lands and, where practical, replacing this infrastructure with underground type infrastructure. Existing overhead services are typically owned and operated by a Distribution Network Service provider (DNSP). Undergrounding includes replacement of overhead private consumer mains and telecommunications services connected from the public realm, with underground type infrastructure.~~

Distribution Network Service Provider (DNSP) means an owner and/ or operator of overhead infrastructure services.

Underground Services means either:

- a) the installation of new electrical, telecommunications and street-lighting cables and supporting infrastructure underground; or
- b) the removal of existing DNSP overhead electricity and/ or private telecommunication cables including poles, cables, overhead transformers and switching equipment from public streets and/ or park lands (or parts thereof) and replacement with equivalent underground infrastructure.

~~Also, the removal of overhead street lighting, typically owned and operated by a DNSP, requires the installation of new underground street lighting cabling to current lighting standards.~~

~~Undergrounding Services 'projects' may include all above ground infrastructure in a street or part thereof. In some cases, the staging of undergrounding may be based on targeting those components where maximum benefits, or value for money, can be obtained.~~

~~The policy establishes a cohesive framework in which the undergrounding removes existing DNSP stobie poles and overhead cables and provides non visible underground power and telephone distribution services and new smart public lighting.~~

3. Policy Objectives

Through the undergrounding of infrastructure the Policy seeks to enhance:

- the distinctive characters of the townships by removing detracting elements;
- the qualities of individual buildings – particularly the presence of exemplary heritage buildings;
- the particular characters and functions of streets and footpaths within the street and footpath hierarchy;
- the amenity of park lands;
- environmental sustainability through reduced tree trimming and improved energy efficiency of new, smart lighting provided as part of the undergrounding; and
- the unique character of the region.

4. Policy Statement

4.1 New residential developments within or adjacent to townships and settlements in the Council area are to feature Underground Services provided at the cost of the Developer.

4.2 Council may install **Underground Services**, ~~existing overhead electricity and telecommunications cables including supporting infrastructure within each~~ in township, **settlement or rural living areas** over time **on a priority basis and as funding may allow**.

- 4.23 No additional or new overhead electrical and telecommunication cables including associated supporting stobie or other types of poles, overhead transformers, switching or other types of overhead pole-mounted DNSP or telecommunications equipment ~~should~~ will be installed in the public realm within townships, ~~settlements~~, ~~suburban~~ or rural living environments.
- 4.34 Existing above ground infrastructure to be undergrounded will be prioritised, based on:
- (a) a framework informed by an assessment of the benefits in terms of visual amenity, safety (~~including reduced bushfire risk~~) and economic benefit;
 - (b) an assessment of streets to determine which components of undergrounding offer the best value for money;
 - (c) maximising external funding contribution;
 - (d) coordination, where practical, with other major renewal or upgrade projects carried out by Council and/ ~~or~~ external organisations; and
 - (e) availability of funding.
- 4.45 A range of ~~Undergrounding~~ ~~e~~Services implementation programs may be developed, including those that provide opportunity for external funding contribution from the Power Line Environment Committee (PLEC), the community, residents, business owners and developers. Implementation programs will consider the following alternative funding options and schemes, which may be utilised individually or in combination:
- (a) LRC only funded projects
Projects for which there is no external funding available and therefore fully funded by the Council.
 - (b) LRC and PLEC joint funded projects
PLEC provides funding to Council to assist with the undergrounding of infrastructure, particularly where significant community benefit derives from such undergrounding works. The development and endorsement of an Implementation Program will enable forward planning to occur between Council and PLEC to ensure a rolling program of jointly funded projects over time.
 - (c) Residential/Business Scheme (with approved LRC contribution)
The Residential/Business Scheme provides opportunities for groups of residents, private owners or business owners (or a single resident/private owner/business owner) to provide private funding to assist with the undergrounding of particular streets (or sections of streets) for the benefit of the residents/property owners/business owners. This will usually result in the acceleration of these works in an adopted program and may therefore warrant Council contribution.
 - (d) Developer Scheme (with approved LRC contribution)
The Developer Scheme provides opportunities for developers wishing to contribute to the cost for undergrounding existing overhead infrastructure in streets or parks/reserves adjacent to their developments. Such works will improve the presentation of their developments and may increase property values, but may also improve development potential by, for example, removing building set-back requirements caused by overhead infrastructure.
- 4.56 Cost reduction initiatives will be investigated to reduce implementation timeframes, including contestability of DNSP Works (with DNSP/Essential Services Commission of South Australia (ESCOSA)/State Government).

TYPICAL CROSS SECTION

~~6. History of Policy and Amendments:~~

	<p>Policy adopted at the Ordinary Council Meeting held 22 November 2016 Refer Item Undergrounding Services (Overhead Electricity and Telecommunication Cables) Policy dated 22 November 2016 Page 2016/454.</p> <p>Policy History:</p> <ol style="list-style-type: none"> 1. <i>Policy adopted 22 November 2016, refer Council Minute 13.3.2, Page 2016/455.</i> 2. <i>Amendment No. 1 adopted by Council on 26 February 2019, refer Council Minute STR9.3.8/2019-page 2019/58.</i>
9	<p>STR9.3.9/2019 Strategy Committee - Review of Terms of Reference</p> <p>Folder ID: 53351</p> <p>Author: Craig Doyle - General Manager, Strategy and Development</p> <p>Report Presenter: Craig Doyle - General Manager, Strategy and Development</p> <p>Recommendation</p> <p>That Council adopts the reviewed Terms of Reference for the Strategy Committee as detailed below:</p> <p style="text-align: center;">TERMS OF REFERENCE OF THE LIGHT REGIONAL COUNCIL’S STRATEGY COMMITTEE</p> <ol style="list-style-type: none"> 1. Introduction Pursuant to Section 41(7) of the <i>Local Government Act, 1999</i> (“the Act”) a Committee may establish a sub-committee to assist in a matter. Membership of the Sub-Committee may comprise any elected member and independent expertise as determined by Council. 2. Establishment of the Strategy Committee Pursuant to Section 41 of the Act the Council establishes a Committee to be known as the Strategy Committee (“the Committee”). 3. Functions <ol style="list-style-type: none"> 3.1 Subject to compliance with all legislation, policies, plans and procedures of the Council, the functions of the Committee are to be focused on consideration and provision of advisory reports relative to the following matters: <ul style="list-style-type: none"> • Council’s Strategic Plan • Council’s Long Term Financial Plan • Projects • Infrastructure Deeds (land division and handover process) • Regulatory Compliance Matters • Land Development (ie e.g. NEXY residual land, Asset Rationalisation Fund etc.) • ‘Place’ Development (ie e.g. Main Streets etc.) • Community Development (ie e.g. Community Grants etc.) • External Funding Strategies • Statutory Matters (ie e.g. Land Management Agreements)

- Communications
- Council policies, including review of existing policies and consideration of proposals for new policies, as appropriate.
- Policy Matters and those functions prescribed under Section 101A of the *Development Act, 1993*, namely:
 - Providing advice to Council in relation to the extent to which Council's strategic planning and development policies accord with the Planning Strategy; and
 - To assist the Council in undertaking strategic planning and monitoring
- Consideration of any representations made to Council under Section 25(11) of the *Development Act, 1993* and provision of advice to the Council with respect to those representations.

Together with any other matter which is within the powers and functions of the Council and which is referred to the Committee by the Council.

4. Composition of the Committee

Members:

Four (4) Elected Members (including the Deputy Mayor) of which:

- One (1) is Presiding Member
- One (1) is Deputy Presiding Member

Ex-officio:

Mayor may attend as ex-officio pursuant to Section 41(6) of the Act.

Administrative Support:

General Manager, Strategy & Development (or delegated officer)

- 4.1 A Member of the Committee will, subject to Section 41(5) of the Act and Clause 4.3 of these Terms of Reference, hold office as a Member of the Committee for a period of up to two (2) years, or until the conclusion of the next general election of the Council.
- 4.2 The office of a Member of the Committee shall become vacant upon the Council removing that person from office as a Member of the Committee or upon the Member ceasing to hold office as an Elected Member of the Council.
- 4.3 In the event of a vacancy in the office of a Member of the Committee, the Council shall, if it deems fit, appoint another person as a Member of the Committee on the same basis as, and for the balance of the term of, the original appointment.
- 4.4 No additional allowance will be paid to the elected member representative over and above the allowance already received by the elected member in accordance with the *Local Government (Members Allowances and Benefits) Regulations, 2010*.

5. Office Bearers

- 5.1 The Presiding Member of the Committee shall be appointed by the Council for a period of two (2) years.
- 5.2 The office of the Presiding Member shall become vacant if:
 - 5.2.1 the Council removes the Presiding Member from office; or
 - 5.2.2 the Presiding Member ceases to be a Member of the Committee.

6. Meetings

- 6.1 Meetings of the Committee will be conducted in accordance with the Act, Part 2 of the *Local Government (Procedures at Meetings) Regulations 2013*, these Terms of Reference and any Code of Practice for Meeting Procedures adopted by the Council and applicable to the Committee.
- 6.2 Insofar as the Act, the *Local Government (Procedures at Meetings) Regulations 2013*, these Terms of Reference and any Code of Practice for Meeting Procedures adopted by the Council and applicable to the Committee do not specify a procedure to be observed in relation to the conduct of a meeting of the Committee, then the Committee may determine its own procedure.
- 6.3 In accordance with, and subject to, the Act and the *Local Government (Procedures at Meetings) Regulations 2013* all meetings of the Committee shall be open to the public unless the Committee has resolved to exclude the public from a meeting or part of a meeting pursuant to the Act.
- 6.4 The Committee shall hold monthly meetings as required at a time and location agreed by the Committee.
- 6.5 Minutes together with corresponding Agenda and Appendices of a meeting of the Committee shall be presented for consideration of its recommendations and/or discussion to the next meeting of the Council.
- 6.6 In accordance with the Act, the minutes of a meeting of the Committee shall be provided to all Council members within five (5) days after the meeting of the Committee.
- 6.7 A quorum for a meeting of the Committee shall be one half of the total number of Members of the Committee in office (ignoring any fraction) plus one. No business can be transacted at a meeting of the Committee unless a quorum (being three (3)) is present.
- 6.8 All recommendations to the Council from the Committee shall be made on the basis of a majority decision of the Members present.
- 6.9 All members of the Committee, including the Presiding Member, shall have a deliberative vote, and in the event of an equality of votes, the matter shall be referred to the Council for decision.
- 6.10 If the Presiding Member of the Committee is absent from a meeting of the Committee, the Deputy Presiding Member will preside at the meeting.
- 6.11 If both the Presiding Member and Deputy Presiding Member of the Committee are absent from a meeting, a member of the Committee shall be chosen from those present to undertake the role of Presiding Member at that meeting.
- 6.12 The General Manager, Strategy & Development or delegated officer shall be responsible for ensuring that accurate minutes are kept (to be confirmed at the next meeting of the Committee) of all proceedings of the Committee.
- 6.13 In all of its dealings and activities the Committee shall have regard to the Guiding Principles under *Local Government (Proceedings at Meetings) Regulations 2013* Part 1 Regulation 4.

7. Review

These Terms of Reference will be subject to review by the Council on a two (2) year basis or as determined by Council.

8. Tenure

	<p>The Committee will continue in existence until wound up by resolution of the Council.</p> <p>History:</p> <ol style="list-style-type: none">1. <i>The Strategy Committee established pursuant to a resolution of Council dated 18 November 2014 (Minutes Item 4.3.6 Page 2014/376).</i>2. <i>Terms of Reference Adopted by Council Tuesday, 27 January 2015 (refer Minutes at Item 11.4.3 page 2015/39).</i>3. <i>Reviewed at ordinary meeting of Council held 24 February 2015 (refer item 11.4.3 on page 2015/76)</i> To delete Clause 6.4 of the Terms of Reference for its Strategy Committee and replace it with: "The Committee shall hold monthly meetings as required at a time and location agreed by the Committee."4. <i>Reviewed at ordinary meeting of Council held 28 February 2017 (refer item STR9.3.2/2017 on page 2017/66).</i>5. <i>Reviewed at ordinary meeting of Council held Tuesday, 26 September 2017 (refer Minutes at Item 10.2 page 2017/357)</i> To delete the "Council's Infrastructure and Asset Management Plan", "Traffic Safety" and "Water (CWMS/Harvesting Schemes) from Clause 3.1 of the Terms of Reference of the Strategy Committee.6. <i>Reviewed at Strategy Committee held on 13 February 2019 and adopted by Council Tuesday, 26 February 2019 (refer Minutes at Item STR9.3.9/2019 page 2019/63).</i>
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CARRIED

Recommendation 3

Moved Cr Rohrlach

Seconded Cr Close

That the Item STR12.1/2019 Roseworthy Township Expansion – Payment of Outstanding Separate Rates (Commercial in Confidence) at the meeting of the Light Regional Council Strategy Committee held on Wednesday, 13 February 2019 be considered by the Council under the confidential session of this Agenda.

CARRIED

10.3 ECONOMIC DEVELOPMENT PANEL

Recommendation 1

Moved Cr Mitchell

Seconded Cr Rohrlach

That the Agenda, reports and minutes of the meeting of the Light Regional Economic Development Panel held Thursday, 14 February 2019 be received.

CARRIED

10.4 AUDIT COMMITTEE

Recommendation 1

Moved Cr Mosely

Seconded Cr Close

That the Agenda, reports and minutes of the meeting of the Light Regional Council Audit Committee held Tuesday, 19 February 2019 be received.

CARRIED

Recommendation 2

Moved Cr Mosely

Seconded Cr Rohrlach

That the reports and recommendations of the meeting of the Light Regional Council Audit Committee held Tuesday, 19 February 2019 numbered 1 to 9, as listed below, be adopted.

1.	AUD9.2.1/2019	Review of Audit Committee Terms of Reference
	<u>File:</u>	1769
	<u>Author:</u>	Terry Savage, Executive Assistant to CEO, and Richard Michael, General Manager, Governance
	<i>Recommendation</i>	
	<ol style="list-style-type: none"> 1. That Council receives the report provided in relation to the Review of Audit Committee Terms of Reference and confirms the changes made by the Council as presented in the Agenda report. 2. That in accordance with the Council's resolution of Tuesday, 22 January 2019 (Item 13.1.1 Minute Book Page reference 2019/18), that it be acknowledged that Mr Ross Haslam has been appointed to the Light Regional Council Audit Committee and that the Committee appoints Mr. Haslam as its Independent Chairman to and including the period ending November 2019, at which point he will be eligible for reappointment to the Committee and to the position. 3. That in accordance with the Council's resolution of Tuesday, 22 January 2019 (Item 13.1.1 Minute Book Page reference 2019/18), that it be acknowledged that Ms Michele Bennetts has been appointed to the Light Regional Council Audit Committee as an Independent Member of the Committee to and including the period ending November 2019, at which point she will be eligible for reappointment to the Committee. 4. That in accordance with the Council's resolution of Tuesday, 27 November 2018 (Minute Book reference Item 13.1.2, Pages 2018/431 to 433), that it be acknowledged the resolution has amended the clause 3.1 "Membership" to the Light Regional Council Audit Committee Terms of Reference, by amending the number of independent committee members; however that in doing so, the Committee will advise the Council that the amendment will cause subsequent procedural amendments to clauses 4.1 and 4.3 "Office Bearers" to clarify the Committee Chairman's appointment and to take account of the expanded committee membership. 5. That in accordance with the Council's resolution of Tuesday, 27 November 2018 (Minute Book reference Item 13.1.2, Pages 2018/431 to 433), that it be acknowledged the resolution will cause an amendment of clause 3.1 "Membership" to the Light Regional Council Audit Committee Policy, by amending the number of independent committee members. 6. That in accordance with the Light Regional Council Audit Committee Policy and its Term of Reference, the meetings of the Audit Committee be conducted on the third Tuesday of the month (in the months that they are required), that the meetings commence at 5.30 pm, and that the meetings be held at the Kapunda Committee Room at the Council office, 93 Main Street, Kapunda. 	

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AUD9.2.2/2019

Review Audit Committee Working Program for 2018/2019 Financial Year, second review.

Author: June Austin, General Manager Business and Finance

Recommendation

That the Council receives the report provided in relation to the Audit Committee Working Program, and further;

1. That Council acknowledges the progress report on the Audit Committee 2018/2019 financial year work program detailed as follows;

**Light Regional Council – Audit Committee Working Program
(July 2018 to June 2019)**

(Adopted at the Tuesday, 28 August 2018 Council meeting, Item AUD9.2.2/2018, Minute Book Page 2018/284 to 291; First Review dated Tuesday, 6 November 2018, Second Review dated Tuesday, 19 February 2019)

Program Topic	Sub-Program	Priority (in numerical order)	Projected End Date	Project Status (to be updated during the 2018/2019 financial year)	Initial Work Program Commentary
Annual Business Plan and Annual Budget	Review Budget and Annual Business Plan (ABP and B) for the 2019/2020 financial year and provide commentary and or recommendation to Council	Priority 3	June 2019	Commenced The ABP and Budget framework was adopted by Council at the 22 January 2019 meeting (Item 12.2.2 Minute Book Page 2019/7 and 8). Report for information to be presented to Audit Committee February 2019 meeting.	Implement timetable for preparation and adoption of 2019/2020 Annual Business Plan, Budget and Long Term Financial Plan. Target date for adoption Tuesday, 25 June 2019. Budget Framework documentation to include; <ul style="list-style-type: none">Review 2018/2019 process for refinement, build on process enhancement.Elected Member Special Meeting participation and formal review at critical points;Consideration of timing of and public consultation method inclusive of documentation issued pre and post ABP and B adoption;
Program Topic	Sub-Program	Priority (in numerical order)	Projected End Date	Project Status (to be updated during the 2018/2019 financial year)	Initial Work Program Commentary
					<ul style="list-style-type: none">Review workforce plan, budget bid process, multi-year commitments, IAMP requirements, other internal business unit plans, current year Council resolution impacts.

						<ul style="list-style-type: none">Review financial sustainability indicators and review 4 year and Long Term plans.Review financial reporting strategies;Review CEO's Strategic Finance Committee strategy and objectives for currency, track and refine as appropriate.Review updated legislative requirements impacting on business planning, budgeting, compliancy, and reporting.
	Review delivery of quarterly budget reconsiderations and other financial reporting matters.	Priority 2	Qtr. 1 November 2018 (inclusive of EOY take up), Qtr. 2 February, 2019, Qtr. 3 May 2019, Qtr. 4 - as part of EOY work, Oct 2019	Completed. 2017/2018 audited General Purpose Financial Statements with associated reports, comparative financial data and Qtr. 1 2018/2019 review were presented at the 27 November 2018 Council meeting, Minute Book Page Items 13.2.1 and 2, 2018/435). Commenced. The Qtr. 2 2018/2019 budget review will be presented at the 26 February 2019 Council meeting.	The presentation of financial data to Council should be reviewed for its appropriateness and timeliness in line with the latest legislative requirement. First review will be dependent upon the finalisation of 2017/2018 Annual Financial Statements, anticipated to be October 2018. Continue with Monthly Financial Report to Council. However reporting regime ought to be reviewed upon the election of the new Council following the November 2018 general council election to ascertain the new Council's requirements (if altered from the current). Continue with the specific program or capital works project briefing updates on major council projects involving significant grant funding allocations or being undertaken in partnership with third party developer arrangements. For example; Accelerated Infrastructure Program, Kapunda Lifestyle Village, Kapunda Town Centre, Freeling Agriculture Multi-Purpose Centre	
	Preparation of Annual Financial Statements	Priority 1	November 2018	Completed. The Annual Financial Statements were endorsed at the 6	Consideration of completed and audited Annual Financial Statement for the 2017/2018 financial year prior to consideration by Council.	

					November 2018 Audit Committee meeting and adopted at the 27 November Council meeting (refer item Minute Book Page item 13.2.1 2018/435).	
	Program Topic	Sub-Program	Priority (in numerical order)	Projected End Date	Project Status (to be updated during the 2018/2019 financial year)	Initial Work Program Commentary
		Review General Rates Methodology	Priority 4	June 2019	Commenced. Draft Review Scope being prepared. Skilmar Systems Pty Ltd has been provided with a copy of the Rates Database for modelling program.	Brought forward from the 2017/2018 financial year. Continue to develop stage 2 work associated with report (Minimum Rate v Fixed Charge) presented to Council in June 2016, in particular implementation of recommendations 6.3 (the implementation in the future of a revised rating policy incorporating a fixed charge component) and 6.4 (the review of factors surrounding the use of a ratio between land use categories and the equalisation of council rates between land use categories) of the report. Also refer to reports: <ul style="list-style-type: none"> • 9.2.5 of 21/6/2016. • 11.8 of 25 July 2017. • 13.2.1 of 27 February 2018. • 13.2.2 of 24 July 2018.
	Strategic Planning	Review Long Term Financial Plan	Priority 3	June 2019	Commenced The ABP and Budget framework was adopted by Council at the 22 January 2019 meeting (Item 12.2.2 Minute Book Page 2019/7 and 8).	To coincide with development of the 2019/2020 Annual Business Plan and Budget. Long Term objective is to maintain a balanced Income Statement from 2018 onward.
		Review Target Financial Indicators	Priority 3	June 2019	Commenced The ABP and Budget framework was adopted by Council at the 22 January 2019 meeting (Item 12.2.2 Minute Book Page 2019/7 and 8).	As above. Confirmation of financial sustainability targets (adjusted as necessary) set within revised Long Term Financial Plan.
		Review Infrastructure & Asset	Priority 1	June 2019	<i>Project status to be updated throughout the financial year.</i>	Brought forward from the 2017/2018 financial year.

		Management Plan (IAMP)				Review adopted asset plan in line with potential amendments from several large scale council projects, in particular the potential for asset type adjustment from project work undertaken during the Accelerated Infrastructure Program over the 2017/2018, 2018/2019 and 2019/2020 financial years.
		Oversee IAMP Internal Working Committee	Priority 2	June 2019	<i>Project status to be updated throughout the financial year.</i>	Brought forward from the 2017/2018 financial year. Operational committee to review the status of the Asset Capitalisation Policy and the IAMP Maturity Assessment program progression plan. Matters for discussion may relate to systems improvement, asset recognition and depreciation and the impacts of the Accelerated Infrastructure Program.
	Program Topic	Sub-Program	Priority (in numerical order)	Projected End Date	Project Status (to be updated during the 2018/2019 financial year)	Initial Work Program Commentary
	Policy, Procedure and Internal Financial Controls	Review operations of Treasury Management Policy and Performance.	Priority 2	December 2018	Commenced. <i>A review of 2018/2019 Treasury management performance was presented at the 19 June 2018 Audit Committee meeting and 24 July 2018 Council meeting respectively.</i> <i>Also refer to Note 13 "Financial Instruments" of the Council's adopted Annual Financial Statement at Council's November 2018 meeting.</i> <i>A further report will be presented to Council at the 26 February 2019 meeting.</i>	Treasury Management Policy and annual operations to be reviewed in line with completion of 2017/2018 Annual Financial Statements.
		Review Council policy documents taking into account the Local Government Association of	Priority 3	June 2019	Commenced. <i>Economic Precincts Policy, 24 July 2018 Item 13.3.3</i> <i>Caretaker Policy, 28 August 2018,</i>	The new council will commence its tenure from the November 2018 general council election. As part of its implementation the new Council ought to review within its initial 12

		South Australia's Financial Sustainability and Business Excellence programs.			<p>Item AUD9.2.5/2018</p> <p>Rates Hardship Policy (excluding Water Policy requirements), 28 August 2018, Item AUD 9.2.3/2018</p> <p>Council Delegations, 25 September 2018, Item 12.2.1 minor updates Road Traffic Act. Again reviewed 22 January 2019 Item 12.2.1, minor update Liquor Licensing Act and SA Public Health Act.</p> <p>Corporate Purchasing Cards Procedure, minor review at 22 January 2019 Item 13.2.1 to incorporate additional purchasing card into the group for the Hewett Centre Manager.</p> <p>The Treasury Management Policy to be presented to the 19 February 2019 Audit Committee meeting for review.</p>	<p>month period the following policy documents:</p> <ul style="list-style-type: none"> • Section 44 of the Local Government Act 1999, Delegations; • Section 49, Contracts & Tenders Policies; • Section 50, Public Consultation Policy; • Section 63, Council Members Code of Conduct; • Section 77, Payment of Expenses; • Section 80A, Training & Development; • Section 86, Procedures at Meetings; • Section 92, Access to meetings & documents, Code of Practice; • Section 110, Code of Conduct for Employees; • Section 122, Strategic Management Plan (within 2 years of election); • Section 125, Internal Control Policies. <p>Council policy documents are subject to continuous review. For the 2018/2019 financial year the following policies and procedures will be presented to the Audit Committee for deliberation. Other policy or procedural documents may be developed throughout the year as needed.</p>
	Program Topic	Sub-Program	Priority (in numerical order)	Projected End Date	Project Status (to be updated during the 2018/2019 financial year)	Initial Work Program Commentary
						<ul style="list-style-type: none"> • Procurement Policy & Procedures • Rate Rebate Policy • Rates Hardship Policy (Excluding Water Policy Requirements) • Asset Capitalisation Policy • Corporate Purchasing Card Procedures • Motor Vehicle Management Policy • Separate Rate Policy • Council Members Allowances & Benefits Policy • Debtor Management Policy • Hardship Policy for Residential Customers of Minor & Intermediate

						<p>Water Retailers (for application to CWMS Customers)</p> <ul style="list-style-type: none"> • Treasury Management Policy • Prudential Management Policy • Council Member Training & Development Policy • Code of Practice Policy for Access to Council meetings, Council Committees & Council documents • Informal Gatherings Policy • Code of Practice for Meeting Procedures • Complaints Handling Procedure under Council Members Code of Conduct • Council Members Electronic Communications & Equipment Procedure • Council Members Records Management Policy • Council Employees Records Management Policy • Internal Controls (Financial Management) Policy • Community Wastewater Management Systems (CWMS), Connection & Augmentation Charge Policy.
		Review of Internal Financial Controls	Priority 1	<p>December 2018</p> <p>March 2019</p> <p>June 2019</p>	<p>Completed.</p> <p>The ControlTrak internal audit of Internal Financial Controls has been completed. A report of the outcomes was presented at the 6 November 2018 Audit Committee meeting.</p>	<p>Brought forward from the 2017/2018 financial year.</p> <p>Generally the ControlTrak Internal Control management activity provides management and Council with updated information about the progression of improvement action plans; continual review of operational and compliancy processes; to meet separation of duty and control functions; and to meet auditor requirements.</p> <p>The aim is to provide an internal audit of updated ControlTrak software in the first half of the 2018/2019 financial year.</p>
	Program Topic	Sub-Program	Priority (in numerical order)	Projected End Date	Project Status (to be updated during the 2018/2019 financial year)	Initial Work Program Commentary

						<p>The internal audit will focus on the Financial Risk & Controls based assessments required under the ControlTrack software. However there is an option to include development of corporate risks at a later date once the financial risks have been assessed at the required rating levels. This fourth self-assessment of Light Regional Council's internal controls audit commenced 9 August 2018 and is scheduled to be completed by 31 August 2018.</p> <p>Council processes undergoing assessment and review include the subject areas of Strategic Financial Planning, Assets, Liabilities, Revenue, Expenses, External Services, Financial Governance and Liabilities. For areas requiring improvement (according to the assessed rating of three or less), action plans will be developed for all controls; regular updates will be provided to the Audit Committee</p>	
		Rates Debt	Priority 4	April 2019	<p>Commenced.</p> <p>In regard to the introduction of electronic rates notices and rates assessments book, a project working group has reviewed options for electronic rates notices delivery, online payment mechanisms and provision of an electronic rates assessment file and preferred solutions considered. The project will be implemented in consultation with Council's Information Services Manager.</p> <p>The Debtor Management Policy is to be presented to the February 2019 Audit Committee for review.</p>	<p>Carried forward from the 2017/2018 financial year.</p> <p>Finalise Section 185 of the Local Government Act 1999 property disposal process currently being held up within the Lands Titles Office and other processes.</p> <p>Review program of events to progress actions associated with Local Government Act section 184 (sale for non-payment of rates) and section 185 (land acquisition and disposal by Ministerial approval) which may have come into play following the commencement of the last Council sanctioned process described in paragraph 2 above.</p> <p>Implementation of Debtor Management Policy guidelines in regard to general rates debt recovery.</p> <p>Introduce electronic rates notices delivery and functionality including BPAY View (or equivalent).</p>	

						Make Council's rates/assessment book available in searchable, electronic format, and provide the infrastructure at Customer Service points that enables community access to the "book" within terms of LG Act and other legislation.
	Program Topic	Sub-Program	Priority (in numerical order)	Projected End Date	Project Status (to be updated during the 2018/2019 financial year)	Initial Work Program Commentary
	Audit Committee Operational Review	Review Audit Committee Annual Performance	Priority 4	November 2018	<p>Commenced.</p> <p>The Audit Committee's Term of Reference and Policy Statement will be reviewed at the 19 February 2019 Audit Committee meeting.</p> <p>Mr. John Comrie, the former Independent Audit Committee Chairman (to November 2018) made a presentation to the Council meeting of 22 January 2019. Mr Comrie's presentation highlighted the committee's operations, and his knowledge of Council's financial journey since his commencement at LRC until the conclusion of the 2018 financial year.</p>	<p>Annual review to include consideration of the Committee's Terms of Reference and Policy Statement.</p> <p>The Committee resolved at its February 2012 meeting to carry out its annual review at the conclusion of each financial year's operations.</p> <p>It is customary for the Independent Chairman to make a presentation to the Council on the Committee's operations.</p>
		Audit Committee to consider Council's Independent Auditor report in regard to the specifications for and outcomes of the Audit program.	Priority 1	<p>December 2018 (final 2017/2018 audit)</p> <p>June 2019 (interim 2018/2019 audit)</p>	<p>Substantially Completed</p> <p>Final Audit of 2017/2018 financial year undertaken October 2018. Annual Financial Statements adopted at the November 2018 meeting. Final Audit Management letter yet to be received, Finance Manager is pursuing the matter.</p> <p>Interim audit scheduled for week commencing 18 February 2019.</p>	<p>Subject to the timing of receiving the Independent Auditor's Management advices, twice annually following the Interim and Annual Audit programs.</p> <p>The Auditor will be requested to speak to the Committee following the preparation of the Annual Financial Statement prior to its adoption by Council.</p>

		Review Council's obligations under Section 130A of LG Act 1999 (i.e. the conduct of an efficiency and economy audit)	Priority 2	November 2018	<i>Project status to be updated throughout the financial year.</i>	Undertaken as part of the Committee's review of annual audit and of the Committee's operations.
	Program Topic	Sub-Program	Priority (in numerical order)	Projected End Date	Project Status (to be updated during the 2018/2019 financial year)	Initial Work Program Commentary
		Review status of Audit Committee's July 2018 to June 2019 Working Program	Priority 3	November 2018 February 2019 May 2019 June 2019 (EOY)	Completed. First review presented to 6 November 2018 Audit Committee meeting. Commenced. 2 nd review to be presented to 19 February 2019 Audit Committee meeting	The intent of this Sub Program was to have regular quarterly reviews of the program to ensure that the adopted working program is progressed.
		Review Auditor Appointment	Priority 1	April 2019	Commenced. The current contractual arrangement is in place until 30 June 2019. Proposed to present a report to the April 2019 Audit Committee.	Current contractual arrangements with audit provider is on an annual extension basis through negotiations originally managed by the Barossa Region Procurement Group.
	Council Management Operational Reviews	Financial Management Reporting and Policy Development as discussed in 2018/2019 ABP document.	Priority 4	June 2019	Completed Additional BIS training was provided to relevant managers across council in December 2018. Completed To improve production of the annual budget and LTFP Council has purchased Local Government Solutions (LGS) LTFP Lite. Commenced. Collaborative review with Information Services Manager regarding Civica Authority dependencies Commenced. Analysis of expenditure project	Review BIS access across Council. Undertake a Council wide training and refresher course on BIS to assist managerial budget responsibility. Explore alternative tools for financial modelling and budgeting with aim of improving efficiency of producing annual budget and LTFP. Review AUTHORITY Corporate System functionality to determine the extent to which it can provide solutions to current needs such as online timesheets, electronic signatures, PO and AP workflows, financial reporting, etc.

					<p>is underway. An introduction of an electronic solution is Authority dependent -</p>	<p>Review and analyse Council's expenditure transactions with potential for credit card usage (analysing transactions, spend, cost to Council, efficiency) to support (or otherwise) the broader use of credit cards as a transaction mechanism throughout Council.</p> <p>Introduce an electronic/digital credit card management platform, e.g. Flexi-purchase if the review proves greater utilisation of credit cards as being viable.</p> <p>Develop a Business Case for Council to participate in the LG Act Building Upgrade Finance (BUF) scheme.</p> <p>Develop an Economic Development Funding Contributions Program that will achieve economic development objectives of the Council through eligible organisations.</p>
3	<p>AUD9.2.3/2019 Treasury Management Policy – Policy Review</p> <p>Author: June Austin, General Manager, Business and Finance</p> <p>Recommendation That Council adopts the revised Treasury Management Policy.</p> <p>Treasury Management Policy</p> <p>Reference Number: Section 1 No. 14 Responsible Department: Finance Department Related Policy/Procedure: Date of Adoption: 15 July 2008 Current Review Date: 26 February 2019 Minute Reference: Page 2019/77 Version Number: Amendment No. 4 Applicable Legislation: <u>For Borrowings:</u> Sections 44,122 & 134 of the Local Government Act, 1999 and Regulations 5 & 5b of the Local Government (Financial Management) Regulations 2011 <u>For Investments:</u> Sections 47, 139 & 140 of the Local Government Act, 1999</p> <p>Next Review Date: February 2021 Review Frequency: Biennially</p> <p>1. Purpose</p>					

	<p>This policy provides clear direction to management, staff and the Council in relation to the treasury function. It underpins Council's decision-making regarding the financing of its operations as documented in its annual budget and long-term financial plan and associated projected and actual cash flow receipts and outlays. The Council is committed to adopting and maintaining a Long-term Financial Plan and operating in a financially sustainable manner.</p> <p>This policy, from its date of issue, supersedes the content of Council's previously adopted Loans and Council Funding Policy and its Draft Investment Policy.</p> <p>2. General Principles</p> <p>This Treasury Management Policy establishes a decision framework to ensure that:</p> <ul style="list-style-type: none"> ▪ funds are available as required to support approved outlays; ▪ interest rate and other risks (e.g. liquidity and investment credit risks) are acknowledged and responsibly managed; ▪ The net interest costs associated with borrowing and investing are reasonably likely to be minimised on average over the longer term. <p>3. Policy Statements for Treasury Management Process</p> <p>3.1 Treasury Management Strategy</p> <p>The Council's operating and capital expenditure decisions are made on the basis of:</p> <ul style="list-style-type: none"> • identified community need and benefit relative to other expenditure options; • cost effectiveness of the proposed means of service delivery; and, • affordability of proposals having regard to the Council's long-term financial sustainability (including consideration of the cost of capital and the impact of the proposal on the Council's Net Financial Liabilities and Interest Cover ratios). <p>The Council manages its finances holistically in accordance with its overall financial sustainability strategies and targets. This means the Council will:</p> <ul style="list-style-type: none"> • maintain target ranges for both its Net Financial Liabilities and Interest Cover ratios; • not retain and quarantine money for particular future purposes unless required by legislation or agreement with other parties; • borrow funds in accordance with the requirements set out in its Long-term Financial Plan; • apply any funds that are not immediately required to meet approved expenditure (including funds that are required to be expended for specific purposes but are not required to be kept in separate bank accounts) to reduce its level of borrowings or to defer and/or reduce the level of new borrowings that would otherwise be required.
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3.2 Interest Rate Risk Exposures

The Council has set range limits for both fixed and variable interest rate borrowings in order to minimise net interest costs on average over the longer term and at the same time manage interest rate movement risks within acceptable limits.

3.2.1 Fixed Interest Rate Borrowings

To ensure an adequate mix of interest rate exposures the Council will restructure its portfolio of borrowings to maintain on average in any year not less than **30%** of its outstanding loans in the form of fixed interest rate borrowings.

In order to spread its exposure to interest rate movements the Council will aim to have a variety of maturity dates on its fixed interest rate borrowings over the available maturity spectrum.

In circumstances where the Council need to raise new fixed interest rate borrowings it will consider using medium to long-term borrowings (3 years or more duration) that :

- have a fixed interest rate;
- require interest payments only; and
- allow the full amount of principal to be repaid (or rolled over) at maturity.

The Council also will ensure that no more than 25% of its fixed interest rate borrowings mature in any year.

3.2.2 Variable Interest Rate Borrowings

The Council will restructure its portfolio of borrowings to maintain not less than **30%** of its outstanding loans on average in any year in the form of variable interest rate borrowings.

The Council will make use of the **LGFA's Cash Advance Debenture facility** that requires interest payments only and that enables any amount of principal to be repaid or redrawn at call. The redraw facility will provide the Council with access to liquidity when needed.

3.2.3 Borrowing and Funding Guidelines

- No officer of the Council is authorised to undertake the establishment of a new loan facility without the authorisation of the Council.
- The seeking of loan financing is to be regarded as a funding issue. Loans, as required, are raised to meet cash flow needs and are not raised to meet specific programs and projects expenditure.
- Loans funds may be raised on behalf community and sporting organisations that are situated within the Council area, the purpose of which should be for capital items or infrastructure.

The Council shall take into account; the ability of the organisation to satisfactorily meet loan repayments; provision of security in the event that repayments cannot be met; a financial assessment must occur which shall include provision of the organisations last three financial years activities and its projected activity following the provision of the loan funds.

Each application made by a community or sporting organisation will be treated on a case by case basis. If approved, the Council shall disburse the funds to

the organisation which shall provide an acquittal statement of use at the conclusion of the project being undertaken.

3.3 Investments

The Council funds that are not immediately required for operational needs and cannot be applied to either reduce existing borrowings or avoid the raising of new borrowings will be invested. The balance of funds held in any operating bank account that does not provide investment returns at least consistent with 'at call' market rates shall be kept at a level that is no greater than is required to meet immediate working capital requirements.

The Council funds available for investment will be lodged 'at call' or, having regard to differences in interest rates for fixed term investments of varying maturity dates, may be invested for a fixed term. In the case of fixed term investments the term should not exceed a point in time where the funds otherwise could be applied to cost-effectively either defer the need to raise a new borrowing or reduce the level of the Council's variable interest rate borrowing facility.

When investing funds the Council will select the investment type which delivers the best value; having regard to investment returns, transaction costs, and other relevant and objectively quantifiable factors.

The Council management may from time to time invest surplus funds in:

- deposits with the Local Government Finance Authority; and/or
- bank interest bearing deposits.

Any other investment requires the specific approval of the Council. Where the Council authorises any investments of a type outside of those specified above, the amount so invested will be cumulatively limited to no more than 20% of the average level of funds expected to be available for investment by the Council over the duration of the specific authorised investments.

3.3.1 Investment Guidelines

- The Council's general operating account is to be kept at a level no greater than is required to meet its immediate working capital requirements.
- Investments are to be made exercising care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons. Speculative or hazardous investments by their nature are to be avoided.

A **prudent person** of business should be informed, exercise due care, be diligent and be skilful. A prudent person of business would act conservatively but not overly so, and would expect to receive a reasonable return on invested monies. A prudent person of business would ensure that they are properly informed, have adequate professional knowledge, maintain appropriate documentation concerning each of their decisions, and maintain systems to monitor the Council's investments.

- All investments are to be made in accordance with the provisions of the Local Government Act 1999, with particular regard to the following:
 - ✓ The purpose of the investment
 - ✓ The desirability of diversifying Council investments

	<ul style="list-style-type: none"> ✓ The nature of and risk associated with existing Council investments ✓ The desirability of maintaining the real value of the capital and income of the investment ✓ The risk of capital or income loss or depreciation ✓ The potential for capital appreciation ✓ The likely income return and the timing of income return ✓ The length of the term of a proposed investment ✓ The period for which the investment is likely to be required ✓ The liquidity and marketability of a proposed investment during, and on the determination of, the term of the investment. ✓ The aggregate value of the assets of the Council ✓ The likelihood of inflation affecting the value of the proposed investment ✓ The costs of making a proposed investment ✓ The results of any review of existing Council investments. <p>3.4 Reporting</p> <p>At least once a year the Council shall receive a specific report regarding treasury management performance relative to this policy document. The report shall highlight:</p> <ul style="list-style-type: none"> • for each of the Council borrowing and investment - the quantum of funds, its interest rate and maturity date, and changes in the quantum since the previous report; and, • the proportion of fixed interest rate and variable interest rate borrowings at the end date of the reporting period and an estimate of the average of these proportions across this period along with key reasons for significant variances compared with the targets specified in this policy. <p>History of Policy Amendment</p> <p>Policy adopted the Council Meeting dated 15 July, 2008.</p> <ol style="list-style-type: none"> 1. Amendment 1 adopted at Council by inclusion of guideline statements at Items 3.2.3 and 3.3.1 following superseding of Loans and the Council Funding Policy, and Investment Policy, on Tuesday, 21 April 2009, page 2009/96. 2. Amendment 2 adopted at Council meeting held 26 August 2014 Item No. AUD9.2.2/2014 Page 2014/318. 3. Amendment 3 adopted at Council meeting 23 August 2016, Minute Reference AUD9.2.5/2016, page 2016/303 4. Policy amended at Council Meeting held 26 February 2019 Item No AUD9.2.3/2019, Page 2019/77.
4	<p>AUD9.2.4/2019</p> <p>General Ledger Procedures</p>

	<p><u>Author:</u> Joe Scordo, Finance Manager</p> <p><i>Recommendation</i> That Council receives the report provided in relation to the development of a General Ledger Procedure.</p>
5	<p>AUD9.2.5/2019 Australian Taxation Office Audit of Employer Obligations</p> <p><u>Author:</u> Joe Scordo, Finance Manager</p> <p><i>Recommendation</i> That Council notes the report of the Australian Taxation Office Audit of Council's Employer Obligations.</p>
6	<p>AUD9.2.6/2019 Final Report – Skilmar Systems Pty Ltd - CWMS Pricing</p> <p><u>Author:</u> Joe Scordo, Finance Manager</p> <p><i>Recommendation</i> That Council receives the report concerning CWMS pricing and supports the adoption of the CWMS management and pricing recommendations detailed in the Skilmar Services Pty Ltd report Determining the Full Cost of CWMS Services.</p>
7	<p>AUD9.2.7/2019 Freeling Agricultural Multi-Purpose Centre - Update</p> <p><u>Author:</u> Simon Sherriff, Manager Strategic Projects</p> <p><i>Recommendation</i> That Council receive the Freeling Agricultural Multi-Purpose Centre Update report and note that the project remains on-track for Practical Completion by late March 2019, and that construction cost remains within budget.</p>
8	<p>AUD9.2.8/2019 Policy Position - Diesel Fuel Rebate Review</p> <p><u>Author:</u> Joe Scordo, Finance Manager</p> <p><i>Recommendation</i> That Council receives the report Policy Position – Diesel Fuel Rebate Review.</p>
9	<p>AUD9.2.9/2019 Loan Application – Amended Resolution</p> <p><u>Author:</u> Joe Scordo, Finance Manager</p> <p><i>Recommendation</i></p> <ol style="list-style-type: none"> 1. That Council receive the report Loan Application – Amended Resolution and supports the proposed course of action outlined; and 2. Council resolves that: <ol style="list-style-type: none"> i. Pursuant to the provisions of Sections 134 and 135 of the Local Government Act 1999, the Light Regional Council does hereby order that the said Council shall borrow by means of Convertible Cash Advance Debenture Loan (Numbered 47), on the security of the general rate revenue of the Council, an amount of \$5,900,000 from the Local Government Finance Authority of South Australia on a floating

	variable/fixed rate for a period of ten years, the purpose of which is to finance Council's operations including its capital works programs.
ii.	Further, that pursuant to Sections 38 and 44 of the Local Government Act 1999, Council delegates authority to the Mayor and Chief Executive Officer to execute under the Common Seal of Council, documentation associated with the aforementioned loan borrowing facility.

CARRIED

10.5 OTHER

NIL

11. REPORTS FOR INFORMATION

Item No. and Subject	
11.1	Monthly Financial Report – January 2019
<u>Author:</u>	Claire McNamara, Accountant
<u>Report Presenter:</u>	Joe Scordo, Finance Manager
11.2	Thomson Building Usage
<u>Author:</u>	June Austin – General Manager, Business and Finance Pepper Mickan – Library Services Manager
<u>Report Presenter:</u>	June Austin – General Manager, Business and Finance
11.3	Council Visit by Mr Rowan Ramsey MP Member for Grey
<u>Author:</u>	Richard Michael, General Manager, Governance
<u>Report Presenter:</u>	Richard Michael, General Manager, Governance
11.4	Legatus Group Quarterly Meeting February 2019
<u>Folder ID:</u>	1875
<u>Author:</u>	Richard Michael, General Manager, Governance
<u>Report Presenter:</u>	Richard Michael, General Manager, Governance
11.5	2019 Australia Day Breakfast
<u>Folder ID:</u>	23753
<u>Author:</u>	Lorinda Bayley, Community Development Officer
<u>Report Presenter:</u>	Lorinda Bayley, Community Development Officer
Ms Mickan left the Chamber at 5:52pm and returned at 5:57pm	
11.6	SA Youth Week
<u>File:</u>	23514
<u>Author:</u>	Lorinda Bayley, Community Development Officer
<u>Report Presenter:</u>	Lorinda Bayley, Community Development Officer

11.7	Gourmet in the Square – Temporary Road Closure
Folder ID:	2392
Author:	Madeline Thompson, Administration Officer
Report Presenter:	Richard Dodson, General Manager Infrastructure and Environment
Moved Cr Mitchell Seconded Cr Zeller That the reports on delegated authority and information items be received and the contents therein be noted by Council.	
CARRIED	

12. STATUTORY REPORTS FOR DECISION

Statutory Reports for Decision encompass items that form a compliance or accountability function which is necessarily tied to the legislative guidelines under which Council operates.

At 6:04pm Ms Bayley left the Chamber and did not return.

Recommendation 1

Moved Cr Rohrlach
Seconded Cr Close

That the Agenda and reports presented under *Item 12. – Statutory Reports for Decision* of this ordinary meeting of the Light Regional Council held Tuesday, 26 February 2019 be received.

CARRIED

Recommendation 2

Moved Cr Rohrlach
Seconded Cr Grain

That the reports of the meeting of the Light Regional Council held Tuesday, 26 February 2019 and the associated recommendations as set out below under *Item 12. Statutory Reports for Decision* be adopted.

Item No:	Report Heading (Index of Statutory Reports for Decision)	Page
12.2.1	2018/2019 Annual Business Plan Annual Objectives Review December 2018	2019/85
12.2.2	Loan Borrowings as at 31 January 2019	2019/85
12.2.3	Mid-Year Budget Review (31 December 2018)	2019/85
12.2.4	Schedule of Fees and Charges – 2019/2020	2019/86
12.3.1	Partial Fee Waiver for State Heritage Places that have secured State Heritage Funding	2019/86
12.3.2	Kapunda Community Gallery – Touring Exhibition – Sponsorship Request	2019/90
12.4.1	Kapunda Tourist Park – Lease Renewal	2019/91

CARRIED

12.1 CHIEF EXECUTIVE OFFICER

NIL

12.2 GENERAL MANAGERS, BUSINESS & FINANCE and GOVERNANCE

12.2.1 2018/2019 Annual Business Plan Annual Objectives Review December 2018.

Folder ID: 66654

Author: Richard Michael, General Manager, Governance

Report Presenter: Richard Michael, General Manager, Governance

Consensus Motion

Moved Cr Rohrlach

Seconded Cr Grain

That Council receives the Agenda report and *Appendix 12.2A* (attached thereto) provided in relation to the review of the 2018/2019 Annual Business Plan Annual Objectives as at 31 December 2018.

CARRIED

12.2.2 Loan Borrowings as at 31 January 2019

Author: Joe Scordo, Finance Manager

Report Presenter: Joe Scordo, Finance Manager

Consensus Motion

Moved Cr Rohrlach

Seconded Cr Grain

That Council notes the report on loan borrowings as at 31 January 2019.

CARRIED

12.2.3 Mid-Year Budget Review (31 December 2018)

Author: Claire McNamara, Accountant

Report Presenter: Joe Scordo, Finance Manager

Consensus Motion

Moved Cr Rohrlach

Seconded Cr Grain

1. That the Mid-Year Budget Review report be received and noted.
2. That Pursuant to Regulation 9 (1) (a) of the Local Government (Financial Management) Regulations 2011, the Budgeted Uniform Presentation of Finances as contained within *Attachment 12.2B* be adopted.

CARRIED

12.2.4 Schedule of Fees and Charges – 2019/2020

Author: Joe Scordo, Finance Manager

Report Presenter: Joe Scordo, Finance Manager

Consensus Motion

Moved Cr Rohrlach

Seconded Cr Grain

That Council approves the proposed Schedule of *non-legislative* Fees and Charges 2019/2020 as presented and authorises management to prepare the 2019/2020 Schedule of Fees and Charges for adoption.

CARRIED

12.2.5 CEO Performance Evaluation Process

File: Personnel

Author: June Austin, General Manager, Business and Finance

Report Presenter: Mayor Bill O'Brien

Please refer to page 2019/25 of these minutes

12.3 GENERAL MANAGER, STRATEGY & DEVELOPMENT

12.3.1 Partial Fee Waiver for State Heritage Places that have Secured State Heritage Grant Funding

Folder ID: 69009

Author: Lisa Sapio, Manager – Development Services

Report Presenter: Craig Doyle, General Manager – Strategy & Development

Consensus Motion

Moved Cr Rohrlach

Seconded Cr Grain

That Council:

1. Updates its 'Waiving Administrative and Development Application Fees Policy' to recognise the 'Partial Fee Waiver for State Heritage Places that have Secured State Heritage Grant Funding' within Item 12.3.1 of the February Council Agenda for Financial Year 2018/2019 and Financial Year 2019/2020:

Waiving Administrative and Development Application Fees Policy

Reference Number:	Section 4 No. 8
Responsible Department:	Strategy & Development
Related Policy/Procedure:	Nil
Date of Adoption:	22 January 2013
Current Review Date:	26 February 2019
Minute Reference:	Page 2019/86

Version Number:	Amendment No. 4
Applicable Legislation:	Development Act 1993 Development Regulations 2008 Local Government Act 1999 Planning, Development & Infrastructure Act 2016
Next Review Date:	July 2020
Review Frequency:	Biennially

1. Background

- 1.1 To ensure consistency of approach, this Policy provides the guidelines for Council staff when considering requests from Applicants to waive some or all of the administrative and/ or Development Application fees that may be applicable to either a Development Application lodged or Permit request (Applications).
- 1.2 The Policy applies to Applications;
 - 1.2.1 where a community group may manage or occupy Council land, and the development will be of benefit to the community or improve Council owned assets; or
 - 1.2.2 where a community group undertakes a development on land not owned or in the control of Council but where the development will be of benefit to the community; or.
 - 1.2.3 for which administration fees may be payable to Council when seeking approval for activities (such as a permit under Councils *Mobile Food Vendor – Location Rules Policy* or for inspections relating to a food business premises or for the processing and undertaking of inspections relating to a waste control system):- **or**
 - 1.2.4 affecting a State Heritage Place, that are in receipt of a grant from Heritage SA during the Financial Year 2018/2019 and/ or Financial Year 2019/2020.

2. General Principles

- 2.1 This Policy will come into effect from the date of Council resolution.
- 2.2 Council seeks to undertake its affairs in a way that contributes to open, transparent and informed decision-making.
- 2.3 Council seeks to ensure advice and decisions made are consistent.
- 2.4 This Policy does not include consideration of waiver requests for:
 - 2.4.1 statutory fees or charges payable under separate legislation (e.g. liquor licencing fees);
 - 2.4.2 fees payable for the hire of Council facilities.

3. General Information

- 3.1 Development Application Fees are required to be paid upon lodgement of a Development Application to enact or validate the lodgement of the application for assessment.
- 3.2 Fees payable are in accordance with the Development Act 1993 and Development Regulations 2008, and Planning, Development & Infrastructure Act 2016 with yearly increases set by the State Government and published in the Government Gazette for commencement in July each year.
- 3.3 Development Application Fees payable may include fees that are required for third parties for referral or as a levy to the State Government. This Policy does not include the waiving of fees

that would be payable to third parties or referral agencies-, other than to Heritage SA under the terms described in clause 1.2.4, including the applicable Financial Years.

- 3.4 Administration Fees payable to Council are declared by Council annually through its Schedule of Fees and Charges declaration.

4. Eligibility

This Policy will apply to Applications lodged by representative Community Groups of the Light Region who are recognised as being an incorporated, not-for-profit organisation and be considered upon written request.

Applications lodged by other members of the public will be considered with respect to clauses 1.2.3 and 1.2.4.

5. Definitions for the purposes of this Policy

- 5.1 'Council Land' – Buildings and associated infrastructure associated with Council properties. For the purposes of the role, 'Council Land' does not include roads and footpaths, stormwater assets or community wastewater management systems, but does include Council owned buildings, parks and gardens and community land, including land in the care and control of Council such as Crown Land.
- 5.2 'Community Land' - All local government land (except roads) that is owned by a Council or under a Council's care, control and management unless:
- (a) the Council resolves to exclude the land from classification as community land; and
 - (b) the land is unaffected by provisions of a reservation, dedication, trust or other instrument that would prevent or restrict its alienation.
- 5.3 'Community Group' – A registered not for profit organisation or incorporated association who may have a lease, license or management agreement with Council.

6. Policy Requirements (Development Applications)

- 6.1 The proposed development:
- 6.1.1 Shall be of benefit to the community; and/or
 - 6.1.2 Council owned assets shall be improved as a result of the proposed work- and/ or
 - 6.1.3 May only apply to a listed State Heritage Place in the case of clause 1.2.4.
- 6.2 The value of improvement shall not exceed \$100,000 in value.
- 6.3 There will be no waiving of fees of a statutory referral nature-, other than to Heritage SA with respect to clause 1.2.4.
- 6.4 Fees or levies that may be required by-third parties will not be waived.
- 6.5 The minimum lodgement fee applicable shall be payable in all cases.
- 6.6 Fees waived or applicable for community group applications are summarised in Table 1.

7. Delegations

- 7.1 The authority to waive Development Application and Administrative Fees pursuant to this Policy is delegated to the General Manager – Strategy and Development.

- 7.2 Any application for the waiving of fees that is deemed by the General Manager – Strategy and Development to be outside the scope of this Policy, shall be referred to the Elected Members at an ordinary meeting of Council.

8. Policy Review

- 8.1 This Policy shall be reviewed as required by Council or legislation.

History of Policy and Amendments:

1. *Adopted – Meeting of Council held 22 January 2013 page no's 2013/22 – 2013/26*
2. *Reference to Council Agenda Item 10.3.3, 20 January 2010, Swimming Pool Applications – Reduction of Development Assessment Fees.*
3. *Amendment 1 adopted at Council meeting 25 February 2014, Council Minute 10.3.4, Page 2014/30*
4. *Amendment 2 adopted at Council meeting 26 September 2017, Council Minute 12.3.3 Page 2017/373*
5. *Amendment 3 adopted at Council meeting 26 June 2018, Council Minute 13.3.3 Page 2018/233*
6. *Amendment 4 adopted at Council meeting 26 February 2019, Council Minute 12.3.1 Page 2019/86.*

TABLE 1 – SUMMARY OF FEES APPLICABLE FOR COMMUNITY GROUPS

Lodgement fees	<ul style="list-style-type: none">• Minimum fee applicable
Planning Assessment fee for developments with a construction value of \$100,000 or less.	<ul style="list-style-type: none">• 100% waived
Planning Assessment fee for developments with a construction value of more than \$100,000.	<ul style="list-style-type: none">• As Gazetted
Non-complying fee	<ul style="list-style-type: none">• As Gazetted
Referral fees (Schedule 8)	<ul style="list-style-type: none">• As Gazetted for all referral agencies with the exception of Heritage SA where the development project has received a valid Heritage SA grant.
Category 2 or 3 Public Notification Fee	<ul style="list-style-type: none">• 100% waived
Advertising Fee	<ul style="list-style-type: none">• As required to cover the local paper public notice costs
Building Rules Assessment Consent fees	<ul style="list-style-type: none">• 100% waived, or• Minimum Building Assessment Fee, where referral to a structural engineer or consultant building surveyor is necessary.

Staged Consents Fee

- As Gazetted where the application is to be assessed by a Private Certifier, or
- 100% waived if assessed by Council staff for Building Rules Consent.

Certificate of title search fee

- 100% waived if Council owned land only.

Construction Industry Training Board Levy

- Proof of payment required where value over \$40,000 (this is not discretionary and governed by a separate body).

2. Delegate to the Chief Executive Officer, who may in turn direct the Manager - Development Services to advise Heritage SA of the Council resolution.

CARRIED

12.3.2 Kapunda Community Gallery – Touring Exhibition – Sponsorship Request

Folder ID: 51302

Author: Craig Doyle – General Manager, Strategy & Development

Report Presenter: Craig Doyle – General Manager, Strategy & Development

Consensus Motion

Moved Cr Rohrlach

Seconded Cr Grain

That Council authorises the Chief Executive Officer, who may delegate to appropriate staff as required, to advise the Kapunda Community Gallery (KCG) that:

1. its request for \$2,900 in funding support for the proposed 'In the Light' Touring Exhibition is not supported, as the request does not align with Council's Grant Funding Policy and also given the level of support Council already provides in leasing a premises on behalf of the KCG;
2. there may be merit in the Council allocating a portion of its Tourism Marketing budget to the design, preparation and printing of brochures to market Kapunda as a visitor destination and encourages the Kapunda Community Gallery to liaise with Council's Tourism Development Manager to explore such a contribution further; and
3. its request for other forms of funding support have not been considered at this time and, if supported as proposals, would require further consideration by Council as a part of its annual budget, business planning and strategic planning processes.

CARRIED

12.4 GENERAL MANAGER, INFRASTRUCTURE & ENVIRONMENT

12.4.1 Kapunda Tourist Park – Lease Renewal

Folder ID: 52855

Author: Megan Renzella, Property & Facilities Manager

Report Presenter: Megan Renzella, Property & Facilities Manager

Consensus Motion

Moved Cr Rohrlach

Seconded Cr Grain

That Council;

1. Pursuant to Sections 38 and 44 of the Local Government Act 1999, authorises the Mayor and Chief Executive Officer to sign and affix Council's common seal to a Deed of Extension to execute the second renewal of the Lease agreement with Ryan Park Pty Ltd for the property known as the Kapunda Tourist Park located at 51 Baker Street Kapunda and described in the Certificate of Title Volume 6137 Folio 520, Deposited Plan 59258, whole of Piece 15, part of Piece 16 and part of the land described in Certificate of Title Volume 5997 Folio 792 and Road 187, and
2. Further, subject to agreement between the parties, authorises the Mayor and Chief Executive Officer to sign and affix Council's common seal to a Deed of Variation in conjunction with the Deed of Extension to execute the second renewal of the Lease agreement with Ryan Park Pty Ltd for the property known as the Kapunda Tourist Park located at 51 Baker Street Kapunda and described in the Certificate of Title Volume 6137 Folio 520, Deposited Plan 59258, whole of Piece 15, part of Piece 16 and part of the land described in Certificate of Title Volume 5997 Folio 792 and Road 187.

CARRIED

12.5 GENERAL MANAGER, ECONOMIC DEVELOPMENT

NIL

13. POLICY REPORTS FOR DECISION

Policy Reports for Decision encompass items which define matters of Council strategy, operational policy, monitoring and supervision.

13.1 CHIEF EXECUTIVE OFFICER

NIL

13.2 GENERAL MANAGERS, BUSINESS & FINANCE, & GOVERNANCE

NIL

13.3 GENERAL MANAGER, STRATEGY & DEVELOPMENT

NIL

13.4 GENERAL MANAGER, INFRASTRUCTURE & ENVIRONMENT

NIL

At 6:10pm Mr Brian Carr, CEO presented a powerpoint presentation on a proposed financial structure for the Freeling Community Recreation Park Management Committee grant application.

Mrs Sapio and Mr Dodson left the Chamber at 6:11pm with both returned to the Chamber at 6:13pm.

Mr Chown left the Chamber at 6:25pm and returned at 6:27pm

Mr Scordo left the Chamber at 6:28pm and returned at 6:30pm

13.5 GENERAL MANAGER, ECONOMIC DEVELOPMENT

13.5.1 Freeling Community Recreation Park Management Committee – Freeling Netball Club Application into the Grassroots Football, Netball and Cricket Facilities Program

Folder ID: 67963

Author: Kieren Chappell, General Manager Economic Development

Report Presenter: Brian Carr, Chief Executive Officer

Moved Cr Reichstein
Seconded Cr Frankcom
That Council:

1. Receive the Freeling Community Recreation Park Management Committee's request, via the Freeling Netball Club, for support in applying for a grant through the Office for Recreation, Sport and Racing's Grassroots Football, Netball and Cricket Facilities Program to upgrade a changing room facility;
2. Authorise the Chief Executive Officer to write a letter of support to the Freeling Community Recreation Park Management Committee, care-of the Freeling Netball Club, confirming that the Council will underwrite a project contribution of up to \$104,545.45 (GST exclusive) for the proposed upgrade to netball/tennis changing room facilities to be financed via:
 - a. A naming rights sponsorship arrangement; and/or
 - b. A loan to the Freeling Community Recreation Park Management Committee over a 20 year period.
3. Direct the Chief Executive Officer, who may delegate to relevant management and staff, to report back to the Economic Development Panel and Council on the outcome of the Freeling Netball Club's Round 1 application into the Office for Recreation, Sport and Racing's Grassroots Football, Netball and Cricket Facilities Program together with the details of any naming rights sponsorship arrangements that have been investigated.

CARRIED

14. PROCEDURAL MATTERS

14.1 QUESTIONS WITHOUT NOTICE

NIL

14.2 QUESTIONS ON NOTICE

14.2.1 **Environmental Management Strategy and Action Plan – Question on Notice from Cr Simon Zeller**

Where is the Environmental Management Strategy and Action Plan which was promised almost 10 years ago in the Environmental Sustainability Policy on page 5 (policy actions)?

The following written response was provided by Mr Craig Doyle, General Manager, Strategy & Development: -

Council's Environmental Sustainability Policy was adopted on 20 October 2009.

An *Environmental Management Strategy and Action Plan* was not advanced, however completed related actions include:

- Wasleys Stormwater Management Plan – adopted 7 September 2010
- Gawler Water Reuse Scheme (developed from May 2013)
- Gawler Rivers Flood Prone Areas Development Plan Amendment – gazetted and consolidated 6 August 2015
- Roadside Vegetation Management Plan – endorsed 22 November 2016
- Freeling, Kapunda and Greenock Stormwater Management Plan – approved 13 December 2016
- Environment Protection (Air Quality) Policy – adopted 24 January 2017
- Installation of solar panels – Freeling Depot, Kapunda Offices, Hewett Centre

14.2.2 **Environmental Principles and Objectives - Environmental Sustainability Policy and Development Plan – Question on Notice from Cr Simon Zeller**

How is council going to apply and enforce the many environmental principles and objectives noted in its Environmental sustainability policy and the Development Plan with regards of the first two subdivision applications for the RTE and the many to follow?

The following written response was provided by Mr Craig Doyle, General Manager, Strategy & Development: -

Roseworthy development applications will be assessed against the Development Plan only (and its successor – the Planning and Design Code and any other relevant designated instruments under the new legislation) as this is all that the current legislative framework allows.

The Development Plan presently includes policies in a number of related areas, such as the modules with respect to energy efficiency, hazards, natural resources, orderly and sustainable development, renewable energy facilities and waste/ waste management. As general state-wide policies, it is expected that these will be replicated in some form in the new Code from mid-2020.

14.2.3 Roseworthy Rail Connection – Question on Notice from Cr Simon Zeller

What can council do to lobby for a rail connection to Roseworthy, recognising that recommissioning existing public transport to an emerging settlement of upwards of 10'000 inhabitants aligns with most of our policies and plans including our strategic plan, environmental sustainability policy and development plan?

The following written response was provided by Mr Craig Doyle, General Manager, Strategy & Development: -

Council has long-advocated for reactivation of a rail link to support growth at Roseworthy. In terms of a brief background:

- LRC presented to the Federal Community Cabinet (Anthony Albanese MP) on this in July 2009
- LRC supported a mass-transit connection between Roseworthy and Gawler, providing a link to the inner metropolitan railway network as envisaged in the previous *30-Year Plan for Greater Adelaide* (2010).
- At various times the Roseworthy Rail proposal was supported by the South Australian State Infrastructure Plan, the 30Yr Plan, RDA Barossa Road Map (2012 Roadmap) and a document listing priorities for the Wakefield Electorate.
- In December 2012, Council submitted an Expression of Interest to Regional Development Australia Fund (Round 4) for the Delivery of passenger rail services in support of the 'Roseworthy Garden Town' development ('Rail to Roseworthy' project). This was accepted for progression to the full application stage, however notwithstanding it had a compelling economic case, it was not supported by State Government at that time.

On 27 September 2016, Council endorsed the interim Roseworthy Infrastructure Deeds, including the Interim Social Infrastructure Deed, which includes provision to for a shared-use path (bicycle and pedestrian walkway) to Gawler via the existing railway line.

It is envisaged that some form of “last mile” connection will ultimately link Roseworthy to Gawler, and more specifically, one of the existing Gawler Railway Stations.

Council will continue to discuss these matters with RTE landowners, the State Government, the Town of Gawler, and Genesee Wyoming Australia (who lease the currently-disused Gawler-Roseworthy rail reserve from the State Government).

14.3 NOTICE OF MOTION

NIL

14.4 MOTIONS WITHOUT NOTICE

NIL

The meeting went into Camera at 6:42pm

15. CONFIDENTIAL ITEMS

10. MINUTES – COMMITTEE MEETINGS (Confidential Items)

10.2 STRATEGY COMMITTEE

**STR12.1/2019 Roseworthy Township Expansion – Payment of Outstanding
Separate Rates**

Moved Cr Rohrlach
Seconded Cr Mitchell

1. That under the provisions of Section 90(2) and (3)(a) of the Local Government Act 1999, an order be made that with the exception of those persons listed:

Bill O'Brien	Mayor
Cr Lynette Reichstein	Light Ward
Cr Mark Frankcom	Light Ward
Cr Bill Close	Mudla Wirra Ward
Cr Samantha Mitchell	Mudla Wirra Ward
Cr Simon Zeller	Mudla Wirra Ward
Cr Peter Kennelly	Laucke Ward
Cr Sharron Lewis	Laucke Ward
Cr Jason Grain	Dutton Ward
Cr Deane Rohrlach	Dutton Ward
Cr David Mosely	Dutton Ward
Mr Brian Carr	Chief Executive Officer
Mr Richard Michael	General Manager, Governance
Mr Craig Doyle	General Manager, Strategy & Development
Mr Richard Dodson	General Manager, Infrastructure & Environment
Mrs June Austin	General Manager, Business & Finance
Mr Kieren Chappell	General Manager, Economic Development
Ms Pepper Mickan	Library Services Manager
Mr Joe Scordo	Finance Manager
Mr Andrew Chown	Manager, Strategy
Mrs Lisa Sapio	Manager, Development Services
Ms Stacie Dickson	Economic Development Officer

all other persons present and the public be excluded from attendance at the meeting in order to consider in confidence a report STR12.1/2019 Roseworthy Township Expansion – Payment of Outstanding Separate Rates relative to the provision of:

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).
2. That accordingly, on this basis, the principle that meetings of Light Regional Council should be conducted in a place open to the public has been outweighed by the need to keep the discussion confidential.

CARRIED

Moved Cr Mitchell
Seconded Cr Grain

Pursuant to Section 91(7) of the Local Government Act 1999, the Council orders that the report, minute and associated documents pertaining to *STR12.1/2019 Roseworthy Township Expansion – Payment of Outstanding Separate Rates* of the meeting held on 26 February 2019, relating to a matter that was considered in confidence pursuant to Section 90(2) and (3)(a) kept confidential until the matter is finalised.

CARRIED

15.1 5 Shilling Estate – Activation Proposal

File: 58298

Moved Cr Close

Seconded Cr Grain

1. That under the provisions of Section 90(2) and (3)(b) and (d) of the Local Government Act 1999, an order be made that with the exception of those persons listed

Bill O'Brien	Mayor
Cr Lynette Reichstein	Light Ward
Cr Mark Frankcom	Light Ward
Cr Bill Close	Mudla Wirra Ward
Cr Samantha Mitchell	Mudla Wirra Ward
Cr Simon Zeller	Mudla Wirra Ward
Cr Peter Kennelly	Laucke Ward
Cr Sharron Lewis	Laucke Ward
Cr Jason Grain	Dutton Ward
Cr Deane Rohrlach	Dutton Ward
Cr David Mosely	Dutton Ward
Mr Brian Carr	Chief Executive Officer
Mr Richard Michael	General Manager, Governance
Mr Craig Doyle	General Manager, Strategy & Development
Mr Richard Dodson	General Manager, Infrastructure & Environment
Mrs June Austin	General Manager, Business & Finance
Mr Kieren Chappell	General Manager, Economic Development
Ms Pepper Mickan	Library Services Manager
Mr Joe Scordo	Finance Manager
Mr Andrew Chown	Manager, Strategy
Mrs Lisa Sapio	Manager, Development Services
Ms Stacie Dickson	Economic Development Officer

all other persons present and the public be excluded from attendance at the meeting in order to consider in confidence a report '15.1 - 5 Shilling Estate – Activation Proposal' relative to the consideration of—

- (b) *information the disclosure of which –*
- (i) *could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
- (ii) *would, on balance, be contrary to the public interest;*

and

- (d) *commercial information of a confidential nature (not being a trade secret) the disclosure of which—*
- (i) *could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
- (ii) *would, on balance, be contrary to the public interest;*

- 2 That accordingly, on this basis, the principle that meetings of Light Regional Council should be conducted in a place open to the public has been outweighed by the need to keep the discussion confidential.

CARRIED

Mrs Austin left the Chamber at 6:49pm and returned at 6:50pm

Cr Mitchell left the Chamber at 7:20pm and returned at 7:23pm

Ms Mickan left the Chamber at 7:25pm and returned at 7:28pm

Moved Cr Rohrlach

Seconded Cr Lewis

Pursuant to Section 91(7) of the Local Government Act 1999, the Council orders that the report, minute and associated documents pertaining '15.1 - 5 Shilling Estate – Activation Proposal' of the meeting held on 26 February 2019, relating to a matter that was considered in confidence pursuant to Section 90(2) and (3) (b) and (d) be kept confidential until the matter is finalised.

CARRIED

16. NEXT MEETING

The next ordinary meeting of Light Regional Council will be held on Tuesday, 26 March 2019, commencing at 5:00pm in the Council Chamber, 93 Main Street, Kapunda.

17. CLOSURE

The meeting was declared closed at 8.06pm

Minutes of meeting confirmed at a meeting of Council held on Tuesday, 26 March 2019.

MAYOR _____

TABLE OF CONTENTS
for the meeting of
LIGHT REGIONAL COUNCIL
STRATEGY COMMITTEE

WEDNESDAY, 13 MARCH 2019

Reports for Decision:

STR9.3.1/2019	Draft Planning, Development and Infrastructure (General) (Development Assessment) Regulations and Practice Directions – LRC Submission	55
STR12.1/2019	8 Parkers Road, Gawler Belt	59

Reports for Information:

NIL



VISION

*Respecting the Past,
Creating our Future.*

CORE PRINCIPLES

*Light Regional Council is guided by a focus on 'Core Principles' of
Growth; Reform; Innovation and Discipline.*

AGENDA PAPERS

for the meeting of

LIGHT REGIONAL COUNCIL STRATEGY COMMITTEE

in the

**MEETING ROOM
12 Hanson Street, Freeling
WEDNESDAY, 13 MARCH 2019 at 5:00pm**

Principal Office: 93 Main Street
Kapunda 5373

Telephone: 8525 3200
Facsimile: 8566 3262

Branch Office: 12 Hanson Street
Freeling 5372



LIGHT
REGIONAL
COUNCIL

NOTICE OF MEETING

Committee Members,

Cr Bill Close (Chair)
Cr Sharron Lewis
Cr Simon Zeller
Cr Mark Frankcom
Cr David Mosley
Mayor Bill O'Brien (Ex Officio)

Notice is hereby given pursuant to the provisions of Section 87(4) of the Local Government Act, 1999, that the next **Meeting of the Light Regional Council Strategy Committee** will be held in the Meeting Room, 12 Hanson Street, Freeling on **Wednesday, 13 March 2019** at **5:00pm**

A copy of the Agenda for the above meeting is supplied as prescribed by Section 87(8)(c) of the said Act.

.....
Brian Carr
CHIEF EXECUTIVE OFFICER

6 March 2019

AGENDA

MONTHLY MEETING OF THE LIGHT REGIONAL COUNCIL **STRATEGY COMMITTEE**
TO BE HELD ON WEDNESDAY, 13 MARCH 2019,
IN THE MEETING ROOM, 12 HANSON STREET, FREELING
COMMENCING AT 5:00PM

1. **PRESENT**
 2. **OPENING**
 3. **APOLOGIES and LEAVE OF ABSENCE**
 4. **MINUTES**
 - 4.1 CONFIRMATION OF COMMITTEE MINUTES
 5. **COMMUNICATIONS**
 - 5.1 REQUESTED DOCUMENTS/CORRESPONDENCE TO BE TABLED
 6. **DEPUTATIONS**
 7. **ADJOURNED BUSINESS**
 8. **BUSINESS ARISING**
 9. **REPORTS FOR DECISION**
 - 9.1 CHIEF EXECUTIVE OFFICER
 - 9.2 GENERAL MANAGERS, BUSINESS & FINANCE, AND GOVERNANCE
 - 9.3 GENERAL MANAGER, STRATEGY & DEVELOPMENT
 - 9.4 GENERAL MANAGER, INFRASTRUCTURE & ENVIRONMENT
 - 9.5 GENERAL MANAGER, ECONOMIC DEVELOPMENT
 10. **REPORTS FOR INFORMATION**
 11. **PROCEDURAL MATTERS**
 - 11.1 QUESTIONS WITHOUT NOTICE
 - 11.2 QUESTIONS ON NOTICE
 - 11.3 NOTICE OF MOTION
 - 11.4 MOTIONS WITHOUT NOTICE
 12. **CONFIDENTIAL ITEMS**
 13. **MEETINGS**
- The **next** meeting of Light Regional Council Strategy Committee will be held on Wednesday, 10 April 2019, commencing at 5:00pm in the Meeting Room, 12 Hanson Street, Freeling, if required.
14. **CLOSURE**

4. **MINUTES**

4.1 **CONFIRMATION OF COMMITTEE MINUTES**

- 4.1.1 Minutes of the meeting of Committee held Wednesday, 13 February 2019.
4.1.2 Confidential minutes of the meeting of Committee held Wednesday, 13 February 2019.

Recommendation

- That the minutes and confidential minutes of the meeting of the Strategy Committee held Wednesday, 13 February 2019 be confirmed as a true and correct record of that meeting.

5. **COMMUNICATIONS**

5.1 **REQUESTED DOCUMENTS/CORRESPONDENCE TO BE TABLED**

6. **DEPUTATIONS**

7. **ADJOURNED BUSINESS**

8. **BUSINESS ARISING (Excluding Confidential)**

Item No.	Minute	Page No.	Current Status of Matter
<u>Arising from Strategy Committee Meeting of Wednesday 13 February 2019</u>			
9.3.1	Inspection of Development Documents Policy – Proposed Revocation	5	Policy Adopted at February 2019 Ordinary Meeting <i>Complete</i>
9.3.2	State Planning Commission – Productive Economy Discussion Paper	6	Submission lodged <i>Complete</i>
9.3.3	Building Inspections – Policy Review	6	Policy Adopted at February 2019 Ordinary Meeting <i>Complete</i>
9.3.4	Car Parking Fund – Policy Review	9	Policy Adopted at February 2019 Ordinary Meeting <i>Complete</i>
9.3.5	Enforcement Policy – Policy Review	14	Policy Adopted at February 2019 Ordinary Meeting <i>Complete</i>
9.3.6	Public Notification of Development Applications – Policy Review	25	Policy Adopted at February 2019 Ordinary Meeting <i>Complete</i>
9.3.7	Separate Rate Policy – Policy Review	30	Policy Adopted at February 2019 Ordinary Meeting <i>Complete</i>
9.3.8	Undergrounding Services (Overhead Electricity and Telecommunication Cables) – Policy Review	35	Policy Adopted at February 2019 Ordinary Meeting <i>Complete</i>
9.3.9	Strategy Committee – Review of Terms of Reference	2	Policy Adopted at February 2019 Ordinary Meeting <i>Complete</i>

9 **REPORTS FOR DECISION**

9.1 **CHIEF EXECUTIVE OFFICER** NIL

9.2 GENERAL MANAGERS, BUSINESS & FINANCE, AND GOVERNANCE
NIL

9.3 GENERAL MANAGER, STRATEGY & DEVELOPMENT

**STR9.3.1/2019 Draft Planning, Development and Infrastructure
(General) (Development Assessment) Regulations
and Practice Directions – LRC Submission**

Folder ID: 53494

Appendix: *9.3A LRC Submission – Draft Regulations and Practice
Directions*

Author: Andrew Chown – Manager, Strategy

Report Presenter: Andrew Chown – Manager, Strategy

Executive Summary

Report highlights

- The State Planning Commission (SPC) and Department of Planning, Transport and Infrastructure (DPTI) continue to release a series of documents prepared to see the advancement of the planning reform agenda. The latest series of documents subject to consultation include:
 - Draft *Planning, Development and Infrastructure (General)(Development Assessment) Variation Regulations 2019* (the Regulations);
 - Notification of Performance Assessed Development Applications 2019 – Practice Direction;
 - Restricted and Impact Assessed Development 2019 – Practice Direction;
 - Deemed Planning Consent – Standard Conditions 2019 – Practice Direction; and
 - Conditions 2018 – Practice Direction.
- A copy of these documents can be found here:
https://www.saplanningportal.sa.gov.au/have_your_say
- Practice Directions are prescribed under the Planning, Development and Infrastructure Act 2016 (the Act) as guiding documents which specify procedural requirements or steps to be taken in connection with the requirements of the Act. In this case, the draft Practice Directions relate to matters of development assessment and both directly and indirectly effect Council.
- The draft Regulations provide the legislative framework and guidance on matters of development assessment and provide greater clarity on elements which were left unknown by the Act.
- Council officers prepared and lodged the attached submission (Appendix 9.3A) noting the deadline did not coincide with meeting schedules (1 March 2019). The submission noted a number of concerns and made a number of recommendations for improvements/amendments/deletions in light of our experience.

Budget Impact

Estimated Cost: \$Nil

Future ongoing operating costs: \$Nil

Is this budgeted? N/A

Additional Comments (incl Labour Component if applicable):

N/A

Recommendation

That the Strategy Committee recommends that Council receive and acknowledge the submission titled '*Draft Planning, Development and Infrastructure (General) (Development Assessment) Variation Regulations and Practice Directions*' as forming Light Regional Council's response to the State Planning Commission and Department of Planning, Transport and Infrastructure on these matters.

Reasons for the decision

To provide feedback to the SPC and DPTI on the matter of draft document affecting the State Planning Reform agenda.

Detailed Report

Purpose

To provide Council with a high level overview of the draft *Planning, Development and Infrastructure (General) (Development Assessment) Variation Regulations 2019* (the Regulations) and a series of Practice Directions released in support of development assessment processes under the new Act.

Background

The introduction of the *Planning, Development and Infrastructure Act, 2016* (the Act) has with it brought the corresponding introduction of Regulations and supporting documents intended to provide the functionality and change demanded through the planning reform process.

The latest documents to be subject to consultation include:

- Draft Planning, Development and Infrastructure (General)(Development Assessment) Variation Regulations 2019 (the Regulations);
- Notification of Performance Assessed Development Applications 2019 – Practice Direction;
- Restricted and Impact Assessed Development 2019 – Practice Direction;
- Deemed Planning Consent – Standard Conditions 2019 – Practice Direction; and
- Conditions 2018 – Practice Direction.

History

Nil

Discussion/Analysis

Council officers have taken the opportunity within the allotted consultation period to review and provide comments (via submission) on the documentation which largely affects development assessment processes under the new planning system. A copy of the submission lodged is included as Appendix 9.3A.

Given the size of the documentation consulted this has not been attached, however a copy is available at the following link: https://www.saplanningportal.sa.gov.au/have_your_say

The following provides a brief overview of a number of key matters included in the submission:

Regulations

Council officers noted that the draft Regulations were largely a carry-over of the current *Development Regulations 2008* with corresponding amendments and additions where needed. It was however of concern that a number of previously outdated references and matters which have been amended through case law outcomes remain unchanged. The submission makes note of these elements for consideration.

Practice Directions

Deemed Planning Consent Standard Conditions

Council officers raised considerable concern with a number of 'standard' conditions proposed to be included within this Practice Direction. It was noted that a number of conditions, particularly relating to viticulture, were unreasonable and did not accurately reflect the nature of the activity.

Notification of Performance Assessed Development Applications

It has become clear that Council officers and the CAP will be the relevant authority for those applications which fall within the category of Performance Assessed (currently Merit) and are subject to notification in the form of letters to adjoining owners and the placement of a sign on the property.

The Practice Direction provides guidance on how, when and where notification and signage must be placed and in doing so clearly notes that Council is responsible for the preparation of the notification materials and the owner is responsible for the placement of the sign, however may opt to have Council undertake this task also for a corresponding fee (unknown at this time). Council officers note a number of concerns and issues with this approach and a number of other proposals and this has been reflected in the submission.

Conclusion

The Regulations and Practice Directions as released were the first look at how development assessment is to occur within the new system and as noted in the submission, Council officers consider that there is a way to go before this is at a suitable point.

References

Legislation

Planning, Development and Infrastructure Act, 2016

Council Policies

N/A

Strategic Plan

N/A

9.4 **GENERAL MANAGER, INFRASTRUCTURE & ENVIRONMENT** NIL

9.5 **GENERAL MANAGER, ECONOMIC DEVELOPMENT** NIL

10. **REPORTS FOR INFORMATION** NIL

11. **PROCEDURAL MATTERS**

11.1 **QUESTIONS WITHOUT NOTICE**

Rules per Regulations –

- Questions and replies are not entered in the minute book unless expressly required by resolution.
- No debate shall be allowed on any question or the reply to any question.
- If required by the Chairman, such questions shall be put in writing.
- The Chairman may direct that a reply be given at the next meeting.

11.2 **QUESTIONS ON NOTICE**

Rules per Regulations –

- These questions must be in writing and given to the Chief Executive Officer five (5) clear days prior to the meeting.
- Chief Executive Officer shall place these items in the agenda.
- They shall be answered by the Chairman at the meeting.
- Questions and replies shall be entered into the minute book.

11.3 **NOTICE OF MOTION**

11.4 **MOTIONS WITHOUT NOTICE**

Rules per Regulations –

- A member may bring forward a motion without notice and if required by the Chairman, put it in writing.
- Before addressing the meeting, the member shall state the purpose of the motion.

- A member cannot move more than one motion without notice on the same subject at any meeting.

12. **CONFIDENTIAL ITEMS**

STR12.1/2019 8 Parkers Road, Gawler Belt

Folder ID: VG 3124027006

Preamble:

This is a sensitive matter involving both the personal affairs of an individual as well as complex legal aspects.

Specific provisions of the Local Government Act 1999, below, provide Council with the ability to consider the matter in confidence and in the circumstances it is deemed appropriate that these provisions be drawn upon.

Recommendation

1. That under the provisions of Section 90(2) and (3) (a) and (h) of the Local Government Act 1999, an order be made that with the exception of those persons listed all other persons present and the public be excluded from attendance at the meeting in order to consider in confidence a report STR12.1/2019 8 Parkers Road, Gawler Belt relative to the provision of:
 - (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead); and
 - (h) legal advice.
2. That accordingly, on this basis, the principle that meetings of Light Regional Council should be conducted in a place open to the public has been outweighed by the need to keep the discussion confidential.

Recommendation

Pursuant to Section 91(7) of the Local Government Act 1999, the Council orders that the report, minute and associated documents pertaining to STR12.1/2019 8 Parkers Road, Gawler Belt of the meeting held on 13 March 2019 relating to a matter that was considered in confidence pursuant to Section 90(2) and (3) (a) and (h) be kept confidential until the matter is finalised.

13. **NEXT MEETING**

14. **CLOSURE**



Doc ID: 360824

28 February 2019

Ms. Sally Smith
General Manager – Planning and Development Division
Department of Planning, Transport and Infrastructure
GPO Box 1815
ADELAIDE SA 5001

Per e-mail: DPTI.PlanningEngagement@sa.gov.au

Dear Sally,

Draft Planning, Development and Infrastructure (General) (Development Assessment) Variation Regulations and Practice Directions - LRC Submission

Thank you for the opportunity to provide feedback with respect to the draft PDI (General) (Development Assessment) Variation Regulations (hereafter 'the Regulations') and the four (4) Practice Directions dealing with:

- Conditions;
- Deemed Planning Consent Standard Conditions;
- Notification of Performance Assessed Development Applications;
- Restricted and Impact Assessed Development.

Regulations

Whilst it was noted that the draft regulations are in many ways a carry forward of the existing *Development Regulations 2008* with minor modifications, additions and omissions; Council officers have considered the content contained therein and provided comments in the attached Table. In addition, the following general comments are provided:

- Council wishes to highlight that the Regulations, as with the Act, continue to emphasise the largely administrative and compliance roles that Councils will play in the new system. Whilst this is a disservice to the relevant and meaningful role that the vast majority of Councils and Council planners have had in the system for the past 25+ years, should this premise continue there is a need to move towards a full cost recovery model for these administrative functions. This is particularly relevant when considering the new notification requirements for performance assessed development applications as noted below.
- It was pleasing to note that the Regulations make provision for the charge of expiation fees which prove to be useful tools in enforcement and compliance which is otherwise not available. Council considers that there is scope for the Regulations to prescribe an expiation fee for the following provisions within the PDI Act:

Section 91	Section 135	Section 136
Section 139	Section 140	Section 146(2)
Section 151(5)	Section 152(1)	Section 155
Section 156	Section 157	Section 211
Section 213	Section 215	Section 216

Postal Address:

PO Box 72, Kapunda, South Australia 5373

Telephone: (08) 8525 3200
Email: light@light.sa.gov.au
Website: www.light.sa.gov.au

Principal Office
93 Main Street, Kapunda, SA 5373
Fax: (08) 8566 3262

Light Regional Council ABN: 35 455 841 625

APPENDIX STR 9.3A-13MARCH2019
Branch Office
12 Hanson Street, Freeling, SA 5372
AGENDA ITEM STR 9.3.72
Fax: (08) 8525 2441

Practice Directions

Conditions

Council officers have considered the content contained in the Draft Discussion Paper – Conditions and make the following comments:

- Clause 5(5)(f) – The ability for a condition to be imposed on an application which was considered by an Accredited Professional as Deemed-to-Satisfy, subject to minor variations, which in turn alters the application is considered inappropriate and unnecessary. An Accredited Professional should be considering the application before them and not taking steps to alter such application by way of condition in order to justify the granting of minor variation. If there is a need to amendment via condition the application would be better categorised as Performance Assessed.

Deemed Planning Consent Standard Conditions

Council acknowledges the intent of this Practice Direction and its contents plays to form a 'last line of defence' and considers the use of this mechanism to be on a rare occasion.

It is however noted that a number of proposed conditions are considered out-of-step with expectations and case law updates, unworkable and unreasonable. Furthermore, a number of conditions are not reflective of the Practice Direction guidelines relating for conditions generally. Of note:

- Privacy – the first condition notes that *'the portion of the upper floor windows less than 1.5m above the internal floor...must be treated'*. This should be updated to a reference height of 1.7m which recognises case law outcomes.
- Animal Keeping – reference is made in this condition to 'septic tank system'. This designation has not been used for quite some time and the reference should be updated to 'Wastewater Control System'.
- Viticulture/Olive Growing – The conditions proposed for these land uses are considered unreasonable and unworkable and it must be remembered that primary production is a form of industry which in turn has the potential for impact. For example, a condition which seeks to limit the hours of operation of a vineyard between 7am and 7pm (excluding harvest) is completely unreasonable and demonstrates a lack of understanding of the manner in which these land uses occur. Further, those conditions which attempt to control tasks such as chemical spraying and the obligations on farmers regulated at both a State level and Federal level are not helpful and may fall foul of the overarching legislative framework and codes of practice.

Notification of Performance Assessed Development Applications

Council wishes to note a number of matters for consideration in relation to this Practice Direction:

- General:
 - Signage Requirements – Council questions the benefit of placing signs on public road frontages in rural areas. In many cases these allotments are large in size (e.g. 33 hectares or larger), located in remote areas and located in high speed zones. Signage may be better limited to those properties located within 'Metropolitan Adelaide' as defined in the Regulations.
 - The requirement for a sign to be placed on the property is an administrative burden which in turn will likely result in an increase in the costs attributed to land owners and in turn should be carefully considered.
- Clause 2(2) – reference is made in this clause to the ability of a relevant authority to make a discretionary call as to whether an application should be subject to notification. This discretion should be removed as the Code deals with these matters via exclusion from notification and such discretion is unnecessary.
- Clause 7:
 - Council questions the need for the relevant authority to generate the notification when this should be capable via the SA Planning Portal as a simple output when all information is correctly input. This in turn would allow the portal to generate the QR Code which directly links to the application in question.
 - Council considers the ability of individuals to request the relevant authority to place a notice on the land on their behalf to be unreasonable and a significant resourcing impact which will be an unreasonable cost to Councils. Given the associated

requirements to maintain the signage there is a real chance that this would result in a need for the relevant authority viewing the site on a number of occasions during the notification period which in the case of rural Councils could result in a considerable resourcing and financial impost, unlikely to be captured via the associated fees.

- Clause 8 – The potential, particularly in areas outside of Metropolitan Adelaide, for signage to be erected prior to notices being received is very likely. The introduction of provisions to specify the commencement of notification based on the later of the two (2) introduced unnecessary ambiguity, will lead to confusion and over complicates the system.
- Clause 10:
 - Clause 10(1) notes that notification is to be provided to owners or occupiers of adjacent land. This should be limited to the primacy level which would lie with the person with principle controlling interest in the land; the owner. Whilst noting that there are circumstances in which the occupier should be notified (e.g. when there is no owner listed or the address is different), primacy should remain with the owner.
 - Clause 10(2) makes reference to the State Atlas as the source of property owner information. It is noted that as it currently stands this system is not operational and in the event that its equivalent is, Council is not able to access the information required by way of the Practice Direction. Given that there are many occasions where the State Atlas is different to the Council rating database systems, it is recommended that Council have the ability to retain use of their systems for this purpose.
- Clause 11:
 - Clause 1(d) – Council wishes to raise concern with the requirement for a notice to be a minimum A2 in size. There are very few relevant authorities with the capability to produce this form of sign and the value of a sign this large is not recognised. A reduction in size could be easily accommodated by the removal of the requirement to place an image of the proposed development on the notice. There is little to no direction on what should be used in this instance (e.g. site plan, floor plan, elevation, artists impressions) and the value that this adds is questionable.
 - Clause (4) – The term ‘reasonable endeavours’ is used to describe the actions that the relevant entity must take to ensure the notice is placed and maintained on the property. Should this remain there is a need for greater clarity and definition around the term ‘reasonable endeavours’ given the likely administrative and resource burden this will have on relevant authorities.
- Attachment 1 – It is observed that the proposed template letter to adjacent landowners is wordy and not prepared in layperson terms, particularly paragraph 3 which commences with ‘*Please note that the subject...*’ Further it is recommended that this be reworded to reference the elements which are open to representation, rather than those which are not as specifically listing the elements which are open to representation is clearer and provides greater certainty to the representor. This change should also be carried over to the template notice on land in Attachment 3.
- Attachment 3:
 - In addition to providing the date of closure, the sign should also provide clarity on the time in which representations must be received (as per the letter).
 - The need for an image should be removed as this wastes space on the notice and there is no clarity on what image should be used and one could argue that there is no single image which would fully represent the application.
 - A note should be placed at the bottom of the notice which references that it is an offence to damage or remove the sign during the notification period.
 - Provision should be made to require the landowner to remove the sign within 5 days of the closure of the notification period.

Restricted and Impact Assessed Development

It was with interest that Council officers noted Clause 7 relating to information that must be provided by the proponent and the information to be provided by an applicant. Is it reasonable for those land uses which stand to have the most significant impact, draw considerable interest and debate and be of a complex nature can be accompanied by ‘*a planning report, prepared by a planning consultant qualified to a minimum standard equivalent to a Level 3 Accredited Professional (but does not necessarily require accreditation under the Accredited Professionals Regulations 2018)*’? Whereas, the equivalent professional is only capable of acting in circumstances where an application is Deemed-to-Satisfy’. This separation is considered unreasonable.

Thank you again for the opportunity to provide comments with respect to these matters. If you have any questions or would like to discuss the content of this letter, please contact the undersigned at achown@light.sa.gov.au or on 8525 3200.

Yours sincerely,

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

Andrew Chown
Manager, Strategy

Enc: Table – Comments on Draft Regulations

Attachment 1 – LRC Comments

Regulation	Comments
Regulation 4	<ul style="list-style-type: none"> includes a definition of ‘Metropolitan Adelaide’ and makes reference to GRO Plan 639/93. It is noted that this GRO Plan is not readily available, albeit being referenced throughout the draft Regulations. It is recommended that the GRO Plan be made readily available on the SA Planning Portal and/or SAILIS. Council cautions against any requirement for the P&D Code or Regulations to include specific finished floor level requirements within flood prone areas. It is noted that current flood mapping processes follow best practice and provide a high level of accuracy of the likelihood of flooding and translates this into corresponding planning policy. Any requirement to specifically capture and mandate a FFL within a flood prone area is both difficult and costly and best left to a site-by-site assessment.
Regulation 3F	<ul style="list-style-type: none"> The title of this Regulation neglects to include ‘Regulated Trees’ and should be amended accordingly. Whilst recent case law (Hargreaves & Anor v City of Holdfast Bay) has provided some clarity to the matter of measurements from the tree to a swimming pool, the draft Regulation as written neglects to include the findings of this matter and continues to result in considerable ambiguity with respect to measurements taken from a tree to an existing dwelling. The exclusions contained in this Regulation should be updated to reflect current information and provide greater certainty and clarity.
Regulation 3G	<p>Council acknowledges the importance of pool safety and takes this matter seriously. However it has been observed that there is an increasing desire within the community to purchase and temporarily utilise an inflatable pool with a depth greater than 300mm, and a corresponding disconnect between the requirements of the landowner in these circumstances and the Regulations. This in turn leads to considerable compliance and awareness activities. Council officers would support an alternate approach being considered such as notification at the point-of-sale on the obligations of landowners in these circumstances, or alternatively a rethink of the minimum depth requirements to more closely align with inflatable pool products readily available.</p>
Regulation 22	<ul style="list-style-type: none"> (1)(a)(ii)(A) – It is noted that the relevant authority in performance assessed cases which require public notification will default to an Assessment Panel, with no specific separation within the Regulations for those applicants that draw representations and those that do not. Whilst acknowledged that there is scope for delegation to be provided to the Assessment Manager it is anticipated that the Panel will be responsible for a considerable increase in applications. This could be negated by providing certainty by way of Regulation, that the Assessment Manager is responsible where no representations are forthcoming. (1)(a)(ii)(B) – this sub-regulation places a monetary value of \$5M as the relevant authority threshold for the Assessment Panel. It is not uncommon for applications (e.g. winery) currently processed through the system to exceed this amount. In the interests of simplicity it is recommended that this amount be increased to \$20M and greater clarity/definition be provided around what constitutes ‘total amount’ and ‘any work’ to better understand how this would be calculated. (1)(d) – should there be a desire to include an Accredited Professional – Surveyor as a relevant authority under the Regulations greater clarity is needed around the types of deemed-to-satisfy land division applications surveyors will be

	authorised to consider. It is Councils view that these should be limited to those where the built form is in place (e.g. separation of a semi-detached dwelling) as this would ensure that matters directly relevant to the application and not considered by the surveyor (e.g. CWMS connection) are already managed.
Regulation 25	Subregulation (4) notes that an <i>Accredited Professional – building level 3</i> will have the ability to act as a relevant authority for Class 1 or 10 buildings only. This change is considered inappropriate and a significant degradation of current delegations held under the AIBS program which allow the equivalent professional to also act as relevant authority for buildings within Classes 2 to 9. The changes proposed are considered burdensome and will lead to considerable resourcing challenges for Councils located outside of the Adelaide Metropolitan area.
Regulation 27	It remains unclear on what constitutes an Element and there is a need for greater clarity around how a DA may be assessed which comprises various 'Elements' and how this may be treated in the event that one element is Deemed-to-Satisfy and one element is Performance Assessed.
Regulation 32	In being asked to provide this task there is a need to consider an opportunity to levy an administrative fee as this will require a number of tasks to be undertaken.
Regulation 35 and 36	There seems to be confusion in the terms used when referencing 'receipt of an application' (35(1)) and 'lodged' (36(5)). As these terms relate to legislative timeframes available for confirmation and further information consistency there is a need for clarity around these terms. Further, it is noted that the period prescribed for a relevant authority to request further information (10 days) differs from the current period of fifteen (15) days. It is recommended that the period be extended to 15 days to provide adequate time for a full and proper assessment of applications to be undertaken by the relevant authority.
Regulation 38	Council acknowledges and supports the 'reset' of time limits should an amended application be sought, however what is not clear is what constitutes 'substantial' and more clarity is needed on this matter.
Regulation 68	Subregulation (3) notes a payment of an amount for each replacement tree. It is noted that the Regulations do not specify an amount.
Regulation 71	Subregulation (3)(C)(i) notes that there is an opportunity for minor variation, however it is not clear what will constitute such variation and greater clarity will assist in clarifying this important point.
Regulation 85	It is noted that a vital element of public infrastructure outside of the metropolitan area is Community Wastewater Management Systems (CWMS). It is considered relevant for CWMS to be included in this Regulation in addition to SA Water and prescribe a corresponding fee for such assessment.
Regulation 89	Subregulation (5) prescribes a number of infrastructure elements to be constructed to Council's satisfaction. Council recommends that this is expanded to include additional elements that are generally expected in the public realm to include, for instance, street lighting, street furniture and landscaping and establishment of reserve areas.
Regulation 100	Council considers it important to provide a definition of 'Essential Safety Provisions' within this Regulation in line with the definition provided within the Building Code for clarity.
Regulation 122	Council notes that there is a need for a fee to be prescribed for a review to be undertaken by the Panel. It is noted that convening of a Panel brings with it costs and this should be recognised by way of Regulation.
Schedule 3	A number of specific provisions have been provided around excavation and fill. These provisions should also recognise the values of the Barossa Character Preservation District and in doing so, limit excavation greater than 9m ³ within 'District'.

Schedule 4	<ul style="list-style-type: none"> The leading sentence of Subregulation 2 – Council Works makes reference to '<i>construction, reconstruction, alteration, repair or maintenance by a council of</i>'. This should be expanded to include work undertaken on behalf of Council. Subregulation 5 references 'Home Activity' however neglects to now provide a definition of this land use.
Schedule 8	It is noted that in addition to the provision of Plans, all applications should be accompanied by the relevant Certificate of Title. This important document provides critical information which may be of relevance to an assessment such as LMA's, easements, encumbrances etc. and the risk of not identifying an item is high.
Schedule 18	It is noted that little change has been made to this Schedule, however there is a need to update the definition of feedlot to more accurately reference feedlots for animals other than cattle which themselves have the risk of environmental impact, such as sheep feedlots and others where the nature of activities constitute confined rearing of animals.
Schedules 7 and 14	All reference to the former District Council of Kapunda and Light need to be updated to reference Light Regional Council.



VISION

*Respecting the Past,
Creating our Future.*

CORE PRINCIPLES

*Light Regional Council is guided by a focus on 'Core Principles' of
Growth; Reform; Innovation and Discipline.*

MINUTES

from the Meeting of

STRATEGY COMMITTEE

*held in the
FREELING COMMITTEE ROOM
12 Hanson Street, Freeling*

WEDNESDAY, 13 MARCH 2019

Principal Office: 93 Main Street
Kapunda 5373

Telephone: 8525 3200
Facsimile: 8566 3262

Branch Office: 12 Hanson Street
Freeling 5372

**MINUTES OF THE MEETING OF
LIGHT REGIONAL COUNCIL STRATEGY COMMITTEE HELD ON
WEDNESDAY, 13 MARCH 2019,
IN THE FREELING COMMITTEE ROOM,
12 HANSON STREET, FREELING**

1. PRESENT

Cr Bill Close (Chair)	Mudla Wirra Ward
Cr Sharron Lewis	Laucke Ward
Cr Simon Zeller	Mudla Wirra Ward
Cr Mark Frankcom	Light Ward
Mayor Bill O'Brien	(Ex Officio)
Cr Lynette Reichstein (Late attendance at 5.22pm)	Light Ward
Ms Lisa Sapio	Acting General Manager, Strategy & Development
Mr Andrew Chown	Manager, Strategy
Ms Davina Smythe	Personal Assistant

2. OPENING

Cr Bill Close declared the meeting open at 5.00 pm

3. APOLOGIES AND LEAVE OF ABSENCE

NIL

Not in Attendance

Cr David Mosely

4. MINUTES

4.1 CONFIRMATION OF COMMITTEE MINUTES

Moved Mayor O'Brien

Seconded Cr Zeller

That the minutes and confidential minutes of the meeting of the Strategy Committee held Wednesday 13 February 2019 be confirmed as a true and correct record of that meeting.

CARRIED

5. COMMUNICATIONS

NIL

6. DEPUTATIONS

NIL

7. ADJOURNED BUSINESS

NIL

8. BUSINESS ARISING

Current status of all matters noted.

9. **REPORTS FOR DECISION**

9.1 CHIEF EXECUTIVE OFFICER
NIL

9.2 GENERAL MANAGERS, BUSINESS & FINANCE, AND GOVERNANCE
NIL

9.3 GENERAL MANAGER, STRATEGY & DEVELOPMENT

**STR9.3.1/2019 Draft Planning, Development and Infrastructure
(General) (Development Assessment) Regulations and
Practice Directions – LRC Submission**

Folder ID: 53494

Author: Andrew Chown – Manager, Strategy

Report Presenter: Andrew Chown – Manager, Strategy

Moved Mayor O'Brien
Seconded Cr Zeller

That the Strategy Committee recommends that Council receive and acknowledge the submission titled '*Draft Planning, Development and Infrastructure (General) (Development Assessment) Variation Regulations and Practice Directions*' as forming Light Regional Council's response to the State Planning Commission and Department of Planning, Transport and Infrastructure on these matters.

CARRIED

9.4 GENERAL MANAGER, INFRASTRUCTURE & ENVIRONMENT
NIL

9.5 GENERAL MANAGER, ECONOMIC DEVELOPMENT
NIL

10. **REPORTS FOR INFORMATION**
NIL

11. **PROCEDURAL MATTERS**

11.1 QUESTIONS WITHOUT NOTICE
NIL

11.2 QUESTIONS ON NOTICE
NIL

11.3 NOTICE OF MOTION
NIL

11.4 MOTIONS WITHOUT NOTICE
NIL

Cr Lynette Reichstein entered the chamber at 5.22pm

12. CONFIDENTIAL ITEMS

STR12.1/2019 8 Parkers Road, Gawler Belt

Folder ID: VG 3124027006

Moved Mayor O'Brien
Seconded Cr Lewis

1. **That under the provisions of Section 90(2) and (3) (a) and (h) of the Local Government Act 1999, an order be made that with the exception of those persons listed:**

Cr Bill Close (Chair)	Mudla Wirra Ward
Cr Sharron Lewis	Laucke Ward
Cr Simon Zeller	Mudla Wirra Ward
Cr Mark Frankcom	Light Ward
Mayor Bill O'Brien	(Ex Officio)
Cr Lynette Reichstein	Light Ward
Ms Lisa Sapio	Acting General Manager, Strategy & Development
Mr Andrew Chown	Manager, Strategy
Ms Davina Smythe	Personal Assistant

all other persons present and the public be excluded from attendance at the meeting in order to consider in confidence a report STR12.1/2019 8 Parkers Road, Gawler Belt relative to the provision of:

- (a) **information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead); and**
- (h) **legal advice.**
2. **That accordingly, on this basis, the principle that meetings of Light Regional Council should be conducted in a place open to the public has been outweighed by the need to keep the discussion confidential.**

CARRIED

Moved Cr Lewis
Seconded Cr Zeller

Pursuant to Section 91(7) of the Local Government Act 1999, the Council orders that the report, minute and associated documents pertaining to STR12.1/2019 8 Parkers Road, Gawler Belt of the meeting held on 13 March 2019 relating to a matter that was considered in confidence pursuant to Section 90(2) and (3) (a) and (h) be kept confidential until the matter is finalised.

CARRIED

13. **MEETINGS**

The next ordinary meeting of Light Regional Council **Strategy Committee** is scheduled (if needed) for **Wednesday, 10 April 2019, commencing at 5:00pm** in the Freeling Committee Room, 12 Hanson Street, Freeling.

14. **CLOSURE**

The meeting was declared closed at 5.45 pm

Minutes of meeting confirmed at a meeting of Strategy Committee held on a date to be confirmed.

PRESIDING MEMBER (CHAIRMAN) _____

Date