

NOTICE OF COUNCIL MEETING

Pursuant to the provisions of section 84 (1) of the
Local Government Act 1999

The Ordinary Meeting of the



will be held in

**Council Chamber
Redbanks Road
Mallala**

on

Monday 26 February 2024 at 5:30pm

A handwritten signature in black ink, appearing to read "James Miller", is positioned above the printed name and title.

James Miller
CHIEF EXECUTIVE OFFICER

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1 ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges that we meet on the traditional country of the Kurna people of the Adelaide Plains and pays respect to elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land and we acknowledge that they are of continuing importance to the Kurna people living today.

2 ATTENDANCE RECORD

3 CONFIRMATION OF COUNCIL MEETING MINUTES

3.1 Confirmation of Minutes - Ordinary Council Meeting - 29 January 2024

RECOMMENDATION

“that the minutes of the Ordinary Council Meeting held on 29 January 2024 (MB Folios 17951 to 17960 be accepted as read and confirmed.”

3.2 Confirmation of Minutes - Special Council Meeting - 20 February 2024

RECOMMENDATION

“that the minutes of the Special Council Meeting held on 20 February 2024 (MB Folios 17961 to 17965) be accepted as read and confirmed.”

MINUTES

of the

Ordinary Council Meeting



Held, pursuant to the provisions of the
Local Government Act 1999, in the

**Council Chamber
Redbanks Road
Mallala**

on

Monday 29 January 2024 at 5:30pm

The Mayor formally declared the meeting open at 5:30pm.

1 ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges that we meet on the traditional country of the Kurna people of the Adelaide Plains and pays respect to elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land and we acknowledge that they are of continuing importance to the Kurna people living today.

2 ATTENDANCE RECORD

Present:

Mayor Mark Wasley
Deputy Mayor Marcus Strudwicke
Councillor Alana Bombardieri
Councillor Kay Boon
Councillor Carmine Di Troia
Councillor Terry-Anne Keen
Councillor Dante Mazzeo
Councillor Margherita Panella (*entered the meeting at 5:41pm*)
Councillor David Paton
Councillor Eddie Stubing

Staff in Attendance:

Chief Executive Officer	Mr James Miller
Acting Director Corporate Services	Ms Amy Fagan
Acting Director Development and Community	Mr Josh Banks
Director Finance	Mr Rajith Udugampola
Director Infrastructure and Environment	Mr Thomas Jones
Manager Governance	Ms Rachel Kammermann
Manager Growth and Investment	Mr David Bailey
Acting Senior Information Technology Officer	Mr Sean Murphy
Executive Assistant to the CEO and Mayor/Minute Taker	Ms Susan Cook

Apologies:

Nil

3 MINUTES

3.1 CONFIRMATION OF MINUTES - ORDINARY COUNCIL MEETING - 18 DECEMBER 2023

RESOLUTION 2024/1

Moved: Councillor Keen

Seconded: Councillor Mazzeo

"that the minutes of Ordinary Council Meeting held on 18 December 2023 be confirmed."

CARRIED UNANIMOUSLY

4 BUSINESS ARISING

Nil

5 DECLARATION OF MEMBERS' INTEREST

Nil

6 ADJOURNED BUSINESS

Nil

7 MAYOR'S REPORT

7.1 ACTING MAYOR'S REPORT – DECEMBER 2023

RESOLUTION 2024/2

Moved: Councillor Boon

Seconded: Councillor Di Troia

"that Council, having considered Item 7.1 – *Acting Mayor's Report*, dated 29 January 2024, receives and notes the report."

CARRIED UNANIMOUSLY

7.2 MAYOR'S REPORT - JANUARY 2024

RESOLUTION 2024/3

Moved: Councillor Stubing

Seconded: Councillor Strudwicke

"that Council, having considered Item 7.2 – *Mayor's Report*, dated 29 January 2024, receives and notes the report."

CARRIED UNANIMOUSLY

8 REQUESTED DOCUMENTS/CORRESPONDENCE TO BE TABLED

Nil

9 DEPUTATIONS**9.1 CONFIDENTIAL BRIEFING NAIS**

Mr Hugh Ian O'Loan OAM, Chair of the NAIS Advisory Committee of the Northern Adelaide Plains Food Cluster, Mr Jamie Koch, Manager Northern Adelaide Plains Food Cluster and Mr Tom Plant NAIS Business Manager of SA Water gave a 25-minute confidential presentation in relation to a commercial in confidence proposal, including taking questions of Members.

RESOLUTION 2024/4**Moved: Councillor Keen****Seconded: Councillor Di Troia****"that:**

1. Pursuant to section 90(2) of the *Local Government Act 1999*, Council orders that all members of the public, except:
 - Chief Executive Officer;
 - Acting Director Corporate Services;
 - Director Finance;
 - Director Infrastructure and Environment;
 - Acting Director Development and Community;
 - Manager Governance;
 - Manager Growth and Investment;
 - Executive Assistant to the CEO and Mayor/Minute Taker;
 - Acting Senior Information Technology Officer;
 - Hugh Ian O'Loan OAM chair of NAIS Advisory Committee of Northern Adelaide Plains Food Cluster;
 - Jamie Koch Manager Northern Adelaide Plains Food Cluster; and
 - Tom Plant NAIS Business Manager of SA Water.be excluded from attendance at the meeting of Council for Item 9.1 *Deputation - Confidential Briefing NAIS*;
2. Council is satisfied that pursuant to section 90(3)(d)(i)(ii) of the *Local Government Act 1999*, Item 9.1 *Deputation - Confidential Briefing NAIS* concerns commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; AND would, on balance, be contrary to the public interest; and
3. Council is satisfied that the principle that Council meetings should be conducted in a place open to the public has been outweighed by the need to keep the information, matter and discussion confidential."

CARRIED UNANIMOUSLY

Councillor Panella entered the meeting at 5:41pm.

10 PRESENTATIONS/BRIEFINGS**10.1 PRESENTATION - REGIONAL DEVELOPMENT AUSTRALIA BAROSSA GAWLER LIGHT ADELAIDE PLAINS**

Ms Leonie Boothby, Chief Executive Officer of the Regional Development Australia Barossa Gawler Light and Adelaide Plains (RDA BGLAP) and Rolf Binder, Chair RDA BGLAP, gave a 15-minute presentation regarding the RDA BGLAP, including taking questions of Members.

11 PETITIONS

Nil

12 COMMITTEE MEETING MINUTES

Nil

13 SUBSIDIARY MEETINGS**13.1 GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY - MINUTES OF BOARD MEETING - 14 DECEMBER 2023****RESOLUTION 2024/5**

Moved: Councillor Boon

Seconded: Councillor Di Troia

“that Council, receives and notes the draft Minutes of the Gawler River Floodplain Management Authority Board Meeting held on 14 December 2023.”

CARRIED UNANIMOUSLY

13.2 LEGATUS GROUP - SPECIAL MEETING - 15 DECEMBER 2023**RESOLUTION 2024/6**

Moved: Councillor Boon

Seconded: Councillor Strudwicke

“that Council, receives and notes the draft minutes of the Legatus Group Special Meeting held on 15 December 2023.”

CARRIED UNANIMOUSLY

14 REPORTS FOR DECISION**14.1 LEGATUS GROUP - CHARTER REVIEW & DRAFT STRATEGIC PLAN FRAMEWORK****RESOLUTION 2024/7**

Moved: Councillor Strudwicke

Seconded: Councillor Stubing

“that Council, having considered Item 14.1 – *Legatus Group - Charter Review & Draft Strategic Plan Framework*, dated 29 January 2024, receives and notes the report and in doing so:

- 1. endorses the proposed changes to the Legatus Group Charter presented as Attachment 1;**
- 2. endorses the Legatus Group Draft Strategic Plan Framework presented as Attachment 2; and**
- 3. receives and notes the Legatus Group Charter Review Report presented as Attachment 3.”**

CARRIED UNANIMOUSLY

14.2 LOCAL GOVERNMENT ASSOCIATION OF SOUTH AUSTRALIA - SUBMISSIONS FOR LOCAL GOVERNMENT PARTICIPATION AND ELECTIONS REVIEW

RESOLUTION 2024/8

Moved: Councillor Keen

Seconded: Councillor Mazzeo

“that Council, having considered Item 14.2 – *Local Government Association of South Australia - Submissions for Local Government Participation and Elections Review*, dated 29 January 2024, receives and notes the report.”

CARRIED UNANIMOUSLY

RESOLUTION 2024/9

Moved: Councillor Strudwicke

Seconded: Councillor Paton

“that Council, having considered Item 14.2 – *Local Government Association of South Australia - Submissions for Local Government Participation and Elections Review*, dated 29 January 2024, submits the following feedback to the Local Government Association of South Australia for consideration in their submission for the Local Government Participation and Elections Review:

- Council supports Compulsory Voting.”**

CARRIED

Councillor Paton called for a **division**:

The Mayor declared the vote set aside

In Favour: Councillors Strudwicke, Mazzeo, Stubing, Panella, Bombardieri, Di Troia, Paton and Keen

Against: Councillor Boon

The Mayor declared the motion **CARRIED**

Councillor Di Troia left the meeting at 6:27pm.

14.3 LOCAL GOVERNMENT ASSOCIATION OF SOUTH AUSTRALIA - 2024 ORDINARY GENERAL MEETING - CALL FOR ITEMS OF BUSINESS

RESOLUTION 2024/10

Moved: Councillor Keen

Seconded: Councillor Mazzeo

“that Council, having considered Item 14.3 – *Local Government Association of South Australia - 2024 Ordinary General Meeting - Call for Items of Business*, dated 29 January 2024, receives and notes the report.”

CARRIED

Councillor Di Troia returned to the meeting at 6:29pm.

Councillors Panella and Bombardieri declared a general conflict in relation to Item 14.4 – *The Plains Community Group - Request of Donation for Public Liability Insurance* on the basis that they are Committee Members.

Councillor Panella left the meeting at 6:31pm.

Councillor Bombardieri left the meeting at 6:31pm.

14.4 THE PLAINS COMMUNITY GROUP - REQUEST OF DONATION FOR PUBLIC LIABILITY INSURANCE

RESOLUTION 2024/11

Moved: Councillor Boon

Seconded: Councillor Strudwicke

“that Council, having considered Item 14.4 – *The Plains Community Group - Request of Donation for Public Liability Insurance*, dated 29 January 2024, receives and notes the report and in doing so does not approve the request to donate \$250.00 to The Plains Community Group for Public Liability Insurance.”

CARRIED

Councillor Paton called for a **division**:

The Mayor declared the vote set aside

In Favour: Councillors Strudwicke, Mazzeo, Boon, Stubing and Di Troia

Against: Councillors Paton and Keen

The Mayor declared the motion **CARRIED**

Councillor Bombardieri returned to the meeting at 6:37pm.

Councillor Panella returned to the meeting at 6:37pm.

15 REPORTS FOR INFORMATION

Councillor Mazzeo left the meeting at 6:38pm.

15.1 COUNCIL RESOLUTIONS - MONTHLY STATUS UPDATE

RESOLUTION 2024/12

Moved: Councillor Boon

Seconded: Councillor Bombardieri

“that Council, having considered Item 15.1 – *Council Resolutions - Monthly Status Update*, dated 29 January 2024, receives and notes the report.”

CARRIED

Councillor Mazzeo returned to the meeting at 6:41pm.

15.2 CHIEF EXECUTIVE OFFICER - CREDIT CARD EXPENDITURE - 1 JULY 2023 TO 31 DECEMBER 2023

RESOLUTION 2024/13

Moved: Councillor Keen

Seconded: Councillor Boon

“that Council, having considered Item 15.2 – *Chief Executive Officer - Credit Card Expenditure - 1 July 2023 to 31 December 2023*, dated 29 January 2024, receives and notes the report.”

CARRIED UNANIMOUSLY

15.3 CHIEF EXECUTIVE OFFICER - KEY PERFORMANCE INDICATOR STATISTICS - QUARTERLY UPDATE

RESOLUTION 2024/14

Moved: Councillor Keen

Seconded: Councillor Boon

“that Council, having considered Item 15.3 – *Chief Executive Officer - Key Performance Indicator Statistics - Quarterly Update*, dated 29 January 2024, receives and notes the report.”

CARRIED UNANIMOUSLY

15.4 AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION - 2024 NATIONAL GENERAL ASSEMBLY

RESOLUTION 2024/15

Moved: Councillor Di Troia

Seconded: Councillor Mazzeo

“that Council, having considered Item 15.4 – *Australian Local Government Association - 2024 National General Assembly*, dated 29 January 2024, receives and notes the report.”

CARRIED UNANIMOUSLY

15.5 CAPITAL WORKS AND OPERATING PROGRAM - MONTHLY UPDATE - JANUARY 2024

RESOLUTION 2024/16

Moved: Councillor Keen

Seconded: Councillor Boon

“that Council, having considered Item 15.5 – *Capital Works and Operating Program - Monthly Update - January 2024*, dated 29 January 2024, receives and notes the report.”

CARRIED UNANIMOUSLY

15.6 LIBRARY AND COMMUNITY QUARTERLY REPORT - OCTOBER TO DECEMBER 2023

RESOLUTION 2024/17

Moved: Councillor Boon

Seconded: Councillor Mazzeo

“that Council, having considered Item 15.6 – *Library and Community Quarterly Report - October to December 2023*, dated 29 January 2024, receives and notes the report.”

CARRIED UNANIMOUSLY

15.7 BUSINESS SUPPORT PROGRAM - BUDGET PROPOSAL

RESOLUTION 2024/18

Moved: Councillor Keen

Seconded: Councillor Stubing

“that Council, having considered Item 15.7 – *Business Support Program - Budget Proposal*, dated 29 January 2024, receives and notes the report.”

CARRIED UNANIMOUSLY

16 QUESTIONS ON NOTICE

Nil

17 QUESTIONS WITHOUT NOTICE

Nil

18 MOTIONS ON NOTICE

Nil

19 MOTIONS WITHOUT NOTICE

Councillor Panella raised a motion concerning a confidential matter that the Mayor refused to accept under section 12(6) of the *Code of Practice–Meeting Procedures* on the grounds it had financial implications for Council, and should be dealt with by way of a written notice of motion.

MOTION

Moved: Councillor Boon

Seconded: Councillor Keen

“that the Chief Executive Officer, on behalf of the Council, write to the Minister for Infrastructure and Transport to underscore the urgency of completing Stage 2 of the Roundabout on the intersection of Mallala and Old Port Wakefield Roads at Two Wells.”

AMENDMENT

Moved: Councillor Strudwicke

“that the words ‘in accordance with the Deed of Agreement’ be inserted.”

The Mayor, with the consent of the mover and seconder, was granted leave of the meeting to vary the motion to read:

AS VARIED

RESOLUTION 2024/19

Moved: Councillor Boon

Seconded: Councillor Keen

“that the Chief Executive Officer, on behalf of the Council, write to the Minister for Infrastructure and Transport to underscore the urgency of completing Stage 2 of the Roundabout on the intersection of Mallala and Old Port Wakefield Roads at Two Wells, in accordance with the Deed of Agreement.”

CARRIED UNANIMOUSLY

20 URGENT BUSINESS

Nil

21 CONFIDENTIAL ITEMS

Nil

22 CLOSURE

There being no further business, the Mayor declared the meeting closed at 7:24pm.

Confirmed as a true record.

Mayor:.....

Date: ____/____/____

MINUTES

of the

Special Council Meeting



Held, pursuant to the provisions of the
Local Government Act 1999, in the

**Council Chamber
Old Port Wakefield Road
Two Wells**

on

Tuesday 20 February 2024 at 12:30pm

The Mayor formally declared the meeting open a 12:32pm.

1 ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges that we meet on the traditional country of the Kurna people of the Adelaide Plains and pays respect to elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land and we acknowledge that they are of continuing importance to the Kurna people living today.

2 ATTENDANCE RECORD

Present:

Mayor Mark Wasley
Deputy Mayor Marcus Strudwicke
Councillor Kay Boon
Councillor Carmine Di Troia
Councillor Terry-Anne Keen
Councillor Dante Mazzeo
Councillor Margherita Panella
Councillor David Paton
Councillor Eddie Stubing

Staff in Attendance:

Chief Executive Officer
Director Infrastructure and Environment
Manager Governance
Executive Assistant to the CEO and Mayor
Governance Administration Officer/Minute Taker

Mr James Miller
Mr Thomas Jones
Ms Rachel Kammermann
Ms Susan Cook
Ms Paige Graham

Apologies:

Councillor Alana Bombardieri

3 DECLARATION OF MEMBERS' INTEREST

Councillors Di Troia, Stubing and Keen declared a material conflict of interest in relation to Item 4.1– *Court of Disputed Returns – Electoral Commission of South Australia – Petitions*, on the basis that they are listed as a respondent in the Court of Disputed Returns proceedings.

Councillors Boon, Panella, Paton, Mazzeo and Strudwicke declared a material conflict of interest in relation to Item 4.1 – *Court of Disputed Returns – Electoral Commission of South Australia – Petitions*, on the basis that the Court of Disputed Returns determination in respect of the petitions has the ability to impact their election.

Councillors Boon, Panella, Paton, Mazzeo and Strudwicke participated in the meeting in accordance with the Ministers approval under section 75C(5)(c) of the *Local Government Act*, dated 16 February 2024.

Councillor Terry-Anne Keen left the meeting at 12:36pm.

Councillor Carmine Di Troia left the meeting at 12:36pm.

Councillor Eddie Stubing left the meeting at 12:36pm.

4 CONFIDENTIAL ITEMS

4.1 COURT OF DISPUTED RETURNS - ELECTORAL COMMISSION OF SOUTH AUSTRALIA - PETITIONS

RESOLUTION 2024/20

Moved: Councillor Boon

Seconded: Councillor Paton

“that:

1. Pursuant to section 90(2) of the *Local Government Act 1999*, Council orders that all members of the public, except:
 - Chief Executive Officer;
 - Director Infrastructure and Environment;
 - Manager Governance;
 - Executive Assistant to the CEO and Mayor;
 - Governance Administration Officer/Minute Taker;
 - Mr Dale Mazzachi of Norman Waterhouse Lawyers;be excluded from attendance at the meeting of Council for Item 4.1 – *Court of Disputed Returns - Electoral Commission of South Australia – Petitions*;
2. Council is satisfied that pursuant to sections 90(3)(h) and 90(3)(i) of the *Local Government Act 1999*, Item 4.1 – *Court of Disputed Returns - Electoral Commission of South Australia – Petitions* concerns information of a confidential nature, being legal advice from Council’s solicitors AND information relating to actual litigation, or litigation that the Council or Council committee believes on reasonable grounds will take place, involving the council or an employee of the Council;
3. Council is satisfied the principle that Council meetings should be conducted in a place open to the public has been outweighed by the need to keep the information, matter and discussion confidential.

CARRIED UNANIMOUSLY

Subject to Commission

RESOLUTION 2024/23**Moved: Councillor Mazzeo****Seconded: Councillor Strudwicke**

“that Council, having considered the matter of Item 4.1 - *Court of Disputed Returns - Electoral Commission of South Australia - Petitions* in confidence under sections 90(2) and 90(3)(h) and 90(3)(i) of the *Local Government Act 1999*, resolves that:

- 1. The agenda, report and all documents tabled at the meeting and minutes pertaining to Item 4.1 - *Court of Disputed Returns - Electoral Commission of South Australia - Petitions*, remain confidential and not available for public inspection until further order of the Council;**
- 2. Pursuant to section 91(9)(a) of the *Local Government Act 1999*, the confidentiality of the matter will be reviewed every 12 months; and**
- 3. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, Council delegates the power to revoke this confidentiality order in whole or part to the Chief Executive Officer.”**

CARRIED UNANIMOUSLY**5 CLOSURE**

There being no further business, the Mayor declared the meeting closed at 1:27pm.

Confirmed as a true record.

Mayor:.....

Date: ____/____/____

4 BUSINESS ARISING

5 DECLARATION OF MEMBERS' INTEREST

6 ADJOURNED BUSINESS

Nil

7 MAYOR'S REPORT

7.1 MAYOR'S REPORT - FEBRUARY 2024

Record Number: D24/7638

Prepared for: Mayor Mark Wasley

Reporting Period - Thursday 25 January 2024 to Wednesday 21 February 2024

Thursday 25 January 2024

Mayor / CEO Meeting – various matters

Friday 26 January 2024

Australia Day Breakfast including Citizen of the Year Awards and Citizenship Ceremony

Monday 29 January 2024

Ordinary Council Meeting

Wednesday 31 January 2024

Visit by Her Excellency the Honourable Frances Adamson AC, Governor of South Australia

Wednesday 31 January 2024

Adelaide Plains Kennel Club - opening of kitchen facilities

LGA Election Review Forum – LGA House

Thursday 1 February 2024

Legatus Group Waste Advisory Committee meeting

Mayor / CEO Meeting – various matters

Monday 5 February 2024

Council Member Workshop – Strategic Plan, 2024/2025 Budget and Civic and Community Hub Investigation

Tuesday 6 February 2024

Mayor / CEO Meeting – various matters

Friday 9 February 2024

Mayor / CEO Meeting – various matters

Monday 12 February 2024

Meeting with Norman Waterhouse Lawyers regarding Court of Disputed Returns

Meeting with Chief Financial Officer – 2024/2025 Budget and LTFP discussion

Mayor / CEO Meeting – LFA update

Audit and Risk Committee Meeting

Confidential Council Member Briefing – Court of Disputed Returns

Council Member Workshop - Two Wells Oval Masterplan

Tuesday 13 February 2024

Bus Tour – various locations

Wednesday 14 February 2024

Presentation to Executive Management Team Meeting

Thursday 15 February 2024

Xavier College, Gawler Belt Campus – A Special Launch Event

Friday 16 February 2024

Mayor / CEO meeting with Legatus Chair and CEO – Court of Disputed Returns Advocacy

Tuesday 20 February 2024

Special Council Meeting – Court of Disputed Returns

Wednesday 21 February 2024

Summer Reading Club Party and Certificate Presentation

RECOMMENDATION

“that Council, having considered Item 7.1 – *Mayor’s Report*, dated 26 February 2024, receives and notes the report.”

8 REQUESTED DOCUMENTS/CORRESPONDENCE TO BE TABLED

9 DEPUTATIONS

9.1 DEPUTATION - SPORTING CAR CLUB OF SOUTH AUSTRALIA INC - MALLALA STREET PARTY, FRIDAY 26 APRIL 2024

Record Number: D24/5693

Author: Governance Administration Officer

Authoriser: Manager Governance

Attachments: 1. Deputation Request Form - Sporting Car Club of South Australia Inc [!\[\]\(aa2545022aef75b49485a583e359a0ff_img.jpg\) !\[\]\(7a27b5eeeac46afc25edbe5efc49d846_img.jpg\)](#)



DEPUTATION REQUEST FORM

Please complete this request and return to the principal office of Adelaide Plains Council **five (5) clear days*** before the date of the Council meeting at which you wish to appear.

Please note that the calculation of 'clear days' does not take into account the day on which the request is received or the day of the meeting. For example, in relation to a meeting scheduled on a Monday, the deputation request form must be submitted **by 5pm on the Tuesday prior**

To: **Chief Executive Officer**

DETAILS

I/We hereby request to be heard at the next meeting of Council on 26 /02 /2024

Surname:	Cosic		
Given Name(s):	Ziggy		
Address:			
	Suburb		P/Code

Postal Address:		
(if different from above)	Suburb	P/Code

Contact Number:	Home	Work
	Mobile	

Email Address:

I will be speaking on my own behalf ☒ Yes

or

As the spokesperson of a group of persons ☒ Yes

Name/Details of Person or Group Representing: (if applicable)	Manager of Sporting Car Club of SA
--	------------------------------------

If you have a set of Rules by which the group is governed, please provide a copy of these.

TOPIC OR ISSUE

The topic or issue I wish to speak about is: *(please give sufficient details of the matter to enable consideration of your request for a deputation)*

Mallala Street Party, Friday 26th April 2024.

The Sporting Car Club of SA is arranging the Street Party again this year as part of the All Historic Mallala event from 26-28 April 2024 at Mallala Motorsport Park.

After the successful event last year which by many conservative estimates attracted over 500 people to the event. The club is planning to build on the event this year and make it a bigger, better and enjoyable event for the community and become an annual event to coincide with All Historic Mallala.

To make the event successful it requires cooperation and assistance of the Council, club and local community. Sporting Car Club of SA contribution to last years event;

1. Arranged cars for parade and display at St Party including funding the permits required for the cars from the Dept of Infrastructure and Transport.
2. Arranged and paid for band for the St Party.
3. Arranged light tower for St party.
4. Arranged publicity, posters, letter box drops.
5. Liased with local businesses about event and participation.
6. Arranged local community organisations for stalls at St party.
7. Assisted with marshalling at the St party.
8. Arranged SA Police to provide escort for cars to St party.

Adelaide Plains Council contribution to last years event;

1. Arranged traffic control for St party.
2. Local publicity for event via council channels.

2024 event request assistance from council;

1. Traffic control.
2. Lighting.
3. Ammenities (toilets, bins).

2024 Sport Car Club of SA contrubtion

1. Arrange cars for St party and DIT permits.
2. Entertainment for St party.
3. Publicity for event: banners, flyers, posters etc.
4. Arrange stall holders and vendors for St party from local community prefable.
5. Marshalls for St party.
6. Arrange police escort for cars in parade.

It is strongly encouraged that Council's administration receives a copy of any notes or other relevant information regarding your Deputation Request.

GUIDELINES

Adelaide Plains Council - PO Box 18, MALLALA SA 5502
Website: www.apc.sa.gov.au Email: info@apc.sa.gov.au

Please note the following guidelines:

- a. You will be allocated up to 10 minutes to speak. You do not need to use the whole 10 minutes.
- b. Your presentation will be limited to the topic or issue which you have nominated above.
- c. If you wish to use digital media for your presentation you have the following options to ensure a smooth meeting:

Option 1: Leave your PowerPoint presentation at the Council Office to be scanned before loading to Council's network ready for presentation ☒ Yes ☐ No

Option 2: Email (*please note - files are not to exceed 10mb*) ☒ Yes ☐ No

Option 3: Connect straight from your tablet/laptop to the projector ☒ Yes ☐ No

- d. After your presentation, be prepared to respond to any questions the Council Members may have of you.
- e. You should be aware that Council meetings are open to the public. There is unlikely to be any legal protection or other privilege in relation to any statements that you may make in this forum. This means that anything you say would be subject to the normal laws of defamation. Consequently, you should take care in how you make your address.
- f. **If you are seeking funding from Council, please be aware that this needs to occur through Council's budget and forward planning processes and can only be achieved through a resolution of Council at a formal meeting.**

DECLARATION

I have read and understood the Deputation Guidelines and Information Sheet, and agree to abide by them.

Name: Ziggy Cosic

(In full – Please Print)

Signature: _____

Date: 31/01/24

Once completed, please return to the Adelaide Plains Council, either in person, by post, facsimile or email (info@apc.sa.gov.au)

DEPUTATION INFORMATION SHEET

1. Speaking to Council

There is the ability, in many cases for an individual (or group) to appear before a Council in order to address the Council on a particular matter of concern to either themselves or a group of people whom they represent. This is called a Deputation. You can apply to do so by following the procedures set out below and completing the Deputation Request Form.

This Form can be obtained from:-

Principal Office: Adelaide Plains Council, 2a Wasleys Road, Mallala

Sub Office: Two Wells Service Centre, Old Port Wakefield Road, Two Wells

Telephone: (08) 8527 0200

Facsimile: (08) 8527 2242

Email: info@apc.sa.gov.au or

Website: www.apc.sa.gov.au

Further information on the process can be found in Council's document 'Code of Practice for Meeting Procedures'.

2. Making a Request

You can make a request for a deputation by filling in all details on the Deputation Request Form and lodging that Form with Council's Chief Executive Officer via the principal office at least five (5) clear days before the meeting at which you nominate to speak.

Please note that the calculation of 'clear days' does not take into account the day on which the request is received or the day of the meeting. For example, in relation to a meeting scheduled on a Monday, the deputation request form must be submitted **by 5pm on the Tuesday prior**

You are required to provide sufficient information on the Deputation Request Form regarding the issue, keeping details clear in stating the topic and how this is relevant to matters to which Council has responsibility.

3. What will happen to your request once you give it to the Council?

Once the completed Deputation Request Form has been received, it is entered into Council's records system and provided to the Chief Executive Officer and the Presiding Member.

4. How will I know when my request is going to be heard by Council?

The Presiding Member will confer with the Chief Executive Officer and advise him/her whether or not the deputation is allowed. You will be contacted by a member of staff to advise if the request to address Council has been approved and to confirm the date, day, time and location of the relevant meeting.

The decision whether to allow a deputation is made by the Presiding Member in accordance with the *Local Government (Procedures at Meetings) Regulations 2013* and Council's *Code of Practice – Meeting Procedures*.

If a deputation request is refused, the Presiding Member will report that decision at the next Council meeting. The Council (or Council Committee) may allow a deputation despite a contrary ruling by the Presiding Member.

Clause 11 of Council's *Code of Practice – Meeting Procedures* is provided for below. The full document is available on Council's website.

Clause 11 – Deputations

- (1) *A person or persons wishing to appear as a deputation at a meeting must deliver (to the principal office of the Council) a written request to the council **five (5) clear days before the date of the meeting at which the person(s) wishes to appear.***
 - (a) ***If the matter relates to an item of business on the Agenda, the written request may be received at the principal office of the Council up until 5.00pm on the day of the meeting.***
- (2) *The CEO must transmit a request received under sub-clause (1) to the Presiding Member.*
- (3) *The Presiding Member may refuse to allow the deputation to appear at a meeting **or may offer those requesting a deputation the opportunity to appear at a relevant Committee (as per sub-clause (7)).***
- (4) *The CEO must take reasonable steps to ensure that the person or persons who requested a deputation are informed of the outcome of the request.*
- (5) *If the Presiding Member refuses to allow a deputation to appear at a meeting, the Presiding Member must report the decision to the next meeting of the Council or Council committee (as the case may be).*
- (6) *The Council or Council committee may resolve to allow a deputation to appear despite a contrary ruling by the Presiding Member.*
- (7) *A council may refer the hearing of a deputation to a council committee.*
- (8) ***A person or persons appearing as a deputation will be allowed to speak on an issue for a maximum of ten (10) minutes. The Presiding Member may allow for additional time or speakers.***

5. At the Meeting

Once you have received confirmation of the time and date of the deputation you are ready to attend the Council/Committee meeting.

At the appropriate time during the meeting you will be invited by the Presiding Member to come forward and make your deputation on the topic or issues which you have nominated.

You will be asked to state your name and topic(s) to discuss, which will be recorded in the minutes, and you will be given 10 minutes speaking time. At the completion of your address, the Presiding Member may invite members of Council to ask you questions in relation to your deputation.

You will be expected to conduct yourself in an orderly and respectful manner and to be mindful of the level of formality appropriate to the meeting. During the meeting you will be expected to address Council Members by the titles of the offices that they hold (i.e. the Presiding Member is to be addressed as "Mayor" and the Elected Members as "Councillor").

Please refrain from making defamatory or derogatory comments. Council meetings are open to the general public and there are no privileges protecting you in relation to defamation.

You may find it helpful to prepare brief notes of the matters upon which you wish to speak to the Council and use those notes when you address the meeting. It is often helpful if you can supply a copy of those notes to Council following your deputation.

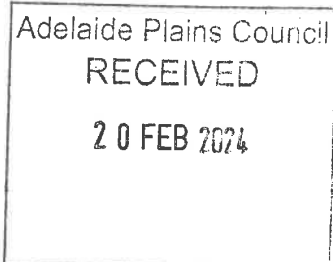
9.2 DEPUTATION - MICHEAL TENNANT

Record Number: D24/8884

Author: Governance Administration Officer

Authoriser: Manager Governance

Attachments: 1. Deputation Request Form - Micheal Tennant [!\[\]\(3f1d9e9f6bcc0837db71d34c7a09f75d_img.jpg\)](#) 



DEPUTATION REQUEST FORM

Please complete this request and return to the principal office of Adelaide Plains Council **five (5) clear days*** before the date of the Council meeting at which you wish to appear.

Please note that the calculation of 'clear days' does not take into account the day on which the request is received or the day of the meeting. For example, in relation to a meeting scheduled on a Monday, the deputation request form must be submitted by 5pm on the Tuesday prior

To: Chief Executive Officer

DETAILS

I/We hereby request to be heard at the next meeting of Council on 26 / 02 / 20 24.

Surname:	<u>TENNANT</u>		
Given Name(s):	<u>Michael. (mick)</u>		
Address:	S		P/Code <u>5501</u>
Postal Address: (if different from above)	S		P/Code <u>5501</u>
Contact Number:	Home	Work	
	Mobile		
Email Address:	<u>NIL.</u>		
I will be speaking on my own behalf		<input checked="" type="checkbox"/> Yes	
or			
As the spokesperson of a group of persons		<input type="checkbox"/> Yes	
Name/Details of Person or Group Representing: (if applicable)			
If you have a set of Rules by which the group is governed, please provide a copy of these.			
TOPIC OR ISSUE			

The topic or issue I wish to speak about is: *(please give sufficient details of the matter to enable consideration of your request for a deputation)*

Doq Leg (WILLIAMS RD)

Lack of roadside maintenance.

It is strongly encouraged that Council's administration receives a copy of any notes or other relevant information regarding your Deputation Request.

GUIDELINES

Adelaide Plains Council - PO Box 18, MALLALA SA 5502
Website: www.apc.sa.gov.au Email: info@apc.sa.gov.au
Ph: (08) 8527 0200 Fax: (08) 8527 2242

Please note the following guidelines:

- a. You will be allocated up to 10 minutes to speak. You do not need to use the whole 10 minutes.
- b. Your presentation will be limited to the topic or issue which you have nominated above.
- c. If you wish to use digital media for your presentation you have the following options to ensure a smooth meeting:

Option 1: Leave your PowerPoint presentation at the Council Office to be scanned before loading to Council's network ready for presentation ☐ Yes ☒ No

Option 2: Email (*please note - files are not to exceed 10mb*) ☒ Yes ☒ No

Option 3: Connect straight from your tablet/laptop to the projector ☒ Yes ☒ No

- d. After your presentation, be prepared to respond to any questions the Council Members may have of you.
- e. You should be aware that Council meetings are open to the public. There is unlikely to be any legal protection or other privilege in relation to any statements that you may make in this forum. This means that anything you say would be subject to the normal laws of defamation. Consequently, you should take care in how you make your address.
- f. **If you are seeking funding from Council, please be aware that this needs to occur through Council's budget and forward planning processes and can only be achieved through a resolution of Council at a formal meeting.**

DECLARATION

I have read and understood the Deputation Guidelines and Information Sheet, and agree to abide by them.

Name: Michael Tennant.
(In full – Please Print)

Signature: _____ Date: 20/02/24.

Once completed, please return to the Adelaide Plains Council, either in person, by post, facsimile or email (info@apc.sa.gov.au)

DEPUTATION INFORMATION SHEET

1. Speaking to Council

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Email: info@apc.sa.gov.au or

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4. How will I know when my request is going to be heard by Council?

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The decision whether to allow a deputation is made by the Presiding Member in accordance with the *Local Government (Procedures at Meetings) Regulations 2013* and Council's *Code of Practice – Meeting Procedures*.

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 - (a) ***If the matter relates to an item of business on the Agenda, the written request may be received at the principal office of the Council up until 5.00pm on the day of the meeting.***
- (2) *The CEO must transmit a request received under sub-clause (1) to the Presiding Member.*
- (3) *The Presiding Member may refuse to allow the deputation to appear at a meeting **or may offer those requesting a deputation the opportunity to appear at a relevant Committee (as per sub-clause (7)).***
- (4) *The CEO must take reasonable steps to ensure that the person or persons who requested a deputation are informed of the outcome of the request.*
- (5) *If the Presiding Member refuses to allow a deputation to appear at a meeting, the Presiding Member must report the decision to the next meeting of the Council or Council committee (as the case may be).*
- (6) *The Council or Council committee may resolve to allow a deputation to appear despite a contrary ruling by the Presiding Member.*
- (7) *A council may refer the hearing of a deputation to a council committee.*
- (8) ***A person or persons appearing as a deputation will be allowed to speak on an issue for a maximum of ten (10) minutes. The Presiding Member may allow for additional time or speakers.***

5. At the Meeting

Once you have received confirmation of the time and date of the deputation you are ready to attend the Council/Committee meeting.

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You will be asked to state your name and topic(s) to discuss, which will be recorded in the minutes, and you will be given 10 minutes speaking time. At the completion of your address, the Presiding Member may invite members of Council to ask you questions in relation to your deputation.

You will be expected to conduct yourself in an orderly and respectful manner and to be mindful of the level of formality appropriate to the meeting. During the meeting you will be expected to address Council Members by the titles of the offices that they hold (i.e. the Presiding Member is to be addressed as "Mayor" and the Elected Members as "Councillor").

Please refrain from making defamatory or derogatory comments. Council meetings are open to the general public and there are no privileges protecting you in relation to defamation.

You may find it helpful to prepare brief notes of the matters upon which you wish to speak to the Council and use those notes when you address the meeting. It is often helpful if you can supply a copy of those notes to Council following your deputation.

10 PRESENTATIONS/BRIEFINGS

Nil

11 PETITIONS

Nil

12 COMMITTEE MEETING MINUTES

12.1 MINUTES OF THE ADELAIDE PLAINS COUNCIL HISTORICAL COMMITTEE MEETING HELD 1 FEBRUARY 2024

Record Number: D24/5827

Author: Manager Library and Community

Authoriser: Director Development and Community

Attachments: 1. Draft Minutes - Historical Committee - 1 February 2024

OVERVIEW

Five members attended the 1 February 2024 Adelaide Plains Council Historical Committee (APCHC) held at the Museum's School Room. After a two-month break, Members discussed and agreed upon their priorities for the next few months. Once again, the Mallala Museum has registered to participate in the State's History Month program. The newly enclosed Agricultural Shed will be showcased under the themed banner of "Sowing and reaping". The Shed's equipment needs to be reconfigured and labelled so visitors can see equipment dealing with the initial sowing of seeds to the final reaping in its logical order.

The Museum's Storage Shed needs to be decluttered and surplus furniture and displays will be removed from the premises, before the shed can be lined and the remaining usable items can be safely stored away.

Committee Members Deputy Mayor Strudwicke (Chairperson), Mrs Christine Young and Ms Laura Parsons were the welcoming party when the Governor of South Australia visited the Mallala Museum, as part of her tour around the Council District. She had a whirlwind tour on Tuesday 30 January 2024, around the Museum's various exhibitions and spent time viewing the Margaret Tiller Gallery (upstairs, located in the Flour Mill building) and the Agricultural Shed.

RECOMMENDATION

"that Council receives and notes the minutes of the Adelaide Plains Council Historical Committee Meeting held 1 February 2024."

MINUTES

of the

Adelaide Plains Council Historical Committee Meeting



Held, pursuant to the provisions of the
Local Government Act 1999, in the

**Mallala Museum
1 Dublin Road
Mallala**

on

Thursday 1 February 2024 at 11:00am

The Chairperson formally declared the meeting open at 11.03 am.

1 ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges that we meet on the traditional country of the Kurna people of the Adelaide Plains and pays respect to elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land and we acknowledge that they are of continuing importance to the Kurna people living today.

2 ATTENDANCE RECORD

PRESENT: Cr M Strudwicke (Deputy Mayor)

Mr P Angus

Mr R Bevan

Ms L Parsons

Mrs C Young

IN ATTENDANCE: Ms A Sawtell, Manager Library and Community

APOLOGIES: Mr V Chenoweth

Mr Jim Franks

Mr G Tucker

3 MINUTES

3.1 CONFIRMATION OF MINUTES - ADELAIDE PLAINS COUNCIL HISTORICAL COMMITTEE MEETING - 2 NOVEMBER 2023

COMMITTEE RESOLUTION 2024/1

Moved: Mr P Angus

Seconded: Mr R Bevan

"that the minutes of the Adelaide Plains Council Historical Committee Meeting held on 2 November 2023 be confirmed."

CARRIED

4 BUSINESS ARISING

Nil

5 DECLARATION OF MEMBERS' INTEREST

Nil

6 REPORTS FOR INFORMATION**6.1 RESOLUTIONS ACTION REPORT - JANUARY 2024****COMMITTEE RESOLUTION 2024/2****Moved: Mrs C Young****Seconded: Mr P Angus**

“that the Adelaide Plains Council Historical Committee, having considered Item 6.1 – Resolutions Action Report - January 2024, dated 1 February 2024, receives and notes the Report.”

CARRIED**6.2 MONTHLY FINANCIAL REPORT - JANUARY 2024****COMMITTEE RESOLUTION 2024/3****Moved: Mr R Bevan****Seconded: Mrs C Young**

“that the Adelaide Plains Council Historical Committee, having considered Item 6.2 – Monthly Financial Report - January 2024, dated 1 February 2024, receives and notes the Report.”

CARRIED**6.3 MONTHLY CORRESPONDENCE, SCHOOL AND GROUP VISITS REPORT - JANUARY 2024****COMMITTEE RESOLUTION 2024/4****Moved: Ms L Parsons****Seconded: Mr P Angus**

“that the Adelaide Plains Council Historical Committee having considered Item 6.3 – Monthly Correspondence, School and Group Visits Report - January 2024, dated 1 February 2024, receives and notes the Report.”

CARRIED**7 QUESTIONS WITHOUT NOTICE**

Nil

8 MOTIONS WITHOUT NOTICE

Nil

9 URGENT BUSINESS

Nil

Adelaide Plains Council Historical Committee Meeting Minutes

1 February 2024

10 NEXT MEETING

7 March 2024

11 CLOSURE

There being no further business, the Chairperson declared the meeting closed at 11.55 am.

Confirmed as a true record.

Chairperson:.....

Date: ____/____/____

12.2 MINUTES OF THE AUDIT & RISK COMMITTEE MEETING HELD 12 FEBRUARY 2024**Record Number:** D24/8150**Prepared For:** Audit & Risk Committee - Chairperson**Authoriser:** Chief Financial Officer**Attachments:** 1. Draft - Audit & Risk Committee Meeting Minutes - 12 February 2024 [↓](#)
**OVERVIEW**

The purpose of this report is to:

- provide Council Members with a report summarising the work of the Audit & Risk Committee (the Committee) for the period 30 November 2023 to 12 February 2024; and
- facilitate the receiving and noting of the draft minutes from the Committee meeting held 12 February 2024 (**Attachment 1**) and seek Council's endorsement of the recommendations from the Committee to the Council.
- A summary of the items for Council consideration are noted below:
 - Item 6.1 - 2024/2025 Annual Business Plan, Budget and 2025-2034 Long Term Financial Plan Development Framework (included as a separate decision report under Agenda); and
 - Item 6.2 - Update on Audit & Risk Committee Annual Works Program 2023/2024.

RECOMMENDATION 1

"that Council receives and notes the minutes of the Audit & Risk Committee Meeting held 12 February 2024."

RECOMMENDATION 2

"that Council, having considered Item 12.2 – *Minutes of the Audit & Risk Committee Meeting held 12 February 2024*, dated 26 February 2024, receives and notes the report, and in doing so endorses resolution 2024/004 of the Audit & Risk Committee and in doing so acknowledges the progress made to complete the activities identified for the Audit & Risk Committee during the 2023/2024 Financial Year."

Background

With the commencement of section 126(8) of the *Local Government Act 1999* (the Act), effective from 30 November 2023, the Committee must:

"(8) ...

- a) *provide a report to the council after each meeting summarising the work of the committee during the period preceding the meeting and the outcomes of the meeting; and*
- b) *provide an annual report to the council on the work of the committee during the period to which the report relates."*

Accordingly, this report covers the work of the Committee for the period 30 November 2023 to 12 February 2024, and the outcomes of the meeting held 12 February 2024.

Discussion

Work of the Committee preceding meeting on 12 February 2024:

- 16 January 2024: CEO/Chairperson meeting – discussing Council strategic activities for 2024

Outcomes of Committee meeting held 12 February 2024:

Decision Reports

- 2024/2025 Annual Business Plan, Budget and 2025-2034 Long Term Financial Plan Development Framework:
 - the status of overdue rates and the steps that the council has taken to manage overdue rates;
 - the committee requested information on development growth and subdivision growth;
 - the committee requested clarification on future rates rises factored in the LTFP. Council management clarified that 4% increase in rates income from existing ratepayers and further 2.75% increase of rates income from development/growth have been assumed in the LTFP;
 - how carried forward projects are accounted for in the annual budget;

The committee also requested following changes to the report:

- Under table 1, insert a note that 2 new FTE's and the cost of other operating projects are not reflected in the proposed increases to the employee costs and the material contract and other expenses in the long-term financial plan;
- Update on Audit & Risk Committee Annual Works Program 2023/2024:

The committee discussed the progress update of the annual works program and inserted 2 additions to the works program with regard to:

 - CEO annual report on Council's internal financial controls; and
 - the report to the Council after each audit and risk Committee meeting;

Information Reports

- Update - Council Policies
 - Request regular update to future Committee meetings on the status of overdue policies;
- Committee Resolutions
 - The committee requested a progress update to the next meeting from the LGA CEO forum with regard to the credit card and travel expenditure guidelines being developed for the LGA sector;
- Financial Performance for the Period July-December 2023
 - The committee requested to look in to the possibility of converting some of the variable rate loans to fixed rate loans to save interest expense based on future funding requirements of the Council;

- Procurement Policy - Exemptions 2023/2024
 - The committee requested additional information to be provided to future meetings showing how the Council ensured value for money when undertaking procurement exemptions.

Conclusion

This report covers the work of the Committee for the period 30 November 2023 to 12 February 2024, and the outcomes of the meeting held 12 February 2024.

References

Legislation

Local Government Act 1999

Council Policies/Plans

Audit and Risk Committee Works Program 2023-2024

MINUTES

of the

Audit & Risk Committee Meeting



Held, pursuant to the provisions of the
Local Government Act 1999, in the

**Council Chamber
Redbanks Road
Mallala**

on

Monday 12 February 2024 at 3:30pm

The Chairperson formally declared the meeting open at 3:30pm.

1 ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges that we meet on the traditional country of the Kurna people of the Adelaide Plains and pays respect to elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land and we acknowledge that they are of continuing importance to the Kurna people living today.

2 ATTENDANCE RECORD

2.1 Present

Mr Alan Rushbrook (Chairperson)

Mr Peter Fairlie-Jones (Independent Member) *(entered the meeting at 3:32pm)*

Mr Peter Scargill (Independent Member)

Deputy Mayor Marcus Strudwicke

Mayor Mark Wasley

Also in Attendance

Chief Executive Officer

Mr James Miller

Chief Financial Officer

Mr Rajith Udugampola

Acting Director Corporate Services

Ms Amy Fagan

Director Development & Community

Mr Michael Ravno

Director Infrastructure & Environment

Mr Thomas Jones

Manager Governance

Ms Rachel Kammermann

Accountant

Ms Carmel Vandermolen

Procurement Advisor

Ms Claire Victor

Executive Assistant to the Mayor & Chief Executive Officer

Ms Susan Cook

Governance Administration Officer (Minute Taker)

Ms Paige Graham

2.2 Apologies

Nil

Audit & Risk Committee Meeting Minutes

12 February 2024

3 MINUTES**3.1 CONFIRMATION OF MINUTES - AUDIT COMMITTEE MEETING - 13 NOVEMBER 2023****COMMITTEE RESOLUTION 2024/1****Moved:** Deputy Mayor Strudwicke**Seconded:** Mayor Wasley**"that the minutes of Audit Committee Meeting held on 13 November 2023 be confirmed."****CARRIED****3.2 CONFIRMATION OF MINUTES - SPECIAL AUDIT COMMITTEE MEETING - 13 NOVEMBER 2023****COMMITTEE RESOLUTION 2024/2****Moved:** Deputy Mayor Strudwicke**Seconded:** Mayor Wasley**"that the minutes of Special Audit Committee Meeting held on 13 November 2023 be confirmed."****CARRIED**

Mr Fairlie-Jones entered the meeting at 3:32pm.

4 BUSINESS ARISING

Nil

5 DECLARATION OF MEMBERS' INTEREST

Nil

6 REPORTS FOR DECISION**6.1 2024/2025 ANNUAL BUSINESS PLAN, BUDGET AND 2025-2034 LONG TERM FINANCIAL PLAN DEVELOPMENT FRAMEWORK****COMMITTEE RESOLUTION 2024/3****Moved:** Mayor Wasley**Seconded:** Mr Fairlie-Jones**"that the Audit & Risk Committee, having considered Item 6.1 – 2024/2025 Annual Business Plan, Budget and 2025-2034 Long Term Financial Plan Development Framework, dated 12 February 2024, receives and notes the report and in doing so recommends that Council:**

- 1. endorse the budget parameters and assumptions set out in Table 1 of this Report for the purpose of preparing the draft 2024/2025 Annual Business Plan, Budget and 2025-2034 Long Term Financial Plan; and**
- 2. endorse the schedule set out in Table 2 of this report as the process to be undertaken in the preparation of the 2024/2025 Annual Business Plan, Budget and 2025-2034 Long Term Financial Plan, subject to any date changes the Chief Executive Officer determines necessary."**

CARRIED

6.2 UPDATE ON AUDIT & RISK COMMITTEE ANNUAL WORKS PROGRAM 2023/2024**COMMITTEE RESOLUTION 2024/4****Moved: Mr Scargill****Seconded: Mr Fairlie-Jones**

"that the Audit & Risk Committee, having considered Item 6.2 – *Update on Audit & Risk Committee Annual Works Program 2023/2024*, dated 12 February 2024;

- 1. receives and notes the report;**
- 2. Instructs the CEO to add the following additional items to the Audit & Risk Committee Annual Works Program 2023/2024:**
 - (a) include a review of the annual report by the CEO as required by section 126(4)(g)(ii) of the *Local Government Act 1999* in relation to the policies and process adopted by Council to evaluate the effectiveness of its internal control practices and procedures; and**
 - (b) include a report after each meeting by the Chairperson summarising the work of the Audit & Risk Committee during the period preceding meeting and outcomes of the meeting as required by section 126(8)(a) of the *Local Government Act 1999*;**
- 3. And recommends Council acknowledge the progress made to complete the activities identified for Audit & Risk Committee during 2023/2024 Financial Year."**

CARRIED**7 REPORTS FOR INFORMATION****7.1 UPDATE - COUNCIL POLICIES****COMMITTEE RESOLUTION 2024/5****Moved: Deputy Mayor Strudwicke****Seconded: Mayor Wasley**

"that the Audit & Risk Committee, having considered Item 7.1 – *Update - Council Policies* , dated 12 February 2024, receives and notes the report."

CARRIED**7.2 COMMITTEE RESOLUTIONS****COMMITTEE RESOLUTION 2024/6****Moved: Deputy Mayor Strudwicke****Seconded: Mayor Wasley**

"that the Audit & Risk Committee, having considered Item 7.2 – *Committee Resolutions* , dated 12 February 2024, receives and notes the report."

CARRIED

Audit & Risk Committee Meeting Minutes

12 February 2024

7.3 CHIEF EXECUTIVE OFFICER - CREDIT CARD EXPENDITURE - 1 JULY 2023 TO 31 DECEMBER 2023**COMMITTEE RESOLUTION 2024/7****Moved:** Mayor Wasley**Seconded:** Mr Fairlie-Jones

"that the Audit & Risk Committee, having considered Item 7.3 – Chief Executive Officer - Credit Card Expenditure - 1 July 2023 to 31 December 2023, dated 12 February 2024, receives and notes the report."

CARRIED**7.4 FINANCIAL PERFORMANCE FOR THE PERIOD JULY-DECEMBER 2023****COMMITTEE RESOLUTION 2024/8****Moved:** Mayor Wasley**Seconded:** Deputy Mayor Strudwicke

"that the Audit & Risk Committee, having considered Item 7.4 – Financial Performance For the Period July-December 2023, dated 12 February 2024, receives and notes the report."

CARRIED**7.5 PROCUREMENT POLICY - EXEMPTIONS 2023/2024****COMMITTEE RESOLUTION 2024/9****Moved:** Deputy Mayor Strudwicke**Seconded:** Mr Scargill

"that the Audit & Risk Committee, having considered Item 7.5 – Procurement Policy - Exemptions 2023/2024, dated 12 February 2024, receives and notes the report."

CARRIED**8 QUESTIONS WITHOUT NOTICE**

Nil

9 MOTIONS WITHOUT NOTICE**COMMITTEE RESOLUTION 2024/10****Moved:** Mr Rushbrook**Seconded:** Mr Fairlie-Jones

"that the Audit & Risk Committee acknowledge and thank Councillor Margherita Panella for her contribution to the Committee and her years of service."

CARRIED**10 URGENT BUSINESS**

Nil

Audit & Risk Committee Meeting Minutes12 February 2024

11 NEXT MEETING

Tuesday, 16 April 2024 at 4:30pm.

12 CLOSURE

There being no further business, the Chairperson declared the meeting closed at 4:45pm.

Confirmed as a true record.

Chairperson:.....

Date: ____/____/____

Subject to Confirmation

13 SUBSIDIARY MEETINGS

13.1 GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY - MINUTES OF BOARD MEETING - 15 FEBRUARY 2024

Record Number: D24/7639

Author: Executive Assistant to the Chief Executive Officer and Mayor

Authoriser: Chief Executive Officer

Attachments: 1. Gawler River Floodplain Management Authority - Draft Minutes - Board Meeting - 15 February 2024 [!\[\]\(1cdebd41c460a75b13440a36e964cfb7_img.jpg\) !\[\]\(96e8867e27ba35d65ab4ad782eb888d1_img.jpg\)](#)

OVERVIEW

The purpose of this report is for Council to receive and note the draft minutes of the Gawler River Floodplain Management Authority Board Meeting held on 15 February 2024.

RECOMMENDATION

“that Council, receives and notes the minutes of the Gawler River Floodplain Management Authority Board Meeting held on 15 February 2024.”

MINUTES

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY BOARD

9:45am Thursday 16 February 2024
Light Regional Council – 93 Main Street, Kapunda SA

1. Meeting of the Board

1.1 Welcome by the GRFMA Chairperson

Mr Ian Baldwin formally welcomed Board Members, Deputy Board Members, Observers and the Executive Officer and opened the 147th meeting of the Board.

1.2 Present

- Mr Ian Baldwin, Independent Board Member, Chair
- Cr Terry-Anne Keen, Adelaide Plains Council, Board Member
- Mr James Miller, Adelaide Plains Council, Board Member
- Cr Dante Mazzeo, Adelaide Plains Council, Deputy Board Member
- Mr Ashley Curtis, Adelaide Hills Council, Board Member
- Ms Natalie Armstrong, Adelaide Hills Council, Deputy Board Member
- Cr Bruce Preece, The Barossa Council, Board Member
- Mr Jake McVicar, The Barossa Council, Board Member
- Cr Paul Koch, Town of Gawler, Board Member
- Ms Whendee Young, Town of Gawler, Board Member
- Mr Richard Dodson, Light Regional Council, Board Member
- Mr Greg Pattinson, City of Playford, Board Member
- Mr David Hitchcock, Executive Officer

1.3 Apologies

- Cr Malcolm Herrmann, Adelaide Hills Council, Board Member
- Cr Brian Sambell, Town of Gawler, Deputy Board Member
- Cr Michael Phillips-Ryder, Light Regional Council, Board Member

1.4 Appointment of Observers

GRB 1/24 Observers
Moved: Cr Terry-Anne Keen
Seconded: Mr James Miller

*That Cr Dante Mazzeo, Adelaide Plains Council, Deputy Board Member
be appointed as Observer.*

CARRIED UNANIMOUSLY

1.5 Declarations of Interest

Mr Greg Pattinson advised a material conflict of interest for item 6.2 Committee Members Term of Appointment and confirmed he will not be present for the item.

2. Confirmation of Minutes**2.1 GRFMA Ordinary Meeting Minutes**

GB 2/24 **GRFMA Ordinary Meeting Minutes**
Moved: Cr Bruce Preece
Seconded: Mr Greg Pattinson

That the Minutes of the Gawler River Floodplain Management Authority Board meeting held on 14/12/2023 be confirmed as a true and accurate record of the meeting.

CARRIED UNANIMOUSLY

2.2 GRFMA Confidential Meeting Minutes

GB 3/24 **GRFMA Confidential Meeting Minutes**
Moved: Cr Bruce Preece
Seconded: Mr Richard Dodson

That the Minutes of the Confidential Gawler River Floodplain Management Authority Board meeting held on 14/12/2023 be confirmed as a true and accurate record of the meeting.

CARRIED UNANIMOUSLY

2.3 Actions on Previous Resolutions

The Board noted the actions with the following verbal updates:

- Motion 80/23: Reappointment of Auditor – written advice has been received from the auditors that they are pleased to resubmit an offer this year + 3.5% or CPI whichever is higher. The audit for the previous financial year was at a cost of \$5,085 and this year it is quoted at \$5,630. The Audit Committee has agreed to reappoint the auditors under the terms they have provided.
- Motion 112/23: Rental of Kemp Road Kingsford – discussions with staff at Light Regional Council are progressing. Access on the other side of the river, The Barossa Council, is worth a conversation to restrict the access subject to the landowners being comfortable.

2.4 Matters Arising from the Minutes

Nil

3. Questions on Notice

Nil

4. Motions on Notice

Nil

5. Presentations

Nil

6. Audit Committee**6.1 Audit and Risk Committee Meeting Minutes**

GB 4/24 Audit and Risk Committee Meeting Minutes
Moved: Cr Terry-Anne Keen
Seconded: Cr Bruce Preece

That the GRFMA receives the minutes of the Gawler River Floodplain Management Authority Audit and Risk Committee meeting held on 5/02/2024.

CARRIED UNANIMOUSLY

6.2 Committee Members Term of Appointment

9:56am Mr Greg Pattinson left the meeting.

GB 5/24 Committee Members Term of Appointment
Moved: Cr Terry-Anne Keen
Seconded: Cr Bruce Preece

That the Committee Members to the GRFMA Audit and Risk Committee be reappointed for a further two years from 1 July 2024 until 30 June 2026:

- 1. Mr Peter Brass, Independent Member and Chair*
- 2. Cr Malcolm Herrmann, Adelaide Hills Council*
- 3. Mr Greg Pattinson, City of Playford*

CARRIED UNANIMOUSLY

10:01am Mr Greg Pattinson returned to the meeting.

7. Technical Assessment Panel

Nil

8. Reports**8.1 Gawler River Flood Mitigation Business Case**

GB 6/24 Gawler River Flood Mitigation Business Case
Moved: Mr James Miller
Seconded: Cr Terry-Anne Keen

That the GRFMA Board receives the report.

CARRIED UNANIMOUSLY

GB 7/24 Gawler River Flood Mitigation Business Case**Moved:** Cr Bruce Preece**Seconded:** Cr Paul Koch*That:*

- 1. Pursuant to Section 90(2) of the Local Government Act 1999, an Order is made that the public be excluded from attendance at the meeting.
In order to consider in confidence agenda item 8.1. Late Report Gawler River Flood Management Business Case, pursuant to Section 90(3)(b) (i) (II) of the Local Government Act 1999 on the basis of information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the GRFMA.*
- 2. This matter is confidential because the information herein provides information regarding consideration of flood mitigation infrastructure and to funding of considered works.*
- 3. On the basis of this information, the principle that meetings of the GRFMA should be conducted in a place open to the public has been outweighed in this instance: the Committee consider it necessary to consider this matter in confidence.*

CARRIED UNANIMOUSLY

10:04am confidential session commenced.

GB 8/24 Gawler River Flood Mitigation Business Case**Kept in confidence****GB 9/24 Gawler River Flood Mitigation Business Case****Moved:** Mr Greg Pattinson**Seconded:** Mr James Miller

That the GRFMA makes provision of \$150,000 in the draft 2024/2025 Annual Budget to support further development of the Business Case, as recommended by the Infrastructure SA, Assurance Review Report.

CARRIED UNANIMOUSLY**GB 10/24 Gawler River Flood Mitigation Business Case****Moved:** Mr Richard Dodson**Seconded:** Cr Bruce Preece

That the GRFMA requests the GRFMA Chairperson writes to the CEO, Department for Environment and Water advising the GRFMA:

- 1. Acknowledges the hard work by all parties, and the leadership of the Department for Environment and Water, in progressing the Gawler River Flood Management Business Case.*
- 2. Supports the merits of Option 8 (Modifications (10 mtr raise) Bruce Eastick North Para Flood Mitigation Dam – Enhanced Planning controls – Flood Awareness campaign) as identified in the Gawler River Flood Management Business Case, noting that Constituent Councils have not yet been engaged with this at this time.*
- 3. Will seek support of Constituent Councils for provision of funding to support further development of the Business Case, in partnership with the State Government.*
- 4. In recognition of the complexity of working relationships across a number of government agencies and Councils, seeks continuation of the existing governance arrangements and support in further development of the Business Case.*
- 5. Will now prepare, in consultation with Constituent Councils, a suitable investment strategy with a view to working with the South Australian Government, to facilitate informed funding and investment decisions.*

CARRIED UNANIMOUSLY**GB 11/24 Gawler River Flood Mitigation Business Case****Moved:** Mr Richard Dodson**Seconded:** Cr Bruce Preece*That:*

1. *Pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999, the GRFMA orders that the following aspects of item 8.1 Late Report Gawler River Flood Management Business Case be kept confidential in accordance with the GRFMA Boards reasons to deal with this item in confidence pursuant to Section 90(3)(b) (i) (II) of the Local Government Act 1999:*
 - *Report for Item 8.1.*
 - *Attachments for item 8.1.*
 - *Motion GB 8/24 except for release to the Constituent Council CEOs.*
2. *This order shall operate until reviewed and determined as part of the annual review by the Authority in accordance with Section 91(9)(a) of the Local Government Act 1999.*

CARRIED UNANIMOUSLY

10:43am confidential session concluded.

8.2 Gawler River Stormwater Management Plan

The Executive Officer provided a verbal update on discussions with the Stormwater Management Authority and is facilitating a further response from Water Technology .

GB 12/24 Gawler River Stormwater Management Plan**Moved:** Cr Bruce Preece**Seconded:** Cr Terry-Anne Keen*That the GRFMA:*

1. *Receives the report.*
2. *Requests the GRFMA Executive Officer to convey anticipation of an expedient completion of the draft Gawler River Stormwater Management Plan to the Stormwater Management Authority.*

CARRIED UNANIMOUSLY**8.3 Financial Report****GB 13/24 Financial Report****Moved:** Mr Greg Pattinson**Seconded:** Mr Richard Dodson*That the GRFMA:*

1. *Receives the financial report as of 31 January 2024 showing a cash bank balance of \$59,648.90.*
2. *Notes internal cash lending for CAD offset is \$182,740.*

CARRIED UNANIMOUSLY

GB 14/24 Financial Report**Moved:** Cr Terry-Anne Keen**Seconded:** Mr James Miller

That the GRFMA appoints Cr Bruce Preece as an authorised person with authority to facilitate payment of tax invoices pursuant to GRFMA business banking protocols.

CARRIED UNANIMOUSLY**8.4 Executive Officer Report****GB 15/24 Executive Officer Report****Moved:** Ms Whendee Young**Seconded:** Cr Bruce Preece

That the GRFMA Board receives the GRFMA Executive Officer report.

CARRIED UNANIMOUSLY**8.5 Draft GRFMA Annual Business Plan and Draft GRFMA 2024/2025 Budget****GB 16/24 Draft GRFMA Annual Business Plan and Draft GRFMA 2024/2025 Budget****Moved:** Mr James Miller**Seconded:** Mr Richard Dodson

That the GRFMA:

- 1. Endorses the Draft 2024/2025 GRFMA Annual Business Plan and Draft 2024/2025 Budget as amended.*
- 2. Following receipt of Constituent Council feedback considers adoption of the GRFMA draft Annual Business Plan and Annual Budget at the June 2024 meeting.*

CARRIED UNANIMOUSLY**9. Correspondence**

Department for Environment and Water (DEW), refer agenda item 8.1.

10. Confidential**10.1 GRFMA Chairperson****GB 17/24 GRFMA Chairperson****Moved:** Cr Bruce Preece**Seconded:** Mr James Miller

That:

- 1. Pursuant to Section 90(2) of the Local Government Act 1999, an Order is made that the public be excluded from attendance at the meeting.
In order to consider in confidence agenda item 10.1 GRFMA Chairperson pursuant to Section 90(3)(a) of the Local Government Act 1999 on the basis of: containing information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*
- 2. This matter is confidential because the information herein provides information regarding the position of GRFMA Chairperson.*

3. *On the basis of this information, the principle that meetings of the GRFMA should be conducted in a place open to the public has been outweighed in this instance: the Committee consider it necessary to consider this matter in confidence.*

CARRIED UNANIMOUSLY

11:04am confidential session commenced.

GB 18/24 GRFMA Chairperson

Moved: Cr Terry-Anne Keen

Seconded: Mr Greg Pattinson

That the verbal update from Mr David Hitchcock be received.

CARRIED UNANIMOUSLY

GB 19/24 GRFMA Chairperson

Moved: Cr Bruce Preece

Seconded: Ms Natalie Armstrong

That:

1. *Pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999, the GRFMA orders that the following aspects of item 10.1 GRFMA Chairperson be kept confidential in accordance with the GRFMA Boards reasons to deal with this item in confidence pursuant to section 90(3) (a) of the Local Government Act 1999:*
 - *Report for Item 10.1*
2. *This order shall operate until reviewed and determined as part of the annual review by the Authority in accordance with Section 91(9)(a) of the Local Government Act 1999.*

CARRIED UNANIMOUSLY

11:07am confidential session concluded.

11. Urgent Matters Without Notice

Nil

12. Next Meeting

Date and Time: Thursday 18 April 2024, 9:45am

Host: Adelaide Hills Council, Kersbrook Soldiers Memorial Park – 57 Glover St, Kersbrook, SA 5231

13. Closure

The Chairperson thanked the host Council and members for their attendance and contributions and closed the meeting at 11:09am.

Chair _____ Date _____

14 REPORTS FOR DECISION

14.1 COMMUNITY & CIVIC HUB INVESTIGATION - PHASE 2

Record Number: D24/6817

Author: Acting Director Corporate Services

Authoriser: Chief Executive Officer

Attachments: 1. Community and Civic Hub Investigation Phase 2 Summary Report  

EXECUTIVE SUMMARY

- The purpose of this report is to:
 - Provide Council Members with an update on the Community and Civic Hub Investigation; and
 - Seek Council's endorsement of the 'Phase 2 Summary Report' prepared by Holmes Dyer, which identifies various requirements, order of costs, risk, governance and procurement plan and high-level project milestone program that will be required as part of a future prudential management report to inform the Long-Term Financial Plan and forward budget estimates and project business case of a Community and Civic Hub.
- Council commenced reviewing its current 'accommodation and services' in late 2020 and since that time has engaged consultants, Holmes Dyer, to assist with the review.
- Several inspections, site visits, investigations and reports have been completed and more recently, a workshop was held with Members to discuss the location assessment tool process on 5 September 2023.
- 2023 2024 Chief Executive Officer Key Performance Indicator 2023/302
Community and Civic Centre: Finalise tranche 2 of the investigative stage surrounding the development of a new Community and Civic Centre, including the development of a funding strategy for same.
- As the review has progressed, and cognisant of the strategic vision and proactive and planned growth within our Council region, the focus of the review is now on the development of a 'Community and Civic Hub'.
- It is recommended that Council acknowledge and endorse the status of the Community and Civic Hub Investigation and in doing so, endorse the Two Wells Office and Library site as the preferred location for the development of a Community and Civic Hub, and; determine to pause on any further advancements into the development of a Community and Civic Hub at this time to enable a suite of processes and initiatives.

RECOMMENDATION 1

"that Council, having considered Item 14.1 - *Community and Civic Hub Investigation Phase 2 Summary Report* prepared by Holmes Dyer, dated 26 February 2024, receives and notes the report."

RECOMMENDATION 2

“that Council, having considered Item 14.1 - *Community and Civic Hub Investigation Phase 2 Summary Report* prepared by Holmes Dyer, dated 26 February 2024, endorses the Two Wells Office and Library site as the preferred location for the development of a Community and Civic Hub.”

RECOMMENDATION 3

“that Council, having considered Item 14.1 - *Community and Civic Hub Investigation Phase 2 Summary Report* prepared by Holmes Dyer, dated 26 February 2024, in acknowledging the findings, conclusions and recommendations/next steps entailed within the report, determine to pause on any further advancements into the development of a Community and Civic Hub at this time to enable a suite of processes and initiatives to firstly occur, namely:

- 1. Develop, consult upon and adopt Council’s Strategic Plan 2025-2028 (which may or may not include a pathway forward regarding the development of a Community and Civic Hub); and**
- 2. Continue to advance Council’s adopted position resolved at its 27 November 2023 Ordinary Council Meeting - Item 22.2 Two Wells Service Centre Land Valuation (refer confidential resolutions 2023/373 and 2023/374).**
- 3. Revisit the recommendations comprised within the report in early 2025 and following the completion of items 1 and 2 above.”**

BUDGET IMPACT

Estimated Cost:	Not applicable
Future ongoing operating costs:	Not applicable
Is this Budgeted?	Not applicable

RISK ASSESSMENT

Adopting the above recommendations will allow Council to proceed with some certainty as to the next steps, namely:

- Endorse the Two Wells Office and Library site as the preferred location for the development of a Community and Civic Hub;
- Develop, consult upon and adopt Council’s Strategic Plan 2025-2029 (which may or may not include a pathway forward regarding the development of a Community and Civic Hub);
- Continue to advance Council’s adopted position resolved at its 27 November 2023 Ordinary Council Meeting - Item 22.2 Two Wells Service Centre Land Valuation (refer confidential resolutions 2023/373 and 2023/374);
- Revisit the recommendations comprised within the report in early 2025.

DETAILED REPORT

Purpose

The purpose of this report is to:

- Provide Council Members with an update on the Community and Civic Hub Investigation; and
- Seek Council's endorsement or acknowledgement of the 'Phase 2 Summary Report' prepared by Holmes Dyer.

Background

Council commenced reviewing its current 'accommodation and services' in late 2020 (with a 'prudential review') and since that time has engaged consultants, Holmes Dyer, to assist with the review. A summary of relevant previous Council resolutions is provided below for members' information:

- September 2020 (resolution 2020/321) – Council acknowledges the previously allocated budget of \$10,000 to undertake a 'prudential review of office accommodation' and instructed the Chief Executive Officer (CEO) to schedule a workshop with Council Members and present a further report back to Council in relation to engaging a suitably qualified consultant to undertake the review.
- December 2020 (resolution 2020/437) – Council instructed the CEO to proceed with a tender process to engage a suitably qualified consultant and include in the tender brief the following:
 - Review of current office facilities and efficiencies/functionality of same;
 - The incorporation of Council-owned community facilities;
 - Future options and considerations for office accommodation, including growth projections for the region;
 - Overall cost benefit analysis; and
 - Any other matters the CEO believes necessary for inclusion in the tender brief.
- February 2021 (resolution 2021/086) – Council received a further update ahead of the procurement process.
- March 2021 (resolution 2021/137) – Council instructed the CEO to engage Holmes Dyer to undertake a review of 'Council Accommodation and Services' and acknowledged the budget impact of same.
- June 2022 (resolution 2022/163) – Council received a briefing from Holmes Dyer, adopted the 'Discussion Paper' prepared by Holmes Dyer and in doing so, instructed the CEO to prioritise community and stakeholder engagement, including holding workshops, following the Council Elections in November.
- December 2022 (resolution 2022/400) – Council received a further update in relation to the review/investigation, including a presentation from Holmes Dyer.
- March 2023 (resolution 2023/076) – Council received a further update in relation to the review/investigation following Elected Member Study Tour/Site Visits on 23 January 2023 and Staff and Elected Member Vision Workshops on 28 February 2023. The Communication and Engagement Plan prepared by Holmes Dyer was endorsed to proceed to facilitate community 'drop-in sessions' and invite feedback from the community to inform the Community and Civic Hub Investigation Phase 1.

- July 2023 (resolution 2023/204) – Council endorsed the Phase 1 Report from Holmes Dyer which included a draft vision statement, guiding principles, preferred facility distribution model, identification of a workplace and service provision model, and facility requirements informed by community, Elected Member and staff engagement and instructed the Chief Executive Officer to engage Holmes Dyer to continue to advance (Phase 2) the Community and Civic Hub Investigation.
- September 2023 (resolution 2023/302) – Council adopts six Key Performance Indicators for the Chief Executive Officer, which included “Finalise tranche 2 of the investigative stage surrounding the development of a new Community and Civic Centre, including the development of a funding strategy for same.”

The Phase 1 Report:

- Developed seven guiding principles and a clear vision statement informed by engagement:
 - Vision statement: “Creation of a community and civic hub which provides for the growing needs of the community in an open, welcoming and sustainable facility with adaptable and flexible spaces, while improving the efficiency, effectiveness and functionality of Council’s community, administrative and civic operations through building design and service delivery development”.
 - Guided by the principles of:
 - Optimise community and staff outcomes.
 - Improve and expand community facilities and services.
 - Provide seamless customer service.
 - Seek best practice building and environmental outcomes.
 - Optimise floor space usage and maximise efficiency.
 - Provide future-proof flexible/adaptable/shared spaces.
 - Free up existing Council sites and repurpose where possible.
- Determined:
 - The preferred facility distribution model of ‘hub and spoke’ – combined community and civic hub, centralised but with minor outreach opportunities.
 - Preferred workplace and service distribution model of open plan with a limited number of offices, flexible, shared spaces between staff and community.
 - Key community facility requirements that should be included, including: multi-functional library, community spaces, meeting places, youth facilities and health services along with traditional Council services such as paying rates.

Discussion

Phase 2 of the investigation covered:

- Evaluation of floorspace requirements (page 7 of the Report)
- Location assessment (page 16)
- Order of costs (page 28)
- Income potential (page 31)
- Project risk plan (page 34)
- Project procurement (page 37)
- Project governance plan (page 39)
- Community engagement (page 42)
- Service delivery model (to inform architectural brief) (page 46)
- Preliminary program and budget (page 48)
- Recommendations and next steps (page 55)

Much of this information will be required as part of a future prudential management report, to inform the Long-Term Financial Plan and forward budget estimates and project business case.

An outline of the Phase 2 Summary Report is provided:

Floorspace requirements (page 7)

The Report identifies an optimum total floorspace requirement of around 2,500m² to meet the identified needs of Council and the community over the next 20 years. Conscious of likely constraints on funding, the minimum floorspace requirement identified is just over 1,400m².

Location assessment (page 16)

A location assessment tool provided a set of criteria weighed against importance to identify a preferred location that will best meet the community and administrative needs of Adelaide Plains community and Council. The weight of each criterion was determined based on feedback and discussion with Elected Members and staff (at the 5 September 2023 workshop) and professional expertise of Holmes Dyer.

The assessment results suggest that the existing Council Office and Library site at Two Wells represents the best site for the development of a Community and Civic Hub (page 30).

Order of costs (page 28)

Advice is provided in the Report on generalised probable costs for the delivery of a Community and Civic Hub of varying floorspaces and building facilities. The intent is to understand the order of magnitude of possible costs for the delivery rather than obtaining a specific cost for a specific building solution.

It is emphasised that acknowledging this Report does not represent a commitment by Council to a specific amount of funding. This information is provided for informed future-planning.

Community engagement (page 42)

A detailed community engagement program is recommended to assist with any potential future phases of a Community and Civic Hub project.

An element considered in this program is the inclusion of a community reference group to involve the community on a major project and provide some form of input to the design process. The group will not have decision-making power.

Recommendations (page 55)

The Phase 2 Summary Report recommends that Council:

- Resolve to endorse the Two Wells Office and Library site as the preferred location for the development of the Community and Civic Hub.
- Pursue a Community and Civic Hub option of up to 2,500m² with the option of reducing overall floorspace needs through utilization of the Two Wells Library and Office.
- Optimum and reduced floorspace options and costings considered so that Council can then make an informed decision on which concept to progress to design development.
- Principal Consultant be appointed to coordinate the appointment and inputs of the design development team over the course of Phase 3 investigations.
- Community Engagement Strategy be endorsed and implemented following the appointment of the Principal Consultant and the Community Engagement Team.
- Council proceed to the transfer of the Two Wells Crown Land into its ownership as a matter of priority.

Conclusion

The Phase 2 Report prepared by Holmes Dyer identifies various requirements of a future Community and Civic Hub which is information that will be required as part of a future prudential management report to inform the Long-Term Financial Plan, forward budget estimates and project business case of a Community and civic Hub.

It is emphasised that acknowledging and endorsing this Report does not represent a commitment by Council to a specific amount of funding. Information is provided for informed future-planning.

It is recommended that Council acknowledge the status of the Community and Civic Hub Investigation and in doing so, endorse the Two Wells Office and Library site as the preferred location for the development of a Community and Civic Hub, and; determine to pause on any further advancements into the development of a Community and Civic Hub at this time to enable a suite of processes and initiatives.

References

Legislation

Local Government Act 1999

Council Policies/Plans

2021-2024 Strategic Plan

2022/2023-2032/2033 Long Term Financial Plan



COMMUNITY AND CIVIC HUB INVESTIGATION – PHASE 2 SUMMARY REPORT

Prepared for:
Adelaide Plains Council

Date:
29.01.2024

Prepared by:
HOLMES DYER

Proprietary Information Statement

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DRAFT

Document Control

Revision	Description	Author	Date
V1	Draft	NH/SPH	29.01.24

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1 - INTRODUCTION

1. Introduction

1.1. Background

Adelaide Plains Council has experienced an upsurge in housing development and population growth in recent years and is identified as one of the fastest growing Local Government Areas in the State. This unprecedented growth will have far reaching implications for the community and economy of the district and will drive changes in community expectations for local government service provision. As a result, Council initiated a detailed review of its existing staff accommodation and service provision, followed by a comprehensive community and stakeholder engagement process to identify community aspirations

The Community and Civic Hub Investigation – Phase 2 Summary Report

1.2. Council Accommodation and Service Review

In 2022, Adelaide Plains Council engaged Holmes Dyer Pty Ltd to undertake an independent assessment of Council office accommodation (including library facilities and operations centre) and services relative to the current population and growth projections for the district.

The findings of the independent assessment were documented in the Council Accommodation & Services Review Technical Report, which ultimately recommended a workplace model. The discussion paper and associated report recommendations were endorsed by Council on 27 June 2022.

The aim of the Technical Report was to consider the existing Council office accommodation (including library facilities and operations centre) and services relative to the current population and growth projections for the district. The Technical Report identified inefficiencies, inadequacies and changing usage needs, and concluded with the recommendation that the preferred approach is to consolidate Council's office and community activities into one Civic Centre.

1.3. Community and Stakeholder Engagement

Phase 1 of the Community and Civic Hub Investigation underwent a detailed process of community and stakeholder engagement. Feedback received during the workshops and community consultation formed the basis of recommendations made to Council regarding facility requirements, locations, delivery models, configuration needs, programming, and prioritisation.

The aim of engaging with community members and groups was to provide both an in-person opportunity and online channel to engage with the project team, understand the Community and Civic Hub Investigation and consultation process, and discuss their ideas and feedback for the future of Council facilities and services with the support of visual aids and examples.

The key insights from the engagement process included:

- Community needs placed at the forefront of any future community and civic space.
- Centralise community services and Council operations but retain limited services elsewhere.
- Flexible and adaptable spaces that can be multi-purpose and accessible to all.
- Open plan, green space, and large community areas.
- Retain and repurpose Council's current facilities and buildings, maintain and celebrate heritage.
- Foster synergies between community and civic spaces to maximise the usage of a space and the ability to provide efficient and effective services.
- Determining and adopting a workplace model is a critical component of delivering a harmonious workplace environment.

1.4. Community and Civic Hub Investigation – Phase 1

The Community and Civic Hub Investigations – Phase 1 was substantiated via a series of community and stakeholder consultation sessions in the form of workshops, site visits, drop-in sessions, and online material to explore the important considerations in future facility planning. The findings of this process would then facilitate the preparation of a prioritised scope and facility inclusion list that can be used to assess future site location and budget considerations, including options for staging and partnership.

1.5. Key Findings

The project vision developed as a key element of Phase 1 was underscored by the key insights identified during consultation with community members, Elected Members and Council staff and was used to guide Phase 2 of the investigation.

The vision for the Community and Civic Hub Investigation is:

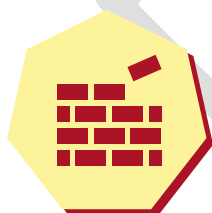
“Creation of a community and civic hub which provides for the growing needs of the community in an open, welcoming and sustainable facility with adaptable and flexible spaces, while improving the efficiency, effectiveness and functionality of Council’s community, administrative and civic operations through building design and service delivery development”.

Based on Council’s vision for a community and civic hub, best practice trends in facility location, design and management, and the feedback and ideas shared by stakeholders and the community, seven principles were developed to guide the formulation of recommendations in Phase 1 of this investigation. These recommendations have been summarised under the headings ‘Workplace Model’, ‘Service Provision Model’ and ‘Facility Requirements’ and follow the guiding principles below. These principles and the recommendation have guided Phase 2 of the investigation, including location selection, procurement process, governance, and schedule of areas.



Optimise community and staff outcomes

Opportunities to optimise community and staff outcomes from a new community and civic hub can come from including complimentary uses such as health services, childcare or retail, generating private and public partnerships and investing in the surrounding infrastructure, including parks, plazas, or transportation. Improved quality of space, function and environmental performance can enhance outcomes for the community and staff alike.



Improve and expand community facilities and services

Adelaide Plains Council is experiencing unprecedented population growth, and community and council administration facilities are reaching their capacity. Improving and expanding community facilities and services will assist the health, social wellbeing, and economic prosperity of APC. The community has identified particular areas of facility and service improvement including youth and aging services and facilities, better library facilities, more meeting spaces and inclusion of health care service in any future development.



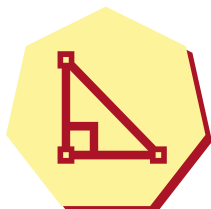
Provide seamless customer service

Customer service in Adelaide Plains Council has been via a traditional front counter service, with limited space or facility and information access for customers. Streamlining the customer service experience should include introducing automation that reduces effort and the likelihood of errors or delays and providing front desk staff with the training and tools to respond to a multitude of requests and queries. Enlarged foyers with or without concierge services, opening up to the range of community facilities and services on offer, provide greater inclination to entice the community to utilise those services.



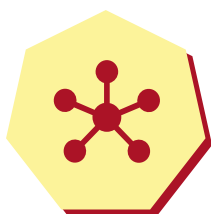
Seek best practice building and environmental outcomes

As the owner and operator of many different types of significant buildings, councils are uniquely able to demonstrate leadership in sustainability. Council should adopt best practice building standards and strive to achieve high NatHERS and Green Star ratings to minimise operational costs and contribute to the wellbeing of building occupants and visitors.



Optimise floor space usage and maximise efficiency

A number of best practice co-located library and civic projects explored as case studies have been developed with other government services, such as community health centres, employment services and council administration. The co-location of Council's civic services and community spaces is an opportunity to share resources, encourage wider public use, reduce duplication of resources and coordinate service delivery. Shared staff and community spaces provides further efficiency opportunities but will require buy-in from staff. Meeting spaces available for staff or community use provides an important space optimisation outcome.



Provide future-proof flexible/adaptable/shared spaces

The community identified the desire for a multi-purpose community space integrated with key council services. Council should aspire to produce a new facility that is adaptable for different uses during its life cycle and incorporates both transient and fixed elements that can be temporarily disassembled, altered, or removed to maximise the various ways a space can be used. Development of commercial spaces that can be converted for council use as the Council grows is another flexible approach to accommodating an expanding staff workforce.



Free up existing Council sites and repurpose where possible

The inefficiency of some existing council facilities requires the rationalisation of single purpose community facilities to a smaller number of multi-purpose facilities. This would include disposal of some facilities, redevelopment of others and change of use for some community and council operated facilities to venues for hire or commercial uses.

1.5.1. Facility Distribution Model

Through our investigation into best practice facility design and operation, council consultation and engagement with the local community, the following recommendation for a facility delivery model have been proposed:

- Combined community and civic hub.
- Centralised but with minor outreach opportunities.
- Possible use of Mallala depot as an outreach facility.
- Relocation of Two Wells depot to an out of town centre near rural location.
- Conducting of occasional Council meetings outside the main hub.

It is recommended that the Adelaide Plains Council follow a "hub and spoke" model where there is a central headquarters (the hub) in the centre and small satellite offices in parts of the Council area serving smaller population concentrations (the spokes).

1.5.2. Workplace and Service Provision Model

It is recommended that the following considerations are made in terms of the workplace and service provision model across council and particularly in a new community and civic hub:

- Open plan with a limited number of offices.
- Flexible and adaptable workspaces.
- Shared spaces between staff and community to manage costs and engender cohesion but with some dedicated spaces for staff only.
- Meeting rooms, pods, collaboration spaces, quiet spaces to support open work areas.
- Open plan to facilitate teams based and department based working.
- Staff open to some level of operational change but only commencing the journey.
- Limited hybrid working for Council staff (occasional work from home).
- Some fixed assets (servers, printers etc.) requiring specific fixed locations.
- Improved customer interface arrangements and inviting foyer with direct access to community spaces.
- Cost constraints will force floorspace and operational efficiencies (e.g., providing for 0.6 or 0.8 desks/staff number).

It is suggested that the workplace style adopted by Council should reflect an activity-based working (ABW) model where employees divide their time between working remotely and in their primary workplace, with remote working generally limited to 1-2 days per week. Staff would not have an assigned desk in the office and instead share workspaces based on the particular activity. A typical ABW office has a sharing ratio of eight desks (or less) for every 10 people.

1.5.3. Facility Requirements

The use and usage groups of a community and civic hub are diverse and should foremost respond to community needs. As such, the community, Council staff and Elected Members have identified a number of key community facility requirements that should be included in the development of a new Community and Civic Hub. These include the following:

- Civic obligations can overlap with community facility needs.
- Must accommodate growing staff numbers and deliver practical and efficient workspaces.
- Community priorities are for multi-functional library, community spaces, meeting places, youth facilities and health services along with accessing traditional Council services such as paying rates etc.
- Commercial space provides flexibility for future Council growth requirements.
- Increased and formalised car parking with secure staff parking.
- Associated outdoor space e.g., Village Green

2 – EVALUATION OF FLOORSPEACE REQUIREMENTS

2. Evaluation of Floorspace Requirements

2.1. Methodology

The methodology employed to establish future floorspace requirements has relied upon the following:

- An assessment of current floorspace provision and the efficiency of use of that floorspace;
- Comparison with other Council floorspace provision and size of facilities;
- Direct estimation of the specific floorspace requirements by intended use.

The following sections provide details of this analysis.

2.2. Existing Floorspace

Council currently occupies some 1,508m² of floorspace, excluding depot floorspace, for its civic, administrative and community functions at Two Wells and Mallala. Estimated gross floor areas of each existing building are as follows:

• Two Wells Service Centre	304m ²
• Two Wells Former Council Chamber	72m ²
• Two Wells Office Annex	89m ²
• Two Wells Library	299m ²
• Mallala Principal Office	463m ²
• Mallala Library	105m ²
• Mallala Council Chambers	176m ²
Total	1,508m²

2.3. Future Floorspace Requirements

With a projected doubling of the Council population over the next twenty years and a commensurate increase in staffing levels, it would be reasonable to anticipate a future need for twice as much floorspace as currently existing, say, around 3,000m². Indeed, theoretical floorspace standards would suggest a need for some 3,600m² of floorspace.

However, the current floorspace is highly inefficient and provides for an outdated accommodation model which we believe can be better organised to create a more efficient floorspace arrangement while providing increased floorspace to community uses. The following floorspace breakdown provides for an optimum development outcome for a single building on a single site. It demonstrates a total floorspace requirement of around 2,500m² to meet the identified needs of Council and the community over the next 20 years.

Table 1. Community and Civic Hub Floor Size Breakdown – Optimum Development

Floor Size Breakdown (m ²)				
Facility	Theoretical	Actual	Overlap	Comments
Library	800	600		
Community Centre	1,600	800		
Performing Arts	Nil	Nil	n/a	Amateur productions to use community space with rollaway stage or utilise an existing building (e.g., current library)
Arts and Culture Centre	Nil	Nil	n/a	Gallery Space can be created in entry, foyer or similar
Youth Space	n/a	200	100%	Part of the Community Centre
Senior Centre	n/a	200	100%	Part of the Community Centre
Computer Centre	n/a	200	100%	Part of Library
Administration	1,200	900		
Staff Kitchen	n/a	30	100%	Overlap with Administration
IT Room	n/a	20	100%	Overlap with Administration
Meeting Rooms	n/a	370	100%	Overlap with Administration, Council Chambers and Community Centre
Informal Staff Gathering Space	n/a	30	100%	Overlap with Administration
Council Chamber	n/a	250	100%	Overlaps with Administration and Meeting Space
Elected Members Refuge	n/a	30		
Kitchen	n/a	20	100%	Part of Community Centre
Storage	n/a	150	100%	Part of Administration and Community Centre
Reception Circulation and Amenities	n/a	200	100%	
Total ⁽¹⁾		2,500m ²		

(1) Excludes all overlapping spaces

Conscious of likely constraints on funding of the proposed Hub, we have also prepared a minimum development option which actually reduces the floorspace requirement to just over 1,400m². This option relies upon the utilisation of existing buildings for the delivery of the community centre functions, reduces the library size to 450m² (but still 50% larger than the existing main library in Two Wells) and assumes inside staff occupancies will not exceed 80% at any given time and that the majority of staff would be part of a flexible seating arrangement.

This option allows the whole project to proceed on a capital cost basis which is likely to be only 60% of the optimum solution cost. It would anticipate some additional costs being allocated to the upgrade of existing buildings and an earlier requirement for floorspace additions in the future.

The proposed floorspace breakdown is as follows.

Table 2. Community and Civic Hub Floor Size Breakdown – Minimum Development

Floor Size Breakdown (m ²)				
Facility	Theoretical	Actual	Overlap	Comments
Library	800	450		
Community Centre	1,600	Nil	n/a	Utilise existing buildings
Performing Arts	Nil	Nil	n/a	
Arts and Culture Centre	Nil	Nil	n/a	Limited gallery Space can be created in entry, foyer or similar
Youth Space	n/a	Nil	n/a	Utilise existing buildings
Senior Centre	n/a	Nil	n/a	Nil
Computer Centre	n/a	100	100%	Part of Library
Administration	1,200	550		Assume 80% occupation level and flexible seating arrangements
Staff Kitchen	n/a	35	100%	Overlap with Administration Expand to provide informal gathering space
IT Room	n/a	15	100%	Overlap with Administration
Meeting Rooms	n/a	220		
Informal Staff Gathering Space	n/a	Nil	n/a	Rely on kitchen space
Council Chamber	n/a	150	100%	Overlaps with Administration and Meeting Space. Accommodate overflow audience in adjacent public spaces / meeting areas
Elected Members Refuge	n/a	Nil	n/a	Delete as non-essential
Kitchen	n/a	Nil	n/a	Part of Community Centre – utilise existing buildings
Storage	n/a	50		
Reception Circulation and Amenities	n/a	150		Reduced as part of smaller building footprint
Total ⁽¹⁾		1,420m ²		

(2) Excludes all overlapping spaces

A third alternative is to remain committed to the optimum outcome but to build a first stage to that development. This would leave the new library and community centre until a later date and focus upon delivery of some administrative floorspace expansion and a new Council chamber / meeting facilities. This could reduce the initial floorspace construction to around 550m². The floorspace option for this option is contained in the following table.

Table 3. Community and Civic Hub Floor Size Breakdown – Stage 1 of Optimum Development

Floor Size Breakdown (m ²)				
Facility	Theoretical	Actual	Overlap	Comments
Library	800	Nil	n/a	Later stage
Community Centre	1,600	Nil	n/a	Later stage
Performing Arts	Nil	Nil	n/a	Amateur productions to use community space with rollaway stage or utilise an existing building (e.g., current library)
Arts and Culture Centre	Nil	Nil	n/a	Gallery Space can be created in entry, foyer or similar
Youth Space	n/a	Nil	n/a	Part of the Community Centre – Later stage
Senior Centre	n/a	Nil	n/a	Part of the Community Centre – Later stage
Computer Centre	n/a	Nil	n/a	Part of Library – Later stage
Administration	1,200	300		Accommodate relocated staff, limited additional staff and limited facilities
Staff Kitchen	n/a	Nil	n/a	Overlap with Administration – Later stage
IT Room	n/a	Nil	n/a	Overlap with Administration – Later stage
Meeting Rooms	n/a	Nil	n/a	Overlap with Administration, Council Chambers and Community Centre – later stage
Informal Staff Gathering Space	n/a	Nil	n/a	Overlap with Administration – later stage
Council Chamber	n/a	150		Flexible space to accommodate various sized meetings
Elected Members Refuge	n/a	Nil	n/a	Later stage
Kitchen	n/a	Nil	n/a	Part of Community Centre – Later stage
Storage	n/a	Nil	n/a	Part of Administration and Community Centre – Later stage
Reception Circulation and Amenities	n/a	100		Reduced as part of smaller footprint
Total ⁽¹⁾		550m ²		

(3) Excludes all overlapping spaces

The Stage 1 option addresses the acute need for administrative space and ensures that the executive team remains adjacent to the Council Chamber and Elected Members. However, this has only marginal benefits for the community, notably, freeing up the old Mallala Council chamber for an enlarged second library and community meeting space. A more equitable option might be to include a new library facility and computer centre, adding some 450m² to the floor area, bringing the total floorspace to this hybrid option to 1,000m². Refer to the following floorspace breakdown.

Table 4. Community and Civic Hub Floor Space Breakdown – Hybrid Development

Floor Size Breakdown (m ²)				
Facility	Theoretical	Actual	Overlap	Comments
Library	800	450		
Community Centre	1,600	Nil	n/a	Later stage
Performing Arts	Nil	Nil	n/a	Amateur productions to use community space with rollaway stage or utilise an existing building (e.g., current library)
Arts and Culture Centre	Nil	Nil	n/a	Gallery Space can be created in entry, foyer or similar
Youth Space	n/a	Nil	n/a	Part of the Community Centre – Later stage
Senior Centre	n/a	Nil	n/a	Part of the Community Centre – Later stage
Computer Centre	n/a	100	100%	Part of Library
Administration	1,200	300		Accommodate relocated staff, limited additional staff and limited facilities
Staff Kitchen	n/a	Nil	n/a	Overlap with Administration – Later stage
IT Room	n/a	Nil	n/a	Overlap with Administration – Later stage
Meeting Rooms	n/a	Nil	n/a	Overlap with Administration, Council Chambers and Community Centre – later stage
Informal Staff Gathering Space	n/a	Nil	n/a	Overlap with Administration – later stage
Council Chamber	n/a	150		Flexible space to accommodate various sized meetings
Elected Members Refuge	n/a	Nil	n/a	Later stage
Kitchen	n/a	Nil	n/a	Part of Community Centre – Later stage
Storage	n/a	Nil	n/a	Part of Administration and Community Centre – Later stage
Reception Circulation and Amenities	n/a	100		Reduced as part of smaller footprint
Total ⁽¹⁾		1,000m ²		

(4) Excludes all overlapping spaces

2.4. Car Parking Provision

Car parking standards identified by the Planning and Design Code are as follows:

- Library 4 spaces / 100m² floor area
- Community Centre 10 spaces / 100m² floor area
- Offices (including reception / circulation / ablutions etc.) 4 spaces / 100m² floor area

Note that these standards are desired car parking rates but they may be varied under a Performance Assessed proposal.

Based upon the floorspace delivery option outlined previously, the theoretical requirement for car parking provision can be summarised as follows:

- Optimum Development (2,500m²) 148 spaces
- Minimum Development (1,420m²) 66 spaces
- Stage 1 Development (550m²) 31 spaces
- Hybrid Development (1,000m²) 49 spaces

For all options other than the Optimum Development Option, an additional 53 spaces would be theoretically required to serve the retained existing facilities, hence car parking provision could vary from, say, 84 spaces to 148 spaces, depending upon the chosen development option.

Because of the complimentary nature of many of the uses of the Community and Civic Hub, it would be possible to argue for a reduced car parking provision under each scenario. In particular, major community events that occur out of regular office hours can utilise the car parking spaces typically occupied by Council staff. Further, the hybrid working arrangements prevalent across administrative functions means that probably only 80% of staff need to be catered for at any given point in time, and may be as low as 65% (Salisbury Council Study finding).

Accordingly, we suggest a provision of 80 – 100 formal car parking spaces, with capacity for occasional informal overflow if surplus vacant land is available nearby.

2.5. Meeting Spaces

The Community and Civic Hub relies upon the provision of key meeting spaces for Elected Members, staff and the community. The optimum development option relies upon the following meeting room delivery:

Table 5. Optimum Development Option - Meeting Room Delivery

Optimum Development Option - Meeting Room Delivery		
Council Meeting Rooms	1 @ 200m ² (1 @ 120m ² ; 1 @ 80m ²)	Comprising two rooms of, say, 80m ² and 120m ² which link to provide a single space capable of holding 80 pp.
Staff Meeting Rooms	4 @ 10m ²	2 – 4 pp meeting spaces and quiet zones
	1 @ 30m ²	12 – 18 pp meeting space
Community Meeting Rooms	6 @ 5m ²	1 pp study pods
	4 @ 10m ²	2 – 4 pp meeting spaces and quiet zones
	2 @ 15m ²	6 – 8 meeting spaces capable of linking to deliver one 30m ² space with capacity for 12 – 18 pp
Total	370m ²	

Note that under this scenario, both the community and the staff would have access to the 80m² and 120m² rooms used for Council meetings for the majority of the time. It is also possible for overlap between staff and community meeting use. Existing buildings, such as the former Council Chambers (72m²) at Two Wells and the Council Chamber (176m²) at Mallala could provide additional options for community and staff use. The proposed library (600m²) and reception area (80m²) also provide meeting and presentation spaces under the Optimum Option.

The minimum development option relies upon the following meeting room delivery:

Table 6. Minimum Development Option - Meeting Room Delivery

Minimum Development Option - Meeting Room Delivery		
Council Meeting Rooms	1 @ 150m ² (2 @ 75m ²)	Comprising two 75m ² rooms capable of linking to make a single large space capable of holding 60 pp
Staff Meeting Rooms	2 @ 10m ²	2 – 4 pp meeting spaces and quiet zones
	1 @ 30m ²	12 – 18 pp meeting space
Community Meeting Rooms	2 @ 10m ²	2 – 4 pp meeting spaces and quiet zones
	2 @ 15m ²	6 – 8 pp meeting spaces capable of linking to deliver one 30m ² space with capacity for 12 – 18 pp
Total	220m ²	

Note that under this scenario, both the community and the staff would have access to 2 @ 75m² rooms used for Council meetings for the majority of the time. It is also possible for overlap between staff and community meeting room use. Existing buildings, such as the former Council Chamber (72m²) at Two Wells and the Council Chamber (176m²) at Mallala could provide additional options for community and staff use. The proposed library (450m²) and reception area (50m²) also provide meeting and presentation spaces under the Minimum and Hybrid Options.

The Stage 1 option would include only 1 @ 15m² meeting space within the office floor area and would rely upon existing meeting spaces in the existing building stock which would continue to be utilised under this scenario.

All options assume a 4 pp meeting space within the CEO's office.

2.6. Office Space

Under all scenarios, the office space is open plan, with the exception of the CEO's office (1 @ 20m²) and four Director's offices (4 @ 12m²). The logic of providing some offices is that these staff will need to conduct confidential discussions from time to time.

For the remainder of the staff, there is an option of dedicated workspaces or hot desking. Under the smaller floorspace options, flexible seating arrangements become more critical. Furthermore, given the expectation of staff attendance at the office of only 65% - 80% at any given time, there is a significant cost efficiency in flexible seating arrangements. The cost of delivering new floorspace makes a flexible seating arrangement virtually essential in this development. A by-product of flexible (reduced) seating is the need for locker spaces and for maximum access to meeting rooms and quiet working spaces.

2.7. Long Term Floorspace Requirements

The foregoing discussion assumes an approximate doubling of staff numbers over the next 20 years. It is considered that 20 years is an adequate time horizon given that demand for floorspace may change in future decades in ways that cannot be anticipated.

That said, a twenty year horizon does not represent an end-state for Adelaide Plains Council. Indeed current growth estimates, based upon expanded urban land releases at Two Wells and Dublin (subject to EFPA amendments) anticipate a future population of some 34,000 residents, some 70% greater than the current "design" population of 20,000 residents.

2.8. Site Area Requirements

Calculation of anticipated floorspace and car parking requirements generates a basis upon which to identify a minimum and preferred site area for the proposed Hub. This figure will vary depending upon a range of factors, most notably:

- Whether the building is single storey or multi-storey construction;
- What level of car parking provision is required;
- How generous landscaping around the building and throughout the car park might be;

- Whether car parking is at grade or located within the building footprint (basement, undercroft or deck);
- The inclusion of external public space, for example, a town square;
- The willingness or otherwise to fund higher construction costs associated with more complex building forms;
- The regularity of the site and its ability to be utilised efficiently;
- The desirability of making provision for possible future facility expansion.

Based upon the Optimum Development Proposal (c. 2,500m² of floor area), a site area for a single storey building with at grade car parking, landscaping and a town square might reasonably require a site of at least 6,000m² and desirably 8,000m², with 10,000m² providing for growth beyond the current 20 year time horizon.

These areas are based upon the following calculations:

• Floor area	2,500m ²
• Car parking	2,500m ² – 3,000m ²
• Landscaping	1,000m ² – 1,500m ²
• Town Square	nil – 1,000m ²
• Total	6,000m² – 8,000m²

A site expansion capability to one hectare would provide for a future ground level floorspace expansion of around 800m².

A minimum site area required to serve a 2,500m² Hub over two levels and served by basement / undercroft car parking could be expected to be as follows:

• Floorspace	2,750m ² ⁽¹⁾
• Car Parking	2,875m ² – 3,450m ² ⁽²⁾
• Landscaping	750m ² – 1,000m ²
• Town Square	nil – 1,000m ² ⁽³⁾
• Total	3,625m² – 5,450m²

(1) Floorspace is increased by 10% to allow for vertical movement between floors (elevators, stairs and services)

(2) Car parking is increased by 15% to allow for vertical movement of cars between floors, increased car park spacing for columns and movement of persons to different levels.

(3) Total site area is linked to the size of the car park footprint rather than the building footprint.

Calculation of site areas for the Minimum, Stage 1 or Hybrid options is probably not relevant because they all assume the need to accommodate future development and / or rely upon sites and floorspace already provided in other existing buildings and therefore only ever represent a portion of the required site area.

Any proposal that involves working with existing buildings is likely to introduce site area inefficiencies, resulting in the need for a larger overall site.

3 – LOCATION ASSESSMENT

3. Location Assessment

3.1. Facility Distribution Model

Based upon the finding from the Council Accommodation and Service Review and Community and Civic Hub Investigation – Phase 1, it is recommended that Adelaide Plains Council adopt a hub and spoke facility distribution model for their civic and community spaces and operations. The hub-and-spoke model enables a centralized “hub” for people to come together, while also providing the choice to work or interact with Council and its services from “spokes.” A spoke does not have to be a conventional office, but instead any place from which a person can be productive, or a service can be provided. This typology provides greater flexibility for workers and maximises cost and resources efficiencies.

3.2. Sites Under Review

Sites chosen as part of the assessment process were determined based broadly on their location, ownership and size. Council identified all sites under their ownership within the townships of Adelaide Plains, and a desktop evaluation determine the approximate size of a site, eliminating allotments that were undersized for any form of civic and community space development. This left a total of 24 sites to undertake the high-level assessment and then a detailed assessment of selected sites.

3.3. Location Assessment Tool

The basic assumption underlying the Multi-Criteria Matrix for the purpose of location assessment in the Adelaide Plains Council area, is that a decision-maker such as Council and the Elected Member body, choose the alternative (location) that yields the greatest multi-criteria score from a number of possible alternatives. Utilising the vision and guiding principles endorsed within Stage 1 of the Community and Civic Hub Investigation as a source for the creation of relevant criteria and priorities, Holmes Dyer has prepared a weighed set of criteria and balanced numeric scores to assess the refined site options and identify a preferred location that will best meet the community and administrative need of Adelaide Plains community and Council. Additional criteria, not generated from the vision and guiding principles, have been developed by the project team to reflect the known strengths and challenges, potential partners, and secondary development triggers of each site. It should be noted that the exact design/site placement of a Community and Civic Hub will likely evolve to some extent once an architect is engaged to develop the concept (but not the site itself).

The importance of each criteria is determined based upon feedback and discussions between Council, Elected Members, and the professional expertise of the project team. A weight estimation that represents the importance of a single criteria is applied to a criteria to generate a consistent ratio, in the form of a numeric score between 0.0 and 1.0. The overall multi-criteria score is achieved by multiplying the criteria score against the importance weights to produce an aggregated number for each alternative.

3.3.1. Criteria

The following table outlines the selection of criteria for the location assessment matrix. Criteria and sub-categories were selected based on case study examples, community space design guidelines, professional planning and design knowledge and information provided by Council and the Elected Member body. Each criteria has an accompanying description which outlines how the criteria will be applied to or evaluated against the site.

Table 7. Criteria Selection Table

Site Criteria	Sub-Category	Description
Land Size	Space for car parking at grade	<p>Could the site allow for the suitable number and configurations of car parks to service both staff and the community. The number of car parks should range between 80-100 and have a minimum dimension of 2400 mm wide by 5400m long. (Preferably 2500mm or 2600mm wide)</p> <ul style="list-style-type: none"> Library - 4 spaces per 100m² of total floor area.

		<ul style="list-style-type: none"> o A hall/meeting hall - 0.2 spaces per seat. o All other community facilities - 10 spaces per 100m² of total floor area. o Office - 4 spaces per 100m² of gross leasable floor area. <p>A site area of 25-30m² – per car park should be accommodated. (2,000-3,000m²)</p>
	Space for undercroft car parking	Could the site allow for the suitable number and configuration of car parks in an undercroft space?
	Space for single storey building	Does the site allow for a single storey building of approximately 2,000-3,000 ² in size that is inclusive of all identified community and civic spaces?
	Space for multi-storey building	Does the site allow for a multi-storey building of approximately 2,000-3,000m ² in size across two or more floors? Approximate floor space is inclusive of all identified community and civic spaces.
	Space for Town Square	Does the site allow for addition space for a town square or outdoor meeting space?
	Space for co-location of activities	Does the site allow for additional non-Council provided activities to operate on the site or within the floorspace?
Land Use	Current use	Does this site have any current land uses?
	Compatibility with intended use	Will the intended land use change be compatible with any activity existing and remaining on the site?
	Implications of removal of current use	<p>Can any existing land uses easily be transferred elsewhere?</p> <p>Would there be significant implications if the currently land use is interrupted or terminated?</p>
Zoning	Current suitability	Sites that are located within a Township, Main Street or Activity Centre Zone would be most complimentary to the development of a community facility, however, weighting of Zoning should remain low as the process of a rezoning is highly achievable in many cases.
	Capable of suitable rezoning	Will the site require rezoning prior to the development of any new community facility?
	Revocation of Community Land	<p>Is the land currently classified as community land?</p> <p>If so, can the classification of community land be revoked, and can Council clearly demonstrate to the community that it has developed a specific strategy for the future use of the land?</p>
Land Title	Ownership	There is an obvious advantage for any future Community and Civic Hub to be developed on Council owned land. Eliminating any need to purchase or acquire land will reduce the overall cost and time of the project. Land already in Council ownership should be scored high, land under the Crown- but capable of transfer being marginally lower and land in private or state ownership should be scored lower.

	Ability to own/ ease of transfer	Would the purchase or transfer of the site to Council ownership be a difficult task?
	Easement/ ROW/ other restriction on the title	Are there any title notations that restrict the use of the site or limit design flexibility?
	Heritage / Cultural Listings	Is the site free of heritage listings (built form or cultural)? Can the listings be managed?
Physical Characteristics	Topography	Is the land relatively flat or does the land have a significant slope or other topographic characteristics?
	Vegetation	Is the site cleared or are there significant or regulated trees, native vegetation or other vegetation to be retained.
	Site conditions/contamination risk	Is the site free of contamination or unlikely to be subject to significant contamination?
	Site access	Does the site have good / safe vehicular access?
		Does the site have clear and unobstructed access for pedestrians, including main street frontage and no potentially unsafe activities that might obstruct access such as freeways or trainline?
	Service access	Is the site served with or readily capable of being served with water, sewer, power, telecommunications etc?
	Outlook	Is the site provided with a pleasant outlook such as a community space, green space or vegetated landscape?
	Flooding	Does the site have a low flood risk and concerns of inundation can be readily managed.
	CWMS Connection	Does the site have access to Community Wastewater Management System or will a onsite solution be required?
Commercial Context	Linkages to Main Street	Is the site located in a Mainstreet environment?
	Ability to activate locality	Can the site be used to activate the locality?
		Does the site have capacity to include commercial enterprises that could activate the locality?
		Does the site have any existing adjacent or neighboring activities that could enhance and be supported by the development of a community facility? Would there be value add opportunities with adjacent activities or land uses?

	Replacement of existing activities	Are there existing activities that would be displaced? Are these displaced activities important to the community?
	Not required for alternative purpose	Is the site free of obligation/ commitment for other purposes?
	Relocation effects on existing infrastructure	Will the selection of this site relocate existing Council operations and leave behind vacant infrastructure that will require further management?
Developability	Existing operations able to continue during construction	Can required existing on-site operations be maintained during construction?
	Ability to stage construction	Can construction be staged to facilitate construction around existing operations?
		Can construction be staged to manage delivery costs over time?
		Can construction be staged to allow for future growth?
	Ease of site access	Can construction vehicles readily access the site?
Locational Context	Avoidance of remote construction penalties	Is the site likely to be subject to metropolitan building costs or some form of regional penalty?
	Relationship to sensitive surrounding land uses	Would the development site fit comfortably in its context or would it potentially adversely impact its neighbours?
		Are there any adjacent non-complimentary activities that would require separation from sensitive land uses such as community facilities?
	Relationship to existing / future population base	Is/will the site be well located to serve the majority of the Adelaide Plains population?
	Relationship to commercial enterprises	Are there existing retail/commercial enterprises that would benefit from near proximity?
	Relationship to community groups/activities	Are there existing community groups/activities that would benefit from near proximity?
	Suitability of location to support other uses/activities (co-location)	Is the site location suitable for other community-based uses and activities to be co-located?

3.3.2. Weighting

A numerical scale such as the Multi-Criteria Matrix is an effective way to rate a site's suitability and quickly calculate its standing against other sites. However, the accuracy of each site's final score will depend on the "weight" applied to selection criteria.

A challenge that sometimes occurs when using numerical rating scales is that a site scoring very well on less important criteria and poorly on essential criteria may achieve a greater total score and therefore end up being ranked higher in the order of merit than more suitable sites. This type of problem signifies that each criterion should have a different value depending on its relative importance. It is the process of "weighting" criteria to reflect their relative value that allows rating scores to be added or averaged without distorting the final outcome.

The weighting of each criteria for the Community and Civic Hub Investigation and corresponding subcategories is determined by an importance rating. The importance rating indicates the relative importance or priority in terms of its effect or influence on the site. Importance ratings have been developed by the project team and tested with Elected Members and Council staff to make comment and suggestion on their appropriateness.

Table 8. Importance Weighting

Site Criteria	Sub-Category	Level of Importance	Importance Weight
Land Size	Space for car parking at grade	High (3)	1
	Space for undercroft car parking	Medium (2)	0.5
	Space for single storey building	High (3)	1
	Space for multi-storey building	Medium (2)	0.5
	Space for Town Square	High (3)	1
	Space for Co-location of activities	Medium (2)	0.6
Land Use	Current use	Low (1) – Medium (2)	0.3
	Compatibility with intended use	Low (1) – Medium (2)	0.3
	Implications of removal of current use	Low (1) – Medium (2)	0.4
Zoning	Current suitability	Low (1)	0.2
	Capable of suitable rezoning	Low (1)	0.2
	Revocation of Community Land	Low (1)	0.2
Land Title	Ownership	High (3)	1
	Ability to own/ ease of transfer	High (3)	1
	Easement/ ROW/ other restriction on the title	High (3)	0.9
	Heritage / Cultural Listings	High (3)	0.9

Physical Characteristics	Topography	Medium (2)	0.5
	Vegetation	Medium (2) – High (3)	0.6
	Site conditions/contamination risk	Medium (2) – High (3)	0.7
	Site access	Medium (2) – High (3)	0.7
	Service access	High (3)	0.9
	Outlook	Low (1)	0.2
	Flooding	Medium (2)	0.5
	CWMS Connection	Medium (2)	0.6
Commercial Context	Linkages to Main Street	High (3)	0.9
	Ability to activate locality	Medium (2)	0.5
	Replacement of existing activities	Low (1)	0.1
	Not required for alternative purpose	Low (1)	0.1
	Relocation effects on existing infrastructure	Medium (2)	0.2
Developability	Existing operations able to continue during construction	Low (1)	0.2
	Ability to stage construction	Low (1)	0.2
	Ease of construction site access	Low (1)	0.2
	Avoidance of remote construction penalties	Low (1)	0.2
Locational Context	Relationship to sensitive surrounding land uses	Low (1) – Medium (2)	0.4
	Relationship to existing / future population base	High (3)	0.8
	Relationship to commercial enterprises	Medium (2)	0.6
	Relationship to community groups/activities	Low (1) – Medium (2)	0.3
	Suitability of location to support other uses/activities (co-location)	Medium (2)	0.5

3.4. High Level Assessment

Council owns a large number of sites within the Adelaide Plains Council area. To simplify the location assessment process a high-level analysis can be conducted to eliminate sites that are not in serious contention for the location of a future Community and Civic Hub. This elimination process includes all council or crown land sites and identifies if the size of the land is somewhat adequate for the intended purpose, whether the land is currently required for a high importance community use and therefore should not be altered and if the site is not geographically located in an areas close to services, infrastructure and the balance of the target or future target population. Sites that meet at least two out of three of the required size, land use or location criteria then progress to a detailed analysis and the remaining sites are discounted from the evaluation process. A small number of sites that meet two of the criteria but are seriously at variance with one criteria have been evaluated in greater detail on a site by site basis to determine if they are appropriate for the detailed analysis.

Table 9. *Elimination of Sites not in Serious Contention*

Site Criteria	Size of Land	Use of Land	Non-Urban Location		
Sub-Category	Adequate for intended purpose.	Required for recreation, open space, community use, cultural or environmental significance or preservation	Remote from services, facilities or infrastructure.	Comment	Nominated for Detailed Analysis
Lot 26 Avon Road, Dublin (CT5709/176)	No	No	Yes	Site considered too remote due to its separation from the main Dublin Township by the Port Wakefield Highway	No
11 Old Port Wakefield Road, Dublin (CT5551/510)	No	Yes	No	Site undersized for the required floor space. Currently used a community open space.	No
17 Old Port Wakefield Road, Dublin (CT5929/78)	No	Yes	No	Site undersized for the required floor space. Currently used a community open space.	No
Lot 637 South Terrace, Dublin (CT5392/9)	Yes	Yes	No	A significant Nature Reserve, generally inappropriate for major structures other than supporting recreation.	No
Lot 713 Buckland Park Road, Two Wells (CT6279/499)	Yes	No	Yes	Site located on the edge of the township and setback from main street.	No

Site Criteria	Size of Land	Use of Land	Non-Urban Location		
Sub-Category	Adequate for intended purpose.	Required for recreation, open space, community use, cultural or environmental significance or preservation	Remote from services, facilities or infrastructure.	Comment	Nominated for Detailed Analysis
Lot 175 Old Port Wakefield Road, Two Wells (CT6279/498)	Yes	No	No	Greenfield site with frontage to main Street.	Yes
Lot 715 Wells Road, Two Wells (CR6274/80)	Yes	Yes	Yes	Currently used as a Resource Recovery Centre with no frontage to main street.	No
59 Old Port Wakefield Road, Two Wells	No	Yes	No	Two Wells Village Green site.	No
Lot 51 Old Port Wakefield Road, Two Wells (CR6215/365)					
65 Old Port Wakefield Road, Two Wells (CT5724/124)	Yes	Yes	No	Current location of Council community facilities and administration operations.	Yes
61 Old Port Wakefield Road, Two Wells (CT5813/134)					
Lot 53 Wells Road, Two Wells (CR5984/729)	No	No	Yes	Site undersized for the required floor space and setback from main street.	No
Lot 714 Old Port Wakefield Road, Two Wells (CR6274/80)	Yes	Yes	No	Currently used as a car park servicing the bowls club, adjacent recreation reserve and clubrooms.	No

Site Criteria	Size of Land	Use of Land	Non-Urban Location		
Sub-Category	Adequate for intended purpose.	Required for recreation, open space, community use, cultural or environmental significance or preservation	Remote from services, facilities or infrastructure.	Comment	Nominated for Detailed Analysis
Lot 103 Port Wakefield Road, Two Wells (CR5753/647)	Yes	Yes	No	Current use as Two Wells Oval Complex. Difficult to provide frontage to main street but may be possible.	Yes
Lot 31 Canala Court, Two Wells (CT5060/221)	No	No	Yes	Site undersized for the required floor space and setback from main street. Site adjacent residential area.	No
41 Old Port Wakefield Road, Two Wells (CT5170406)	Yes	Yes	No	Site of Two Wells Cemetery.	No
Lot 812 Gawler Road, Two Wells (CR5755/746)	Yes	Yes	No	Community open space, setback from main street. Ongoing Hart Reserve Master Plan and Concept Designs	No
Lot 101 Longview Road, Two Wells (CT6232/861)	No	No	Yes	Site undersized for the required floor space and setback from main street.	No
21 Aerodrome Road, Mallala (CT5447/192), (CT5744/851), (CT5744/851), (CT5444/887), (CT5438/866), (CT5744/850), (CT5444/886)	Yes	Yes	No	Current Mallala Depot site. Large space but not situated in town centre.	Yes
13 Aerodrome Road, Mallala (CT5438/865)	No	No	No	Site undersized for the required floor space and used for stormwater collection.	No

Site Criteria	Size of Land	Use of Land	Non-Urban Location		
Sub-Category	Adequate for intended purpose.	Required for recreation, open space, community use, cultural or environmental significance or preservation	Remote from services, facilities or infrastructure.	Comment	Nominated for Detailed Analysis
Lot 762 Dublin Road, Mallala (CT5790/887)	No	Yes	No	Current Mallala Institute site, undersize for at grade development but well located.	No
1 Dublin Road, Mallala (CT5790/80)	Yes	Yes	No	Current Mallala Museum and Fire Station site. Challenges with heritage and current use.	No
2 Wasleys Road, Mallala (CT5161/129) 2A Wasleys Road, Mallala (CT5702/118) 2 Redbanks Road, Mallala (CT5530/65)	No	Yes	No	Current Mallala Council office and chamber. Disconnected and undersized by in key location.	Yes
8 Wasleys Road, Mallala (CT5455/37)	No	Yes	No	Australia Remembers Park has strong cultural significance.	No
Lot 14 Wasleys Road, Mallala (CT5862/8) Lot 20 Wasleys Road, Mallala (CT6163/218)	Yes	Yes	No	Current Mallala Oval Complex with potential space for additional community facility.	Yes
Lot 21 Wasley Road, Mallala (CT6163/219)	Yes	Yes	Yes	Current Mallala Campground, somewhat removed from main street but large site.	Yes

3.5. Detailed Assessment of Selected Sites

See spreadsheet attachment in Appendix 1 Detailed Location Assessment.

3.6. Preferred Site

The detailed assessment of the selected sites has produced the following numeric result:

• Lot 175 Old Port Wakefield Road, Two Wells (Greenfield Site)	187.2
• Lot 51 Old Port Wakefield Road, Two Wells (Council Office and Library)	191.2
• Lot 103 Old Port Wakefield Road, Two Wells (Two Wells Oval Complex)	171.9
• 21 Aerodrome Road, Mallala (Mallala Depot)	158.2
• 2 Wasleys Road, Mallala (Council Office and Chamber)	143.4
• Lot 20 Wasleys Road, Mallala (Mallala Oval Complex)	162.5
• Lot 21 Wasley Road, Mallala (Mallala Campground)	170.3

The assessment results suggest that the existing Council Office and Library site at Two Wells represents the best site for the development of the Community and Civic Hub based upon the sites performance across the full range of criteria used to evaluate each site.

The Greenfield site at Two Wells, that Council is in the process of negotiating a development agreement over with a private development entity also scores highly and would represent a suitable alternative development site should the Council Office and Library site be unavailable for any reason, notably the failure of the transfer of the preferred site from Crown Land to Council ownership. However, the progression of negotiations with a private entity over this site is likely to render the site unavailable as a backup site.

The current Mallala Principal Office, Library and Council chamber site scores lowest of the seven sites investigated in detail. Its major shortfall is in the small size and different configuration of the site and the consequential requirement for a complex and expansive building outcome which is likely to involve basement and undercroft car parking with a two storey building above and with no room for future expansion. The site would perform well in activating the Mallala Main Street environs and linking to existing businesses but will be remote from the main population centre of the Adelaide Plains Council.

In particular, the Two Wells Office and Library site meets the land size required to facilitate cost effective construction, is highly compatible in terms of existing and surrounding land uses, can be expected to have the maximum impact on surrounding main street activation and linkages and will be relatively easy to develop.

Its greatest challenge is to integrate new development with existing heritage buildings/character buildings, albeit that the site could be developed without direct linkages to the heritage buildings. However, the ambiance of the development is likely to be greatly enhanced by the successful interfacing of old and new structures. Other issues include protection of significant trees on the site, possible contamination risks associated with the adjacent depot and continuation of on-site operations during construction.

While the Greenfields site represents a sound alternative site, we understand that negotiations may have progressed with the private development to a point where the insertion of a Community and Civic Hub into the project may jeopardise the financial outcome generated by the project and risk termination or substantial modification of the deal.

The Two Wells Oval Complex is sufficiently large to accommodate the Hub in the north west corner of the site, however, it could be expected to cause some disconnection between the existing sporting facilities and their current access and car parking arrangements. The site provides for good linkages to the main street and could assist in its activation, albeit less so than the Council Office and Library site.

The Mallala Oval Complex and the Mallala Campground could provide sufficient space to accommodate the Hub (subject to considerable re-arrangement of existing facilities on the oval site) but would compromise their existing uses to some degree and are located on the edge of the Mallala township in a location that would not enhance main street functions and linkages.

The Mallala Depot also has sufficient space for the development of the Hub, but with some compromise to the existing depot activity and potentially increased impact on surrounding housing. The site is poorly located in terms of making any contribution to business development and main street activity in Mallala.

4 – ORDER OF COSTS

4. Order of Costs

4.1. Preliminary Costing Advice

Holmes Dyer has engaged Rider Levett Bucknall (RLB), Cost Consultants, to provide some preliminary costing advice for the delivery of a Community and Civic Hub at Mallala or Two Wells. The brief to RLB encompassed the following:

- Probable cost for the delivery of 1,000m², 1,500m² or 2,000m² buildings containing the typical facilities of a Community and Civic Hub, car parking for, say, 80 vehicles and associated site works.
- Possible cost savings via alternative construction methods.
- Site preparation costs for a cleared site (unsealed car park) and for a site requiring demolition of existing buildings.
- Probable cost penalties for:
 - » Two storey construction (rather than single storey)
 - » Undercroft car parking (not mechanically ventilated)
 - » Integration with existing heritage buildings
- Any locational penalties for construction closer to Adelaide (Two Wells) or more distant (Mallala) locations.

The advice sought is deliberately generalised at this stage because the intent is to understand the order of magnitude of costs for the delivery of alternative floorspace amounts and configurations under a range of site circumstances rather than obtaining a specific cost for a specific building solution. This cost information will inform Council's decision regarding a direction for the project in terms of its scale and location. Once initial architectural plans have been prepared on a specific site as part of the next phase of the project (assuming Council resolves to proceed to the next phase), then detailed cost planning for the project will commence. This will be integral to the building design process (structural and architectural) so that cost considerations are at the core of the design process.

The cost estimates provided by RLB are summarized in the following table. Their full report, together with the underlying assumptions for their cost estimates are contained in Appendix 2.

Table 10. Preliminary Cost Estimates

	Option 1 1000m ² Building Assumed 4000m ² Site		Option 2 1500m ² Building Assumed 4000m ² Site		Option 3A 2000m ² Building Assumed 4500m ² Site		Option 3B 2000m ² Building incl Undercroft Assumed 2500m ² Site	
	1 Level	2 Level	1 Level	2 Level	1 Level	2 Level	1 Level	2 Level
Demolition	Excl.	Excl.	Excl.	Excl.	Excl.	Excl.	Excl.	Excl.
Site Preparation	300,000	281,250	281,250	281,250	337,500	337,500	250,000	250,000
Services Infrastructure	350,000	350,000	400,000	400,000	450,000	450,000	500,000	500,000
Single Storey Building	3,750,000		5,625,000		7,500,000		7,500,000	
Double Storey Building		4,500,000		6,750,000		9,000,000		8,250,000
FFE	500,000	500,000	600,000	600,000	700,000	700,000	700,000	700,000
External Works / Landscaping	300,000	550,000	50,000	425,000	50,000	550,000	250,000	250,000
Carpark for 80 Vehicles on Grade	600,000	600,000	600,000	600,000	600,000	600,000		
Undercroft Carpark							3,000,000	3,000,000
Sub-Total	5,800,000	6,781,250	7,556,250	9,056,250	9,637,500	11,637,500	12,200,000	12,950,000
Design Development Contingency 5%	290,000	340,000	380,000	460,000	490,000	590,000	610,000	650,000
Construction Contingency 5%	310,000	360,000	400,000	480,000	510,000	620,000	650,000	680,000
Professional Fees 10%	640,000	750,000	840,000	1,000,000	1,070,000	1,290,000	1,350,000	1,430,000
Statutory Charges 0.5%	36,000	42,000	46,000	55,000	59,000	71,000	75,000	79,000
Escalation to Completion (Say late 2025)	500,000	580,000	650,000	780,000	830,000	1,000,000	1,050,000	1,110,000
Locality Loading	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Sub-Total On-Costs	1,776,000	2,072,000	2,316,000	2,775,000	2,959,000	3,571,000	3,735,000	3,949,000
TOTAL DEVELOPMENT COST (EXCL GST)	7,576,000	8,853,250	9,872,250	11,831,250	12,596,500	15,208,500	15,935,000	16,899,000
Cost \$/m²	7,576	8,853	6,582	7,888	6,298	7,604	7,968	8,450

Say \$7.2 - \$7.95M \$8.4 - \$9.3M \$9.4 - \$10.4M \$11.2 - \$12.4M \$11.9 - \$13.2M \$14.4 - \$15.9M \$15.1 - \$16.7M \$16.0 - \$17.7M

The key observations from RLB's investigations are as follows:

- The current estimates provide for a comparison of the relative cost of a range of development options, however, they include a number of exclusions and unknowns that will only be determined once a concept

has been prepared for a specific site. Those unknowns include, but are not limited to demolition, service upgrades, contamination risks, rock excavation and staging implications.

- These “unknowns” can be expected to add to the cost of the Hub’s delivery and, therefore, all costs quoted in the above table can be expected to rise.
- Development of the optimum 2,500m² facility over one level with at grade car parking can be expected to cost in excess of \$15M.
- Development of a 1,500m² facility over one level with at grade car parking is likely to cost around \$10M.
- Two storey construction will increase costs in all instances while inclusion of undercroft car parking will further increase delivery costs.
- Setting of a construction budget will determine the amount of floorspace capable of being delivered.
- Construction costs range from about \$6,000/m² to \$8,500/m² depending upon the form of construction.
- No loading for a non-metropolitan construction site is anticipated by RLB.
- Demolition costs will be site specific and have not been included in the estimates.
- Integration with heritage/character buildings will be subject to how the linkages will occur and the level of refurbishment requirement and have not been costed into the estimates.

It is essential to note that all quoted cost estimates by RLB are exclusive of GST.

4.2. Options for Cost Management

A number of cost management options are available to the Adeliade Plains Council to control the cost of delivery of the Community and Civic Hub. The most fundamental question is ownership versus leasing of the space. Assuming a private sector entity could be contracted to build the facility and hold it, leasing the space would require entering into a lease, probably for a minimum of ten years but possibly for a greater term given the limited alternative users of such a specialist space, and the payment of a predetermined rental and associated outgoings, together with predetermined escalation clauses (usually to market or CPI). We would anticipate rentals would commence at around \$1,000,000 per annum for a \$15M build, reflecting a yield of between 6% and 7% and would escalate from that base figure.

The key benefit is avoiding the need to fund the construction cost, however, given the favourable terms upon which a local council can borrow funds, we anticipate that this benefit is outweighed by the flexibility delivered by owner occupation, in terms of Council’s ability to adapt and expand its facility, sublease portions of it or otherwise modify its use over time.

Other cost management options are far less impactful and might include the following:

- Conducting of a value management exercise at key points in the design development phase, notably a broad evaluation at the time of determining a preferred design option to progress to detailed design and a full value management exercise at the completion of the first cut of detailed designs.
- Tendering of the building construction to obtain the most competitive pricing for the defined works.
- Requiring a final value management exercise with the builders at the completion of draft building plans.
- The use of cost consultants to review the initial design options, at the completion of the preferred concept design development phase, and in reviewing tender proposals.

4.3. Additional Investigations

Valuation and property advice would be appropriately obtained for any Council properties becoming surplus to requirements as a result of the delivery of the new Hub, together with valuation and leasing advice pertaining to surplus floorspace provided in the Hub (if any) that might be utilised for commercial tenancies in the short or long term, and potentially impacting the financial outcome for the project.

5 – INCOME POTENTIAL

5. Income Potential

5.1. Disposal of Surplus Properties

While the decision to proceed with the development of a new Community and Civic Hub need not be contingent upon the sale of vacated properties, and, indeed, any sale is likely to occur subsequent to the construction of new floorspace so that staff can be seamlessly decanted from old to new floorspace, the opportunity is nevertheless available to ultimately recoup a portion of the construction cost of the new building through the sale of any surplus Council land holdings.

Under the locational scenario proposed in Section 3 above, that is, development of a new Hub on the Two Wells landholding containing the existing Service Centre and associated buildings, at least two properties currently owned and occupied by the Council at Mallala could become surplus to requirements. These are the Principal Council Office site and the Mallala Library site.

Current unimproved and improved values for these sites, as well as the Mallala Council Chambers, are as follows:

Site	Unimproved (Site) Value	Improved (Capital) Value
Mallala Principal Office	\$130,000	\$275,000
Mallala Library	\$119,000	\$167,000
Mallala Council Chamber	\$97,000	\$156,000

These values have been set as at 1 January 2023 and are provided by Land Services SA. Given the recognised conservative nature of Valuer General / Land Services SA values, it is reasonable to estimate current improved values to actually be as follows:

Site	Improved (Capital) Value
Mallala Principal Office	\$360,000
Mallala Library	\$220,000
Mallala Council Chamber	\$200,000

Accordingly, the disposal of the Principal Office and Library sites might generate around \$600,000 and the Council Chambers, if included, a further \$200,000.

These values are likely to escalate over time, however, given the likelihood of construction cost escalation also occurring over the next few years, it is appropriate to simply compare current value estimates with current construction cost estimates to provide a broad understanding of the possible level of construction cost offset that might be delivered by surplus land sales.

In due course, it is likely that formal valuations will be required, particularly if the disposal of surplus land holdings plays a pivotal role in the level of funding sought for construction of the Hub and thus has financial consequences that will need to be identified in Council's prudential review of the project.

Any future disposal will be required to accord with Council's 'Disposal of Land and Other Assets Policy', and, if currently designated as 'Community Land', will need to be preceded by a process of revocation, which can be expected to require a lead time of 6-12 months.

Any buildings vacated by the development of the Hub at Two Wells, could also be leased or sold. However, there is a strong logic that Council maintains control of sites surrounding its main Hub so as to provide flexibility in their future use for community purposes or their incorporation into possible future expansion of the Community and Civic Hub building itself.

5.2. Commercialisation of Floorspace

Income generation from the project could occur through the sale or lease of additional floorspace created as part of the development of the Hub. Leasing is probably preferable because it provides flexibility to reuse the space if needed for future expansion.

Any leased floorspace would be expected to generate an income for Council to help offset the Hub's funding costs or to be returned to general revenue for employment on other Council initiatives.

In theory, if Council can borrow funds at a rate lower than the yield achieved through the leasing of the floorspace, then Council should be financially advantaged by such an arrangement. The favourable borrowing rate offered by the Local Government Finance Authority suggests that the leasing of space should provide a financial windfall to Council. However, this equation is potentially impacted by a range of factors, including:

- Maximum borrowing capacity of the Council;
- Repayment timeframes;
- Tenancy vacancy rates and tenancy failures;
- High building costs relative to current rental levels;
- Cost of any restitution works at the conclusion of the lease period.

Examples of tenancies that might be encouraged in association with the Hub could include:

- Café
- Co-working space
- Health services
- Government offices
- Private offices

DRAFT

6 – PROJECT RISK PLAN

6. Project Risk Plan

6.1. Risk Factors and Management Strategy

Any project brings with it risks and no project is risk free. The larger the project, the bigger the potential impact of a failure to foreshadow those risks and to set in place a management regime that minimises the likelihood of those risks being realised.

The major risks relate to legal, financial, management design, and construction factors. These are identified in the following table, together with the strategy proposed to manage that risk. There are also key social and community outcomes that need to be addressed.

Risk Factor	Management Response	Responsible Entity
Acquisition of preferred site	The acquisition of the portion of the preferred site that is controlled by the Crown needs to transfer to Council as a matter of priority. Council's CEO is progressing this matter.	CEO
Compliance with all legal obligations	All relevant matters should be scrutinized by Council's lawyers to ensure compliance and achievement of intended outcomes. Relevant matters include site acquisition, property related legal interests (e.g. easements, rights of way, leases, community land dedications), building contracts, contractor failure management, insurance, coverage etc).	Council lawyers
Sound project management	Careful selection of project client representative / project manager / project control group and clarity regarding reporting mechanisms, decision making responsibility and key milestone for decision making.	CEO / Elected Members
Management of key stakeholders	A communications plan has already been prepared, however, an updated engagement plan should form an early part of the Phase 3 delivery. Appointment of a media strategies may also be prudent.	Consultant
Maintain timelines	A program with milestones has been prepared as part of this report. Maintaining focus upon meeting project timeframes and providing an updated program at the time of building contractor procurement is appropriate.	Consultant
Manage finances and spending	Prepare a budget allocation for the next phase of the project. Seek competitive tenders for clearly enunciated consultant work packages during the pre-tender process. Provide clear instructions regarding pricing thresholds to building contractors as part of the tender process. Prepare professional cost estimates at the initial scoping, options development and concept delivery phases.	CEO / Consultant

Maintaining integrity	design	Provide a clear brief to the architects and provide opportunities for Elected Member review at key milestones, including initial scoping, options development and preferred concept delivery.	Consultant / Elected Members
Maintain design flexibility		Ensure design options deliver cost effective future proofing / expansion capabilities to accommodate long term growth.	Consultant
Management experience	of staff	Maintain information transfer. Consider involvement of a 'change manager' if the service delivery model is going to change from the current arrangements.	CEO
Disruption of operations	of on-going	Ensure that the construction program provides for the continuation of Council operations. For example, provision of a temporary decanting facility (e.g. a demountable) may be required. To be determined at the time of the awarding of the construction contract.	Contractor / Consultant
Transition facilities	to new	Ensure that the program provides for the transition of staff and equipment to the new facilities.	Consultant
Achievement of community and economic outcomes	social, and	Manage community expectations through the stakeholder engagement program. Undertake market analysis to determine whether there are viable commercial spaces that should be delivered in association with the Hub. Engage with Main Street traders.	Consultants
Maintain coordination between consultants and contractors	Council and	Maintain, update and review budgets, timeframes and decision-making milestones. Employ superintendent to manage builder performance on behalf of Council.	Consultants

7 – PROJECT PROCUREMENT

7. Project Procurement

7.1. Procurement Options

There are a range of options available for the delivery of the Hub, from the traditional tendering of highly resolved architectural and structural plans to the open market, to a lesser resolution of the design which is then evolved with a preferred builder after a tender process to identify that builder, to an approach where the builder is responsible for the design and development of the plans and engages all consultant services from the outset.

Each of these options have their advantages and disadvantages, with the highly resolved approach providing Council with the greatest level of control and certainty over the design of the project but at greatest risk of confronting buildability issues due to the later involvement of the builder in the design process and higher construction costs as a result of design decisions that are difficult to change. At the other end of the spectrum, the builder / designer engagement at the outset should deliver maximum buildability and affordability in the outcome but with lesser Council influence in the design process and the uncertainty of any tender amount put forward at the beginning of the process (or conversely the cutting of design outcomes or floorspace areas to meet a fixed price).

7.2. Preferred Approach

The preferred approach is one in which the design is resolved to a level that provides a reasonable basis upon which to tender but which leaves much of the resolution of the construction detailing to the builder and the nominated team. The program outlined in Section 11 assumes this approach.

While further refinement of this approach is likely to occur in the next phase of the project, an industry benchmark for design development is typically 30% documentation.

8 – PROJECT GOVERNANCE PLAN

8. Project Governance Plan

8.1. Purpose

Sound project governance is fundamental to the successful delivery of a construction process, with a focussed, adroit governance regime delivering the following benefits:

- Identification and management of risks;
- Decision-making occurring at a level commensurate with the nature and importance of the decision;
- Timeliness of decision-making;
- Inclusion of relevant stakeholders in an advisory or informative role;
- Clarity regarding the role and function of the various stakeholders.

8.2. Governance Structure

The governance structure for the project is likely to vary under different delivery scenarios, for example, the direct day to day involvement of Council in a scenario where Council devolves responsibility for the design and delivery of the project to a developer is likely to be different to a scenario in which Council remains responsible for the development of a preferred concept and then tenders that concept to the market.

Based upon the project procurement approach recommended in the preceding section of this report, we anticipate a structure which closely involves the Elected Members, Council's Executive Team, the supporting consultant team and the community. This approach is detailed in the following paragraphs.

8.3. Roles and Responsibilities

8.3.1. Elected Members

Elected Members are the ultimate decision-makers and are responsible for the decision to proceed with the project, the choice of design and location of the project, and the selection of the contractor to build the project.

In each instance, they will be informed by professional staff and / or consultant advice regarding the choices available to them and the evaluation of those benefits and shortcomings of those choices.

8.3.2. CEO / Executive Team

It is the responsibility of the CEO and the Executive Team to bring all relevant facts to the attention of the Elected Members in their execution of their decision-making in respect of the aforementioned issues.

The CEO and the Executive Team will be responsible for the day to day management of the project, but may delegate that task to a principal consultant / project manager and / or construction manager / superintendent. A specific internal project control group could be appointed from this group.

The CEO and Executive Team will be responsible for the appointment of the consultant team to deliver the technical aspects and design of the project, but may delegate that role to a principal consultant / project manager.

The CEO and Executive Team will be responsible for staff tasks and inputs pertinent to their skill sets. This may include the Prudential Review, community land revocation and Crown Land dedication removal. All of these tasks can be outsourced if required. An internal project lead should be identified to implement or manage day to day tasks. The internal project lead would utilise the CEO / Executive Team as a sounding board.

8.3.3. Consultant Team

The consultant team will provide the technical input into the project, providing advice regarding the design of the building and the development of the site. Advice is likely to be provided to the CEO and Executive Team at regular intervals and directly to the Elected Members at points of key decision-making.

Given the complexity of project, a principal consultant / project manager is likely to assist in the coordination of consultant inputs into the project.

The project team is likely to require the following experts:

- Project manager
- Planner
- Community engagement expert
- Media advisor
- Civil engineer
- Surveyor
- Arborist
- Environmental engineer (contamination risk) / auditor
- Architect
- Structural engineer
- Traffic consultant
- Lawyer
- Quantity surveyor / cost consultant
- Property consultant
- Valuer
- Building services engineer
- Building sustainability engineer (environmental performance)
- Geotechnical engineer

The consultant team will assist in the evaluation of construction tenders. Once construction is ready to occur, a building construction superintendent should be appointed to represent the Council's interest on-site, including approval of programs, resolving contractual issues, variation reviews and direct liaison with the builder, as well as evaluating the builder's claims against the agreed budget.

8.3.4. Community

The community is the ultimate arbiter of the project through its ability to elect or remove its Council representatives at the four yearly Council elections. That said, the community could have a more direct and timely involvement through a combination of actions, including the following:

- Project information updates through media and Council website;
- Establishment of an interactive portal in which community views are monitored and considered in the design process;
- Establishment of a Community Representation Group which is regularly briefed on progress, providing opportunities for information dissemination to the community and direct feedback to the Council.

9 – COMMUNITY ENGAGEMENT

9. Community Engagement

The following engagement approach and engagement methods (section 9) are guided by the International Association for Public Participation (IAP2) Spectrum, Core Values and Code of Ethics. All tables, and key terminology have been modelled from IAP2 engagement course material.

9.1. Engagement Approach

Adelaide Plains Council supports community engagement as a process to make better decisions that incorporate the interests and concerns for all affected stakeholders and meet the needs of the decision making body. Ongoing engagement builds trust and credibility for the process among the participants and as such Adelaide Plains Council will undertake an Organisational Implementation course of engagement where Council leads the engagement and is responsible for defining and managing the engagement process

Council and the consultant team will lead the engagement and seek input to shape the function, design and services for which they are responsible. This is a traditional approach to concept development, project management and service delivery. Engagement is used to both inform the community about the proposed project and to provide some input to the shape and execution of concept design and other key elements of the project. The initial role of Council and supporting consultants as the project leaders is to design, plan and manage engagement before decision making can occur. Within these three domains there are specific steps and responsibilities. The first step is to design the engagement program to ensure a strong platform for engagement, a shared understanding and specification of core elements. In order to design an appropriate engagement program, the following questions should be answered:

Figure 1. Understanding the Context and Stakeholder Type

Questions
What is the engagement context?
What is happening at the personal, organizational, community, political and world level that impacts on the engagement process?
What is the focus of the engagement?
Are there certain methods that are more likely to suit the focus?
What communities and stakeholders do we need to engage?
Are the community or stakeholders likely to want to participate in the method?
What is the purpose for engaging?
<ul style="list-style-type: none"> - Generating options <ul style="list-style-type: none"> o What methods would enable informed decision making, and from a sample of the community that builds trust and reliability in the decision made. - Relationship development - Innovation
What level of influence will community and stakeholders have over the project and engagement program?
What methods suit the level of influence on the engagement spectrum?

The nature and focus of a project changes as the project progresses. Phase 2 of the Community and Civic Hub Investigation was a project within the Specific Projects category. Phase 3 of this project will also fall within this category but have a significantly greater focus on community based stakeholders rather than organisational based stakeholders like in Phase 2.

Table 11. *Defining the Project Scope*

	Project Type	Engagement Implications
Strategic Intent (scope is wide)	Projects where the understanding of the outcomes or possibilities is not fully developed, or project has a long-term horizon Opportunity to create the shape and direction of the solution to a problem or challenge or the aspiration and goals for a community service or space.	Strategic projects like Phase 1 of the Community and Civic Hub Investigation required real focus on activating participation and communicating and exciting stakeholder's and community alike. As a long-term project, Phase 1 established strong collaboration between Council staff, Elected Members, and the wider community.
Specific Projects (scope is more defined)	In a specific project, parameters have already been set. The phase when the specific site and generally outcome have already been developed to enable implementation. There is an opportunity for stakeholders and the community to contribute to the design and implementation process of the project. Both Phase 2 and Phase 3 of the Community and Civic Hub project fall within this category.	Phase 2 focused on technical analysis and therefore had limited community consultation but critical collaboration with Elected Members. The next phase of this project (Phase 3) will require clear communication of the context and identification of stakeholder and target groups early in the project timeline. A clear statement of their roles and decision-making influence should be promptly communicated.
Delivery (scope is mostly fixed)	There is little room for the influence or impact of others in the delivery stage of the project. However, communicating the process, timeline, outcome, and impact is essential for the community to adapt and respond appropriately to the change.	The engagement goal for the Council at this stage would be to inform all the relevant stakeholders and community on the progress, desired outcome and intended process of delivery. A delivery-based project will occur at the start of Phase 4 of the Community and Civic Hub project

9.2. Engagement Methods

A detailed community engagement program will be produced to assist with the next phases of the Community and Civic Hub project. The engagement strategy will identify the relevant stakeholders, methods of communication and activities that should be undertaken. The following section outlines key components of the engagement strategy to ensure a clear understanding of the engagement process and level of detail required.

Engagement methods are the touch points of the project between the organisation and community/stakeholders. They help create and foster relationships and ownership in the project. The following section is a sample of the intended methods and activities that will be employed in Phase 3.

1. Nominate a community reference group (CRG) from key community organisations and spokespersons to be the main source of ideas discussion and the channel to disseminate information.
 - » Reference groups are a method of providing a deliberative forum for members to discuss issues of community interest; draw on local knowledge and enhance community voice in decision making processes and outcomes; and build community understanding of council's Community and Civic Hub project.

- » The reference group should remain small, however represent a diverse range of demographics, interests, and knowledge.
 - » A process of selection will be undertaken as part of the engagement strategy which considers the aforementioned points and ensures reference group members are:
 - Over 18 years of age.
 - A resident, businesses owner, landowner, or employee within the Adelaide Plains Council area.
 - Not a current state or federal member, staff member or councillor.
2. Council information website
- » A dedicated webpage that is regularly updated with actions completed to date, current steps being undertaken and future stages.
 - » Information such as FAQ and Council endorsed documents should be downloadable from this site.
 - » Highly visual page that is easy to read and clear to access information.
 - » QR code and URL link used on all media that directs people to this page.
3. Prepare Frequently Asked Questions (FAQs) response sheets.
- » A FAQ sheet will be a summary of the investigation to date accessible on Council's website and distributed at Council locations. The FAQ will contain the following:
 - Context of project
 - Summary of steps taken to date
 - Key messaging
 - Role of the community in the decision making process
 - Opportunities to be involved
 - Next Steps
4. Periodic media updates
- » Ongoing updates across a number of media outlets including Council's social media, media releases on stage updates and all decision making actions, and newspapers and Council's communicator newsletter.
 - Tool to ensure there is timely and accurate information being shared between all stakeholders.
 - Simple action to keep community involved in the process.
5. Periodic CRG briefing sessions
- » Nominate key points within the Phase 3 program where touch points with the CRG should occur.
 - Prior to key decision-making points to gauge stakeholder opinion and relay to Elected Members as a consideration for their decision making process.
6. Concept consultation
- » Undertake a course of community consultation including online survey and drop-in sessions on the final suite of concept designs.
 - This step should be decided by Elected Members as to the timing and level of detail the consultation requires.

10 – SERVICE DELIVERY MODEL

10. Service Delivery Model

10.1. Service Delivery Options

Local government service provision has transformed significantly over recent decades. Councils have moved beyond a narrow emphasis on 'roads, rates and rubbish' towards broader objectives to promote the social, economic, environmental, and cultural wellbeing of communities. At the same time community expectations of local government have increased along with the cost of providing services and maintaining infrastructure and the access and influence of technology in the workplace. The overall effect is that councils must provide a greater range of services while endeavouring to meet higher standards.

10.2. Preferred Model

The facility distribution model previously identified in the Phase 1 investigations remains valid, namely:

- Combined community and civic hub
- Centralised but with minor outreach opportunities
- Possible use of Mallala depot as an outreach facility.

This approach follows a "hub and spoke" model where there is a central headquarters (the hub) in the centre and small satellite offices in parts of the Council area serving smaller population concentrations (the spokes).

The workplace and service provision model previously identified in the Phase 1 investigations remains valid, namely:

- Open plan with a limited number of offices.
- Flexible and adaptable workspaces.
- Shared spaces between staff and community to manage costs and engender cohesion but with some dedicated spaces for staff only.
- Civic obligations to overlap with community facility needs.
- Delivery of multi-functional library, community spaces, meeting places, youth facilities, seniors facilities, and health services along with accessing traditional Council services such as paying rates etc.
- Meeting rooms, pods, collaboration spaces, quiet spaces to support open work areas.
- Open plan to facilitate teams based and department based working.
- Limited hybrid working for Council staff (occasional work from home).
- Some fixed assets (servers, printers etc.) requiring specific fixed locations.
- Improved customer interface arrangements and inviting foyer with direct access to community spaces.
- Accommodation of growing staff numbers through practical and efficient workshops.
- Provision of for 0.65 to 0.8 desks / staff number.
- Consideration of commercial space to provide flexibility for future Council growth requirements.
- Increased and formalised car parking with secure staff parking.
- Associated outdoor space e.g., Village Green.

The workplace style adopted by Council should reflect an activity-based working (ABW) model where employees divide their time between working remotely and in their primary workplace, with remote working generally limited to 1-2 days per week. Staff would not have an assigned desk in the office and instead share workspaces based on the particular activity. A typical ABW office has a sharing ratio of eight desks (or less) for every 10 people.

11 – PRELIMINARY PROGRAM AND BUDGET

11. Preliminary Program and Budget

11.1. Project Program

A draft project program is included in Appendix 3. It is a draft insofar as we would expect the program to be monitored and revised as appropriate as each phase of the program progresses.

The program addresses the following key tasks and expected outcomes:

- Report received by Council
 - » Decision by Council to progress to Phase 3 – Investigations
- Agreement of tasks
 - » Prepare outline of Phase 3 work to be undertaken by the Principal Consultant and update the Community Engagement Strategy
- Implement consultation and engagement strategy
 - » Implement strategy and manage communications with stakeholder group
- Finalise purchase of land
 - » Ensure the purchase and transfer of the Crown land to Council
- Investigations and design development
 - » Appoint consultant team to undertake site and market investigations
- Preliminary design investigations
 - » Prepare design options for the site
- Evaluation of options
 - » Evaluate the design options from a community, staff, civic, buildability and affordability perspective
- Surplus site review
 - » Investigate opportunities and values of land surplus to Council requirements
- Council review
 - » Agree the design direction so detailed investigations can commence
- Community land revocation / Crown land dedication removal
 - » Ensure the subject land is fit for purpose
- Design concept development
 - » Evolve design concepts and agree a preferred concept
- Prudential review
 - » Undertake formal prudential review to substantiate whether project should proceed
- Preparation of design concept(s)
 - » Detailed design to underpin tender process
- Council decision
 - » Decision by Council to proceed to Phase 4 – Tendering and Construction
- Phase 4 – Appointment of contractor
 - » Identify preferred contractor and negotiate delivery
- Building approvals
 - » Obtain all approvals prior to construction
- Construction program
 - » Undertake construction
- Occupation
 - » Council occupies the new building and community use commences.

11.2. Key Milestones and Decision Points

There are a number of key points at which the Elected Member body will input into the process to make key decisions to progress the project. These are summarised as follows:

- February 2024 – Decision to proceed with designs and site investigations
- February 2024 – Decision to proceed with the purchase of the Crown land at Two Wells
- July 2024 – Agree the design direction for the project
- August 2024 – Agree the preferred concept
- October 2024 – Acceptance of Prudential Review
- December 2024 – Decision to proceed to tender
- March 2025 – Decision to appoint a contractor

Clearly, these dates are subject to achievement of a relatively tight design development timeframe which relies upon matters going to Council at the earliest available meeting date and decisions being made at those meetings.

A three month allowance in this timetable may be prudent to address longer decision-making timeframes. This would see the building contractor appointed by June 2025.

11.3. Key Responsibility

The following table identifies the responsible entity for each task.

Task	Responsibility
1. Report Received by Council	
1.1. Decision to progress to Phase 3	Elected Members
2. Phase 3 - Agreement of Tasks	
2.1. Provide brief for Phase 3 work	Consultants
2.2. Provide updated Community Engagement Strategy	Consultants
3. Implement Consultation and Engagement Strategy	
3.1. Appoint Community Representation Group (CRG)	EMs / Staff / Consultants
3.2. Prepare Frequently Asked Questions (FAQs) response sheets	Consultants
3.3. Council information website	Consultants
3.4. Periodic media updates	Consultants
3.5. Periodic CRG briefing sessions	Consultants / Staff
4. Finalise Purchase of Land	
4.1. Council resolution to purchase	Elected Members
4.2. Confirm terms with State Government	Staff
4.3. Settle on property	Staff

5. Investigations and Design Development	
5.1. Prepare briefs for initial site investigations, review tenders and appoint consultants	Consultants
5.2. Site survey	Consultants
5.3. Preliminary site engineering investigations	Consultants
5.4. Site contamination risk evaluation	Consultants
5.5. Tree assessment	Consultants
5.6. Market review of commercialisation options	Consultants
6. Preliminary Design Investigations	
6.1. Prepare design options	Consultants
6.2. Confirm floorspace	Consultants
6.3. Composition and spatial requirements	Consultants
6.4. Explore alternative site development approaches	Consultants
7. Evaluation of Options	
7.1. Community and Civic benefits	Consultants
7.2. Preliminary buildability issues - structural advice	Consultants
7.3. Flexibility / expansion capability	Consultants
7.4. Preliminary costing advice	Consultants
7.5. Operational savings potential - building services advice	Consultants
8. Surplus Site Review	
8.1. Market review of reuse / renewal of potential surplus Council landholdings	Consultants
8.2. Valuation of potential surplus Council landholdings	Consultants
8.3. Timing of disposal	Consultants
9. Council Review	
9.1. Review preliminary design options	EMs / Staff / Consultants
9.2. Review preliminary costings advice	EMs / Staff / Consultants
9.3. Council Workshop	EMs / Staff / Consultants
9.4. Agree direction to move forward	Elected Members

10. Community Land Revocation / Crown Land Dedication Removal	
10.1. Confirm which parcels require revocation / removal	Staff / Consultants
10.2. Council resolution to commence revocation	Elected Members
10.3. Prepare report	Staff / Consultants
10.4. Conduct public consultation	Staff / Consultants
10.5. Review submissions	Staff / Consultants
10.6. Seek Minister's approval	Staff / Consultants
10.7. Council revokes classification	Staff / Consultants
11. Design Concept Development	
11.1. Prepare design concept(s)	Consultants
11.2. Review concepts with Council	EMs / Staff / Consultants
11.3. Agree preferred concept	EMs / Staff / Consultants
12. Prudential Review	
12.1. Confirm level of Due Diligence / need for external consultant	Staff
12.2. Prepare full prudential report	Staff / Consultants
12.3. Evaluate whole of life costs / financial risk / management strategies	Staff / Consultants
12.4. Information input from design and costing exercise	Staff / Consultants
12.5. Prospective income sources	Staff / Consultants
12.6. Implications for Risk Management, Long Term Financial Plan and Asset Management Plan	Staff / Consultants
12.7. Present report to Elected Members for Adoption	Elected Members
13. Preparation of Design Concept(s)	
13.1. Develop preferred design concept details	Consultants
13.2. Develop supporting documentation	Consultants
13.3. Prepare documents suitable for Tendering	Consultants
13.4. Prepare costing of preferred concept	Consultants
13.5. Prepare draft tender package for builders	Consultants
14. Council Decision	

14.1. Present package to Council	EMS / Staff / Consultants
14.2. Workshop package with Council	EMS / Staff / Consultants
14.3. Refinement of design	Consultants
14.4. Council resolution to proceed with tender package and process	Elected Members
15. Phase 4 – Appointment of Contractor	
15.1. Construction Tender Process and Respond to Enquiries	Staff / Consultants
15.2. Tender Review and Evaluation	Staff / Consultants
15.3. Value Management Process	Staff / Consultants
15.4. Council Decision to Appoint Contractor	Elected Members
16. Building Approvals	
16.1. Document preparation and approval	Contractor
16.2. Asbestos / hazardous materials plan	Contractor
16.3. Site access arrangements	Contractor
16.4. Service connections / civil infrastructure requirements	Contractor
16.5. Construction Management Plan preparation and approval	Contractor
16.6. Tree protection zone implementation	Contractor
16.7. Any other permit requirements	Contractor
17. Construction Program	
17.1. Mobilisation	Contractor
17.2. Temporary Accommodation Provision	Contractor
17.3. Demolition	Contractor
17.4. Construction	Contractor
18. Occupation	
18.1. Occupation	Staff / Contractor

11.4. Pre-development Budgeting Requirements

While all costs will be subject to obtaining quotations from the various consultants required to input into Phase 3 tasks, we anticipate costs for delivering Tasks 1 – 14 are likely to be as follows. Note that these costs assume only partial documentation of the project to the pre-tender stage and that full documentation would be completed, possibly as part of the building contract.

- Completion of Tasks 1 – 8 during 2023 / 2024 c. \$140,000 + GST
- Completion of Taks 9 – 14 during 2024 / 2025 c. \$160,000 + GST

Note that a contingency of 10-20% may be warranted to allow for unforeseen circumstances.

Task 10 is excluded on the basis that it may not be required.

If timeframes slip then parts of these costs may move into a subsequent financial year.

Furthermore, it should be noted that RLB have included consultant costs in their preliminary cost estimates, as is standard procedure. Council should therefore note that the \$300,000 + GST estimate for Tasks 1 – 14 forms part of the overall delivery cost of the project. RLB's cost estimates assume an overall cost for professional fees of between \$640,000 and \$1,430,000, depending upon the detail of the proposed construction and its overall budget. The options tested by RLB range from \$7.576M + GST through to \$16.899M + GST.

12 – RECOMMENDATIONS / NEXT STEPS

12. Recommendations / Next Steps

It is recommended that Council resolve to endorse the Two Wells Office and Library site as the preferred location for the development of the Community and Civic Hub.

It is recommended that Council pursue a Community and Civic Hub option of up to 2,500m² with the option of reducing overall floorspace needs through utilization of the Two Wells Library and Offices as community spaces for a range of uses including a youth facility and seniors facility and the former Council Chamber utilized as an additional meeting space for both the community and administration.

It is recommended that the options presented to Council at the time of 'Task 9 – Council Review' include optimum and reduced floorspace options and costings so that Council can then make an informed decision on which concept to progress to design development.

It is recommended that a Principal Consultant be appointed to coordinate the appointment and inputs of the design development team over the course of Phase 3 investigations.

It is recommended that the Community Engagement Strategy be endorsed and implemented following the appointment of the Principal Consultant and the Community Engagement Team.

Unless already completed at the time of receiving this report, it is recommended that Council proceed to the transfer of the Two Wells Crown Land into its ownership as a matter of priority.

All other matters can occur subsequent to the appointment of the consultant team.

Appendix 1.Detailed Location Assessment

Site Criteria		Sub-Category		Sites												EM Importance Weighting	Importance Weighting		
				Lot 175 Old Port Wakefield Road, Two Wells (CT6279/498)		Lot 51 Old Port Wakefield Road, Two Wells (CR6215/365) (1)		Lot 103 Old Port Wakefield Road, Two Wells (CR5753/647)		21 Aerodrome Road, Mallala (CT5447/192) (1)		2 Wasleys Road, Mallala (CT5161/129) (1)		Lot20 Wasleys Road, Mallala (CT6163/218)				Lot 21 Wasley Road, Mallala (CT6163/219)	
				1		2		3		4		5		6				7	
				Greenfield Site		Adelaide Plains Council Office and Library		Two Wells Oval Complex		Mallala Depot		Mallala Council Office and Chamber		Mallala Oval Complex				Mallala Campground	
Reference Number		Criteria	Weighted	Criteria	Weighted	Criteria	Weighted	Criteria	Weighted	Criteria	Weighted	Criteria	Weighted	Criteria	Weighted				
Common Name																			
Score Type		Criteria	Weighted	Criteria	Weighted	Criteria	Weighted	Criteria	Weighted	Criteria	Weighted	Criteria	Weighted	Criteria	Weighted				
Land Size	Space for car parking at grade	10	10	10	10	10	10	10	10	1	1	10	10	10	10	H	1		
	Space for under croft car parking	10	5	10	5	10	5	10	5	3	1.5	10	5	10	5	M	0.5		
	Space for single storey building	10	10	10	10	10	10	10	10	1	1	10	10	10	10	H	1		
	Space for multi-storey building	10	5	10	5	10	5	10	5	1	0.5	10	5	10	5	M	0.5		
	Space for Town Square	10	10	10	10	10	10	10	10	1	1	10	10	10	10	H	1		
	Space for co-location of activities	10	6	10	6	10	6	10	6	1	0.6	10	6	10	6	M	0.6		
Land Use	Current use	10	3	10	3	5	1.5	5	1.5	10	3	5	1.5	8	2.4	L	0.3		
	Compatibility with intended use	10	3	10	3	7	2.1	8	2.4	10	3	7	2.1	5	1.5	M	0.3		
	Implications of removal of current use	10	4	10	4	3	1.2	3	1.2	10	4	3	1.2	8	3.2	M	0.4		
Zoning	Current suitability	10	2	10	2	3	0.6	7	1.4	10	2	3	0.6	3	0.6	L	0.2		
	Capable of suitable rezoning	10	2	10	2	4	0.8	10	2	10	2	4	0.8	4	0.8	L	0.2		
	Revocation of Community Land	10	2	10	2	10	2	10	2	10	2	10	2	10	2	H	0.2		
Land Title	Ownership	10	10	10	10	5	5	10	10	10	10	10	10	10	10	H	1		
	Ability to own/ ease of transfer	10	10	10	10	7	7	10	10	10	10	10	10	10	10	H	1		
	Easement/ ROW/ other restriction on the title	10	9	10	9	10	9	7	6.3	10	9	5	4.5	10	9	H	0.9		
	Heritage / Cultural Listings	10	9	10	9	10	9	10	9	10	9	10	9	10	9	M	0.9		
Physical Characteristics	Topography	10	5	10	5	8	4	10	5	9	4.5	9	4.5	10	5	M	0.5		
	Vegetation	7	4.2	7	4.2	7	4.2	7	4.2	7	4.2	7	4.2	7	4.2	H	0.6		
	Site conditions/contamination risk	10	7	8	5.6	10	7	3	2.1	8	5.6	10	7	10	7	H	0.7		
	Site access	10	7	10	7	10	7	8	5.6	10	7	10	7	10	7	H	0.7		
	Service access	10	9	10	9	10	9	10	9	10	9	10	9	10	9	L	0.9		
	Outlook	8	1.6	10	2	10	2	5	1	5	1	10	2	8	1.6	M	0.2		
	Flooding	5	2.5	8	4	9	4.5	10	5	10	5	10	5	10	5	M	0.5		
	CWMS Connection	5	3	5	3	5	3	10	6	10	6	10	6	10	6	H	0.6		
Commercial Context	Linkages to Main Street	8	7.2	10	9	9	8.1	5	4.5	10	9	5	4.5	5	4.5	M	0.9		
	Ability to activate locality	9	4.5	10	5	9	4.5	5	2.5	10	5	5	2.5	5	2.5	L	0.5		
	Replacement of existing activities	10	1	10	1	5	0.5	6	0.6	10	1	5	0.5	8	0.8	L	0.1		
	Not required for alternative purpose	10	1	10	1	4	0.4	5	0.5	5	0.5	5	0.5	5	0.5	M	0.1		
	Relocation effects on existing infrastructure	5	1	10	2	5	1	5	1	10	2	5	1	6	1.2	L	0.2		
Developability	Existing operations able to continue during construction	10	2	7	1.4	5	1	7	1.4	1	0.2	5	1	7	1.4	L	0.2		
	Ability to stage construction	10	2	10	2	10	2	10	2	10	2	10	2	10	2	L	0.2		
	Ease of site access	10	2	10	2	10	2	5	1	10	2	10	2	10	2	L	0.2		
	Avoidance of remote construction penalties	10	2	10	2	10	2	10	2	10	2	10	2	10	2	L	0.2		
Locational Context	Relationship to sensitive surrounding land uses	10	4	10	4	10	4	5	2	10	4	10	4	10	4	M	0.4		
	Relationship to existing / future population base	10	8	10	8	10	8	5	4	5	4	5	4	5	4	M	0.8		
	Relationship to commercial enterprises	10	6	10	6	10	6	5	3	7	4.2	4	2.4	4	2.4	L	0.6		
	Relationship to community groups/activities	9	2.7	10	3	10	3	5	1.5	7	2.1	4	1.2	4	1.2	M	0.3		
	Suitability of location to support other uses/activities (co-location)	9	4.5	10	5	9	4.5	5	2.5	7	3.5	5	2.5	5	2.5	M	0.5		
Multi-Criteria			187.2		191.2		171.9		158.2		143.4		162.5		170.3				

Appendix 2.RLB Cost Estimates



Rider Levett Bucknall SA Pty Ltd
 ABN 96 008 129 324
 Level 1, 8 Leigh Street
 Adelaide SA 5000

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 E: adelaide@au.rlb.com

10 November 2023

Holmes Dyer Pty Ltd
 Level 3, Reid House, 15 Featherstone Place
 Adelaide SA 5000

Attention: Stephen Holmes
Director

Dear Stephen

ADELAIDE PLAINS COUNCIL COMMUNITY AND CIVIC HUB PRELIMINARY COST ESTIMATES

Our Preliminary Cost Estimates for the proposed Adelaide Plains Council Community and Civic Hub to be located at either Mallala or Two Wells are summarised as follows:

	Option 1 1000m2 Building Assumed 4000m2 Site		Option 2 1500m2 Building Assumed 4000m2 Site		Option 3A 2000m2 Building Assumed 4500m2 Site		Option 3B 2000m2 Building incl Undercroft Assumed 2500m2 Site	
	1 Level	2 Level	1 Level	2 Level	1 Level	2 Level	1 Level	2 Level
Demolition	Excl.	Excl.	Excl.	Excl.	Excl.	Excl.	Excl.	Excl.
Site Preparation	300,000	281,250	281,250	281,250	337,500	337,500	250,000	250,000
Services Infrastructure	350,000	350,000	400,000	400,000	450,000	450,000	500,000	500,000
Single Storey Building	3,750,000		5,625,000		7,500,000		7,500,000	
Double Storey Building		4,500,000		6,750,000		9,000,000		8,250,000
FFE	500,000	500,000	600,000	600,000	700,000	700,000	700,000	700,000
External Works / Landscaping	300,000	550,000	50,000	425,000	50,000	550,000	250,000	250,000
Carpark for 80 Vehicles on Grade	600,000	600,000	600,000	600,000	600,000	600,000		
Undercroft Carpark							3,000,000	3,000,000
Sub-Total	5,800,000	6,781,250	7,556,250	9,056,250	9,637,500	11,637,500	12,200,000	12,950,000
Design Development Contingency 5%	290,000	340,000	380,000	460,000	490,000	590,000	610,000	650,000
Construction Contingency 5%	310,000	360,000	400,000	480,000	510,000	620,000	650,000	680,000
Professional Fees 10%	640,000	750,000	840,000	1,000,000	1,070,000	1,290,000	1,350,000	1,430,000
Statutory Charges 0.5%	36,000	42,000	46,000	55,000	59,000	71,000	75,000	79,000
Escalation to Completion (Say late 2025)	500,000	580,000	650,000	780,000	830,000	1,000,000	1,050,000	1,110,000
Locality Loading	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Sub-Total On-Costs	1,776,000	2,072,000	2,316,000	2,775,000	2,959,000	3,571,000	3,735,000	3,949,000
TOTAL DEVELOPMENT COST (EXCL GST)	7,576,000	8,853,250	9,872,250	11,831,250	12,596,500	15,208,500	15,935,000	16,899,000
Cost \$/m2	7,576	8,853	6,582	7,888	6,298	7,604	7,968	8,450

Say \$7.2 - \$7.95M \$8.4 - \$9.3M \$9.4 - \$10.4M \$11.2 - \$12.4M \$11.9 - \$13.2M \$14.4 - \$15.9M \$15.1 - \$16.7M \$16.0 - \$17.7M

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Basis of Estimate

This estimate is based upon measured areas to which we have applied rates and conditions we currently believe applicable as at November 2023. We assumed that the project will be competitively tendered under standard industry conditions and form of contract.

This cost estimate does not at this stage provide a direct comparison with tenders received for the work at any future date. To enable monitoring of costs this estimate should be updated regularly during the design and documentation phases of this project.

Scope of Works / Assumptions

In preparing this estimate we, in conjunction with the project team, have assumed the following scope of works;

- Building Options of 1000m2, 1,500m2 and 2,000m2
- Site areas to suit the proposed development options

Limitation of Estimate

This estimate should be viewed as a Concept Cost Plan for use in strategic master planning review and options analysis. It should **not** be used for decision making analysis to commit to a project (including acquisition, finance approval, equity approval or the like). We recommend that a more detailed elemental cost plan be prepared before such commitment is to be considered.

The majority of the cost allowances are estimates based on similar projects, and as such, potentially do not yet reflect the design that will be developed in the future.

In regards to the cost of integration of new build to existing heritage, the costs are dependent on the extent of refurbishment to be undertaken and the how the buildings will link to each other in terms of circulation and function. This can be further explored in the next phase of design.

Items Specifically Included

This estimate specifically includes the following:

Professional Fees

Professional fees based on a 10 percent allowance.

Contingencies & Escalation

The estimate includes the following contingency allowances:

- Design Development Contingency which allows for issues that will arise during the design and documentation period as the design team develops the design through to 100% documentation
- Construction Contingency which allows for issues that will arise during the construction period including for latent conditions, design errors and omissions, design changes, client changes, extension of time costs and provisional sum adjustments.
- Escalation which allows for rise and fall in costs from the stated base date of the estimate to the stated future delivery program as stated in the report.

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**Items Specifically Excluded**

The estimate **specifically excludes** the following which should be considered in an overall project feasibility study:

Project Scope Exclusions

- Demolition
- High Load floor areas
- Murals and works of art
- Stormwater storage tanks
- Work outside site boundaries

Risk Exclusions

- Relocation and upgrade of existing services
- Contaminated ground Removal and Reinstatement
- Asbestos and Hazardous Materials Removal
- Piled foundation systems
- Rock excavation
- De-watering
- Staging / Phasing costs

Other Project Cost Exclusions

- Land costs
- Legal fees
- Goods and Services Taxation
- Holding costs and finance charges
- ESD provisions beyond current good practice
- Locality Loading (assuming local contractors and noting proposed sites are adjacent to the northern suburbs of Adelaide)

We trust this is of assistance and will be pleased to provide any further information upon request.

Yours faithfully

A handwritten signature in dark ink, appearing to read 'J Drillis', is positioned above the printed name.

John Drillis

Director

Rider Levett Bucknall

john.drillis@au.rlb.com

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Appendix 3. Program

AUTHOR'S ADDRESS:

Task	Week Commencing Monday																																			
	February				March				April					May				June				July					August				September					October
	05/02	12/02	19/02	26/02	04/03	11/03	18/03	25/03	01/04	08/04	15/04	22/04	29/04	06/05	13/05	20/05	27/05	03/06	10/06	17/06	24/06	01/07	08/07	15/07	22/07	29/07	05/08	12/08	19/08	26/08	02/09	09/09	16/09	23/09	30/09	07/10
. Report Received by Council																																				
1. Decision to progress to Phase 3			●																																	
. Phase 3 - Agreement of Tasks																																				
1. Provide brief for Phase 3 work																																				
2. Provide updated Community Engagement strategy																																				
. Implement Consultation and Engagement Strategy																																				
1. Appoint Community Representation Group (CRG)																																				
2. Prepare Frequently Asked Questions (FAQs) response sheets																																				
3. Council information website																																				
4. Periodic media updates																																				
5. Periodic CRG briefing sessions																																				
. Finalise Purchase of Land																																				
1. Council resolution to purchase																																				
2. Confirm terms with State Government																																				
3. Settle on property																																				
. Investigations and Design Development																																				
1. Prepare briefs for initial site investigations, review tenders and appoint consultants (survey, engineering, geotechnical, contamination, trees, market, architectural, structural, building services, costings, operations, valuation)																																				
2. Site survey																																				
3. Preliminary site engineering investigations - services / stormwater / flooding / access																																				
4. Site contamination risk evaluation																																				
5. Tree assessment																																				
6. Market review of commercialisation options																																				
. Preliminary Design Investigations																																				
1. Prepare design options																																				
2. Confirm floorspace																																				
3. Composition and spatial requirements																																				
4. Explore alternative site development approaches																																				
. Evaluation of Options																																				
1. Community and Civic benefits																																				
2. Preliminary buildability issues - structural advice																																				
3. Flexibility / expansion capability																																				
4. Preliminary costing advice																																				
5. Operational savings potential - building services advice																																				

Summary Program

Task	Week Commencing Monday																																				
	February				March				April					May				June				July					August				September					October	
	05/02	12/02	19/02	26/02	04/03	11/03	18/03	25/03	01/04	08/04	15/04	22/04	29/04	06/05	13/05	20/05	27/05	03/06	10/06	17/06	24/06	01/07	08/07	15/07	22/07	29/07	05/08	12/08	19/08	26/08	02/09	09/09	16/09	23/09	30/09	07/10	
Surplus Site Review																																					
1. Market review of reuse / renewal of potential surplus Council landholdings																																					
2. Valuation of potential surplus Council ndholdings																																					
3. Timing of disposal																																					
Council Review																																					
1. Review preliminary design options																																					
2. Review preliminary costings advice																																					
3. Council Workshop																																					
4. Agree direction to move forward																																					
0. Community Land Revocation / Crown Land Dedication Removal																																					
0.1. Confirm which parcels require revocation / removal																																					
0.2. Council resolution to commence revocation																																					
0.3. Prepare report																																					
0.4. Conduct public consultation																																					
0.5. Review submissions																																					
0.6. Seek Minister's approval																																					
0.7. Council revokes classification																																					
1. Design concept development																																					
1.1. Prepare design concept(s)																																					
1.2. Review concepts with Council																																					
1.3. Agree preferred concept																																					
2. Prudential Review																																					
2.1. Confirm level of Due Diligence / need for external consultant																																					
2.2. Prepare full prudential report																																					
2.3. Evaluate whole of life costs / financial risk / management strategies																																					
2.4. Information input from design and costing exercise																																					
2.5. Prospective income sources																																					
2.6. Implications for Risk Management, Long Term financial Plan and Asset Management Plan																																					
2.7. Present report to Elected Members for Adoption																																					

preliminary program

Task	Month																							
	Aug	Sept	Oct	Nov	Dec	Jan 2025	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan 2026	Feb	Mar	Apr	May	Jun	Jul
13. Preparation of Design Concept(s)																								
13.1. Develop preferred design concept details																								
13.2. Develop supporting documentation																								
13.3. Prepare documents suitable for Tendering																								
13.4. Prepare costing of preferred concept																								
13.5. Prepare draft tender package for builders																								
14. Council Decision																								
14.1. Present package to Council																								
14.2. Workshop package with Council																								
14.3. Refinement of design																								
14.4. Council resolution to proceed with tender package and process																								
15. Phase 4 - Appointment of Contractor																								
15.1. Construction Tender Process and Respond to Enquiries																								
15.2. Tender Review and Evaluation																								
15.3. Value Management Process																								
15.4. Council Decision to Appoint Contractor																								
16. Building Approvals																								
16.1. Document preparation and approval																								
16.2. Asbestos / hazardous materials plan																								
16.3. Site access arrangements																								
16.4. Service connections / civil infrastructure requirements																								
16.5. Construction Management Plan preparation and approval																								
16.6. Tree protection zone implementation																								
16.7. Any other permit requirements																								
17. Construction Program																								
17.1. Mobilisation																								
17.2. Temporary Accommodation Provision																								
17.3. Demolition																								
17.4. Construction																								
18. Occupation																								
18.1. Occupation																								
● Council Decision / Direction																								

14.2 DELEGATION UPDATE

Record Number: D24/7929

Author: Manager Governance

Authoriser: Acting Director Corporate Services

Attachments: 1. LGA Delegations Framework Summary of Updates [↓](#) 
2. Combined Instrument of Delegations [↓](#) 

EXECUTIVE SUMMARY

- The Local Government Association (LGA) have released updates associated with changes or amending errors within the LGA Delegations Framework of some legislation. The release was provided after Council's full review conducted in July 2023. This report provides the changes required for Council's consideration and ratification.

RECOMMENDATION

"that Council, having considered Item 14.2 – *Delegation Update*, dated 26 February 2024, receives and notes the report and in doing so:

1. exercises the power contained in section 44 of the *Local Government Act 1999* to hereby delegate, on 26 February 2024, the powers and functions under the following Acts, and specified in the proposed Instruments of Delegation contained in this report, to the person occupying the office of the Chief Executive Officer (and anyone acting in that position) subject to the conditions and/or limitations specified herein:
(a) *Burial and Cremations Act 2013*
(b) *Expiation of Offences Act 1996*
(c) *Local Government Act 1999*
(d) *Road Traffic Act 1961*
such powers and functions may be further delegated by the Chief Executive Officer in accordance with sections 44 and 101 of the *Local Government Act 1999* as the Chief Executive Officer sees fit, unless otherwise indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation.
2. exercises the power contained in section 44 of the *Local Government Act 1999*, and section 100 of the *Planning, Development and Infrastructure Act 2016* to hereby delegate, effective from 3 July 2023, the powers and functions under the *Planning, Development and Infrastructure Act 2016 Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council, a Designated Authority; a Designated Entity – (Instrument A)*, to the person occupying or acting in the Office of Chief Executive Officer of the Council subject to the conditions and/or limitations, if any, specified herein or in the Schedule of Conditions.
3. exercises the power contained in section 44 of the *Local Government Act 1999*, and section 100 of the *Planning, Development and Infrastructure Act 2016* to hereby delegate, effective from 3 July 2023, the powers and functions under the *Planning, Development and Infrastructure Act 2016 Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Relevant Authority– (Instrument B)*, to the person occupying or acting in the Office of Chief Executive Officer of the Council subject to the conditions and/or limitations, if any, specified herein or in the Schedule of Conditions."

BUDGET IMPACT

Estimated Cost:	Nil
Future ongoing operating costs:	Nil
Is this Budgeted?	Not applicable

RISK ASSESSMENT

Updating the delegations associated with the *Burial and Cremations Act 2013*, *Expiation of Offences Act 1996*, *Local Government Act 1999*, *Road Traffic Act 1961*, *Instrument A-Planning, Development and Infrastructure (General) Regulations 2017* and *Instrument B-Planning, Development and Infrastructure Act 2016* will ensure Council is compliant with legislative requirements.

DETAILED REPORT

Purpose

To seek Council's endorsement of delegations to the Chief Executive Officer under the *Local Government Act 1999* and other legislation due to updates and amendments relating to the listed Acts and Regulations. These updates are for the period 1 January 2023 to 1 June 2023.

Background

Section 44 of the *Local Government Act 1999* (Act) enables Council to delegate powers or functions vested or conferred under this, or any other Act, for the day-to-day activities of the Council to be carried in an effective and efficient manner.

The delegable powers and functions continue to change due to the ongoing implementation of the Local Government Reforms and regular reviews of the Delegation Framework by the Local Government Association (LGA).

The recent updates provided by the LGA resulted in updates / amendments / corrections to the *Burial and Cremations Act 2013*, *Expiation of Offences Act 1996*, *Local Government Act 1999*, *Road Traffic Act 1961*, *Instrument A-Planning, Development and Infrastructure (General) Regulations 2017* and *Instrument B-Planning, Development and Infrastructure Act 2016* these changes are to be reviewed and ratified by Council.

Discussion

LGA Delegations Framework Summary of Updates as per **Attachment 1** outlines the additions and amendments to the relevant Acts.

The Instrument of Delegation as per **Attachment 2** lists the updated Act delegations that are required for review by Council.

Burial and Cremation Act 2013

Commencement of the *Burial and Cremation (Interment Rights) Amendment Act 2023* on 23 February 2023 has seen a new provision added in the *Burial and Cremation Act 2013*.

Expiation of Offences Act 1996

On May 2023 *Statutes Amendment (Transport Portfolio) Act 2021* was gazetted and commenced which amended several sections within the *Expiation of Offences Act 1996*.

Local Government Act 1999

Minor administrative changes

Road Traffic Act 1961

Two additional powers and functions have been included in the Framework as well as an amendment due to the commencement of the *Statutes Amendment (Transport Portfolio) Act 2021* on 11 May 2023.

Planning, Development and Infrastructure Act 2016

As a result of the *Planning, Development and Infrastructure Act (General) (Miscellaneous) Amendment Regulation 2023* under the *Planning, Development and Infrastructure Act 2016* commencing on 26 May 2023, a provision has been amended in the *Planning, Development and Infrastructure (General) Regulation 2017* altering the wording of the power and function that can be delegated by Council. A provision has also been amended due to a minor administrative error.

An additional provision has been included in the Planning, Development and Infrastructure Act 2016 – Instrument B.

Conclusion

It is recommended Council consider the updated delegations in relation to the *Burial and Cremations Act 2013, Expiation of Offences Act 1996, Local Government Act 1999, Road Traffic Act 1961, Instrument A-Planning, Development and Infrastructure (General) Regulations 2017 and Instrument B-Planning, Development and Infrastructure Act 2016* and ratify accordingly.

References

Legislation

Burial and Cremations Act 2013

Expiation of Offences Act 1996

Local Government Act 1999

Road Traffic Act 1961

Planning, Development and Infrastructure (General) Regulations 2017

Planning, Development and Infrastructure Act 2016

Council Policies/Plans

Strategic Plan 2020-2024 – Proactive Leadership

**LGA DELEGATIONS FRAMEWORK—SUMMARY OF UPDATES FOR PERIOD
1 JANUARY 2023 TO 1 JUNE 2023**

Title of Document and Part Updated	Part of Document Updated	Nature of change	Reason for Update	Recommendation
POWERS AND FUNCTIONS TABLE				
Burial & Cremation Act 2013	Section 35(4)	Addition	Legislative amendment	Update delegation and subdelegations
Expiation of Offences Act 1996	Section 11A(2)	Amendment	Legislative amendment	Update delegation and subdelegations
Local Government Act 1999	Section 50(6)(d) Section 50(6)(e) Section 111(b)	Amendment Amendment Amendment	Error Error Error	Update delegation and subdelegations
Road Traffic Act 1961	Section 174A(4) Section 174(4a) Section 174(5a)	Amendment Addition Addition	Legislative amendment Legislative amendment Legislative amendment	Update delegation and subdelegations
CEO INSTRUMENT OF DELEGATION				
Local Government Act 1999	Section 12(11c)(b)(iii) Section 12(19)(b) Section 68(1) Section 90(8d) Section 93(10) Section 116(1) Section 120(2)(a) Section 120(2)(b)	Deletion Amendment Amendment Deletion Amendment Amendment Amendment Addition	Legislative amendment Error Error Legislative amendment Error Error Clarification Omitted in error previously	Update delegation and subdelegations

Title of Document and Part Updated	Part of Document Updated	Nature of change	Reason for Update	Recommendation
INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016				
INSTRUMENT A				
Planning, Development and Infrastructure (General) Regulations 2016	Regulation 85(4) Regulation 103A(3)	Addition Amendment	Legislative amendment Error	Update delegations and subdelegations
INSTRUMENT B				
Planning, Development and Infrastructure Act 2016	Sections 128(1) & (2)	Addition	Legislative amendment	Update delegations and subdelegations



ADELAIDE PLAINS COUNCIL
COMBINED INSTRUMENT OF DELEGATION

26 FEBRUARY 2024

Adelaide Plains Council

Instruments of Delegation in this Document

- Instrument of Delegation under the Burial and Cremation Act 2013
- Instrument of Delegation under the Expiation of Offences Act 1996
- Instrument A - Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity
- Instrument B – Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority
- Instrument of Delegation under the Local Government Act 1999
- Instrument of Delegation under the Road Traffic Act 1961

Delegation Sources

- Burial and Cremation Act 2013
- Expiation of Offences Act 1996
- Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)
- Planning, Development and Infrastructure (General) Regulations 2017
- Planning, Development and Infrastructure (Transitional Provisions) Regulations 2017
- Planning, Development and Infrastructure (Fees, Charges and Contributions) Regulations 2019
- State Planning Commission Practice Direction - 2 Preparation and Amendment of Designated Instruments
- State Planning Commission Practice Direction - 3 (Notification of Performance Assessed Development Applications) 2019
- State Planning Commission Practice Direction (Council Inspections) 2020
- State Planning Commission Practice Direction 10 (Staged Occupation of Multi-Storey Buildings) 2020
- Urban Tree Canopy Off-set Scheme
- Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority (Instrument B);
- Local Government Act 1999
- Road Traffic Act 1961

Positions

Abbreviation	Position	Name
Chief Executive Officer	Chief Executive Officer	James Miller

Adelaide Plains Council

Abbreviation	Position	Name
N/A	Not Applicable	
ND	Not Delegated	

Adelaide Plains Council

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Adelaide Plains Council

Instrument of Delegation under the Burial and Cremation Act 2013

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 8(2)	Approve the interment of bodily remains	Chief Executive Officer		council
section 13(4)	Inter additional bodily remains	Chief Executive Officer		relevant authority for cemetery or crematorium
section 13(6)	Be consulted by the Attorney-General regarding the opening of an interment site, exhumation or removal of bodily remains or re-interment of bodily remains	Chief Executive Officer		relevant authority for cemetery or crematorium
section 18(1)	Ensure that cremated remains are only released to an authorised person	Chief Executive Officer		relevant authority for cemetery or crematorium

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 18(2)	Dispose of cremated remains	Chief Executive Officer		relevant authority for cemetery or crematorium
section 19	Establish a cemetery, natural burial ground or crematorium	ND		council
section 20	Establish and manage a public mortuary	ND		council
section 21	Establish a mausoleum	ND		relevant authority for cemetery or crematorium
section 22	Provide part of a cemetery as a natural burial ground	ND		relevant authority for cemetery or crematorium
section 23	Set apart part of a cemetery or natural burial ground for a particular religion	ND		relevant authority for cemetery or crematorium
section 24(1)	Close a cemetery or natural burial ground	ND		relevant authority for cemetery or crematorium

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 24(2)	Provide notice of proposed closure of a cemetery or natural burial ground	Chief Executive Officer		relevant authority for cemetery or crematorium
section 24(5)	Provide details of representations or submissions to the Minister regarding the proposed closure of a cemetery or natural burial ground	Chief Executive Officer		relevant authority for cemetery or crematorium
section 24(8)(a)	Discharge unexercised interment rights and provide a refund by agreement with the interment holder on closure of a cemetery or natural burial ground	Chief Executive Officer		relevant authority for cemetery or crematorium
section 24(8)(b)	Discharge unexercised interment rights and issue a new interment right by agreement with the interment holder on closure of a cemetery or natural burial ground	Chief Executive Officer		relevant authority for cemetery or crematorium
section 24(9)(a)	Discharge interment rights and issue a new interment right with the interment holder on closure of a cemetery or natural burial ground	Chief Executive Officer		relevant authority for cemetery or crematorium

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 24(9)(b)	Remove and re-inter human remains by agreement with the interment holder on closure of a cemetery or natural burial ground	Chief Executive Officer		relevant authority for cemetery or crematorium
section 24(9)(c)	Remove and reposition a memorial by agreement with the interment holder on closure of a cemetery or natural burial ground	Chief Executive Officer		relevant authority for cemetery or crematorium
section 24(10)	Referral of matter for mediation if agreement cannot be reached on the discharge of an interment right on closure of a cemetery or natural burial ground	Chief Executive Officer		relevant authority for cemetery or crematorium
section 24(11)	Pay for mediation with respect to the discharge of an interment right on closure of a cemetery or natural burial ground	Chief Executive Officer		relevant authority for cemetery or crematorium
section 24(12)(a)	Offer land as a gift on closure of a cemetery or natural burial ground	ND		relevant authority for cemetery or crematorium

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 24(12)(b)	Demolish, remove, relocate or replace a grave on closure of a cemetery or natural burial ground	Chief Executive Officer		relevant authority for cemetery or crematorium
section 24(14)	Prepare an inventory prior to closure of a cemetery or natural burial ground identifying all graves and memorial, a record of all inscriptions and other particulars on memorials and a photograph of each memorial	Chief Executive Officer		relevant authority for cemetery or crematorium
section 24(15)	Make the inventory of graves and memorials available to the public	Chief Executive Officer		relevant authority for cemetery or crematorium
section 25(1)	Petition the Minister to have trust on which land is held by council which was formerly a cemetery or natural burial ground determined and the land dedicated as park lands	Chief Executive Officer		council
section 25(5)	Pay costs of advertising or inquiry related to the determination of a trust and dedication of land as park lands	Chief Executive Officer		council

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 25(4)(a)	Remove memorials if a closed cemetery is dedicated as park lands	Chief Executive Officer		relevant authority for cemetery or crematorium
section 25(4)(b)	Relocate memorials if a closed cemetery is dedicated as park lands	Chief Executive Officer		relevant authority for cemetery or crematorium
section 25(4)(c)	Replace memorials if a closed cemetery is dedicated as park lands	Chief Executive Officer		relevant authority for cemetery or crematorium
section 26(2)	Convert a closed cemetery which is not on land held on trust by the council or that includes land under the care, control and management of a council into a public park or garden	ND		relevant authority for cemetery or crematorium
section 26(3)	Give notice of intention to convert a cemetery into a public park where the cemetery is not on land held on trust by the council or that includes land under the care, control and management of a council	Chief Executive Officer		relevant authority for cemetery or crematorium

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 26(6)(a)	Remove memorials from a closed cemetery which is not on land held on trust by the council or that includes land under the care, control and management of a council	Chief Executive Officer		relevant authority for cemetery or crematorium
section 26(6)(b)	Relocate memorials from a closed cemetery which is not on land held on trust by the council or that includes land under the care, control and management of a council	Chief Executive Officer		relevant authority for cemetery or crematorium
section 26(6)(c)	Replace memorials a closed cemetery which is not on land held on trust by the council or that includes land under the care, control and management of a council	Chief Executive Officer		relevant authority for cemetery or crematorium
section 27(1)(a)	Construct roads and pathways for purpose of converting closed cemetery into a public park or garden	Chief Executive Officer		relevant authority for cemetery or crematorium
section 27(1)(b)	Erect or construct buildings for purpose of converting closed cemetery into a public park or garden	ND		relevant authority for cemetery or crematorium

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 27(1)(c)	Construct a vault or other repository for human remains for purpose of converting closed cemetery into a public park or garden	ND		relevant authority for cemetery or crematorium
section 27(1)(d)	Erect lighting, seating or other infrastructure or public amenity for purpose of converting closed cemetery into a public park or garden	ND		relevant authority for cemetery or crematorium
section 27(1)(e)	Take such other action for laying out land as parklands or a public place or garden for purpose of converting closed cemetery into a public park or garden	ND		relevant authority for cemetery or crematorium
section 28(1)	Provide notice of cemetery or natural burial ground closure to the Registrar	Chief Executive Officer		relevant authority for cemetery or crematorium
section 28(2)	Provide notice of crematorium closure to the Registrar or the Environment Protection Authority	Chief Executive Officer		relevant authority for cemetery or crematorium

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 28(3)	Forward records of closed cemetery, natural burial ground or crematorium to the Libraries Board of South Australia	Chief Executive Officer		relevant authority for cemetery or crematorium
section 30(1)	Agree to the interment of human remains	Chief Executive Officer		relevant authority for cemetery or crematorium
section 30(1)	Issue an interment right	Chief Executive Officer		relevant authority for cemetery or crematorium
section 30(2)	Provide statement in plain English setting out rights and responsibilities in regard to an interment right to person applying for an interment right	Chief Executive Officer		relevant authority for cemetery or crematorium
section 30(3)	Determine capacity of interment site	Chief Executive Officer		relevant authority for cemetery or crematorium

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 30(5)	Carry out a lift and deepen procedure	Chief Executive Officer		relevant authority for cemetery or crematorium
section 32(1)	Renew interment right	Chief Executive Officer		relevant authority for cemetery or crematorium
section 32(1)	Fix renewal fee	ND		relevant authority for cemetery or crematorium
section 32(2)	Provide notice of interment right expiry	Chief Executive Officer		relevant authority for cemetery or crematorium
section 32(3)	Provide statement in plain English setting out rights and responsibilities in regard to an interment right to person renewing interment right	Chief Executive Officer		relevant authority for cemetery or crematorium

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 33(1)	Transfer an interment right	Chief Executive Officer		relevant authority for cemetery or crematorium
section 33(1)(a)	Determine consideration for transfer of interment right	Chief Executive Officer		relevant authority for cemetery or crematorium
section 33(3)	Record interment right transfer in register	Chief Executive Officer		relevant authority for cemetery or crematorium
section 34(1)	Receive surrendered interment right	Chief Executive Officer		relevant authority for cemetery or crematorium
section 34(2)	Provide a refund on the surrender of an unexercised interment right	Chief Executive Officer		relevant authority for cemetery or crematorium

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
Section 35(4)	Comply with obligations under an interment right	Chief Executive Officer		relevant authority for cemetery or crematorium
section 37(1)	Keep a register of interment rights	Chief Executive Officer		relevant authority for cemetery or crematorium
section 37(2)	Record information in the interment rights register	Chief Executive Officer		relevant authority for cemetery or crematorium
section 38(1)(a)	Reuse an interment site on expiry of an interment right	Chief Executive Officer		relevant authority for cemetery or crematorium
section 38(1)(b)	Remove a memorial on expiry of an interment right	Chief Executive Officer		relevant authority for cemetery or crematorium

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 38(2)(a)	Give notice of intention to reuse an interment site by public advertisement	Chief Executive Officer		relevant authority for cemetery or crematorium
section 38(2)(b)	Give notice of intention to reuse an interment site by notice to the personal representative of the deceased	Chief Executive Officer		relevant authority for cemetery or crematorium
section 39(2)	Deal with and dispose of a memorial in accordance with the Burial and Cremation Act	Chief Executive Officer		relevant authority for cemetery or crematorium
section 40	Enter into an agreement with an interment right holder to maintain memorial	Chief Executive Officer		relevant authority for cemetery or crematorium
section 41(1)	Provide notice requiring repair, removal or reinstatement of memorial	Chief Executive Officer		relevant authority for cemetery or crematorium

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 41(2)	Carry out repair, removal or reinstatement work	Chief Executive Officer		relevant authority for cemetery or crematorium
section 41(2)	Recover costs of work repairing, removing or reinstating a memorial	Chief Executive Officer		relevant authority for cemetery or crematorium
section 41(3)	Carry out repair, removal or reinstatement work	Chief Executive Officer		relevant authority for cemetery or crematorium
section 41(3)	Recover costs of work repairing, removing or reinstating a memorial	Chief Executive Officer		relevant authority for cemetery or crematorium
section 42(1)	Remove and dispose of memorial where interment right has expired	Chief Executive Officer		relevant authority for cemetery or crematorium

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 42(1)(c)	Give notice of intention to remove and dispose of a memorial on expired interment site by public advertisement and notice affixed to the memorial	Chief Executive Officer		relevant authority for cemetery or crematorium
section 42(1)(d)	Give notice of intention to remove and dispose of a memorial on expired interment site by public notice to owner of memorial	Chief Executive Officer		relevant authority for cemetery or crematorium
section 42(2)	Keep prescribed records of disposed memorials	Chief Executive Officer		relevant authority for cemetery or crematorium
section 43(a)	Enlarge a cemetery, natural burial ground or crematorium	Chief Executive Officer		relevant authority for cemetery or crematorium
section 43(b)	Improve or embellish a cemetery, natural burial ground or crematorium	Chief Executive Officer		relevant authority for cemetery or crematorium

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 43(c)	Restrict interments in any part of a cemetery or natural burial ground	Chief Executive Officer		relevant authority for cemetery or crematorium
section 43(d)	Take action for proper management and maintenance of a cemetery, natural burial ground or crematorium	Chief Executive Officer		relevant authority for cemetery or crematorium
section 45	Restrict interments in any part of a cemetery or natural burial ground	Chief Executive Officer		relevant authority for cemetery or crematorium
section 46(1)	Issue notice that cemetery or natural burial ground is in a neglected condition or fails to comply with the Burial and Cremation Act	Chief Executive Officer		council
section 46(1)	Respond to notice from the Minister that cemetery or natural burial ground is in a neglected condition or fails to comply with the Burial and Cremation Act	Chief Executive Officer		relevant authority for cemetery or crematorium

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 46(3)	Cause work to be undertaken to satisfy notice that cemetery or natural burial ground is in a neglected condition or fails to comply with the Burial and Cremation Act	Chief Executive Officer		council
section 46(4)	Cause work to be undertaken to satisfy notice that cemetery or natural burial ground is in a neglected condition or fails to comply with the Burial and Cremation Act	Chief Executive Officer		council
section 46(5)	Recover costs of work to be undertaken to satisfy notice that cemetery or natural burial ground is in a neglected condition or fails to comply with the Burial and Cremation Act	Chief Executive Officer		council
section 47(1)	Apply for review of decision requiring work to be undertaken to satisfy notice that cemetery or natural burial ground is in a neglected condition or fails to comply with the Burial and Cremation Act	Chief Executive Officer		relevant authority for cemetery or crematorium
section 47(1)	Make submissions on a review of decision requiring work to be undertaken to satisfy notice that cemetery or natural burial ground is in a neglected condition	Chief Executive Officer		council

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 48(1)	Receive land used as a cemetery or natural burial ground on trust	ND		council
section 49(1)	Assume administration of cemetery or natural burial ground	ND		council
section 49(1)(c)	Agree to transfer administration of cemetery or natural burial ground	ND		council
section 50(1)	Allow access to of cemetery, natural burial ground or crematorium	Chief Executive Officer		relevant authority for cemetery or crematorium
section 50(2)	Require person to leave cemetery, natural burial ground or crematorium	Chief Executive Officer		relevant authority for cemetery or crematorium
section 51(1)	Deal with land used as a cemetery or natural burial ground in ordinary course of commerce	Chief Executive Officer		relevant authority for cemetery or crematorium

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 51(2)	Discharge interment rights prior to dealing with land used as a cemetery or natural burial ground in ordinary course of commerce	Chief Executive Officer		relevant authority for cemetery or crematorium
section 51(2)(a)	Provide refund to holder of an interment right on the discharge of that right in order to deal with land used as a cemetery or natural burial ground in ordinary course of commerce	Chief Executive Officer		relevant authority for cemetery or crematorium
section 51(2)(b)	Issue new interment right to holder of an interment right on the discharge of that right in order to deal with land used as a cemetery or natural burial ground in ordinary course of commerce	Chief Executive Officer		relevant authority for cemetery or crematorium
section 52	Deal with land which was a cemetery or natural burial ground closed in accordance with the Burial and Cremation Act in ordinary course of commerce	Chief Executive Officer		council
section 53(1)	Keep registers and plan prescribed by Burial and Cremation Act	Chief Executive Officer		relevant authority for cemetery or crematorium

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 53(3)	Keep records prescribed by Burial and Cremation Act	Chief Executive Officer		relevant authority for cemetery or crematorium
section 53(4)	Make registers prescribed by Burial and Cremation Act publicly available	Chief Executive Officer		relevant authority for cemetery or crematorium
section 53(5)	Produce a register prescribed by Burial and Cremation Act for inspection	Chief Executive Officer		relevant authority for cemetery or crematorium
section 56(1)	Request Public Trustee to act for interment right holder	Chief Executive Officer		relevant authority for cemetery or crematorium
section 58(2)	Appoint authorised officers	Chief Executive Officer		council

Adelaide Plains Council

Burial and Cremation Act 2013				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 58(3)	Impose conditions on appointment of an authorised officer	Chief Executive Officer		council
section 58(4)	Issue identity card to an authorised officer	Chief Executive Officer		council
section 58(7)	Vary or revoke appointment or impose further conditions on an authorised officer	Chief Executive Officer		council

Adelaide Plains Council

Instrument of Delegation under the Expiation of Offences Act 1996

Expiation of Offences Act 1996				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 5(1)	Give an expiation notice to an alleged offender	Chief Executive Officer		issuing authority
section 5(3)(a)	Provide that an offence against a regulation or by-law for which the Council may impose a penalty may be expiated	Chief Executive Officer		issuing authority
section 5(3)(b)	Fix an expiation fee for an offence against a regulation or by-law for which the Council may impose a penalty may be expiated	ND		issuing authority
section 8(1)	Receive notice from alleged offender electing to be prosecuted for an offence	Chief Executive Officer		issuing authority

Adelaide Plains Council

Expiation of Offences Act 1996				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 8A(1)	Receive application from person in receipt of an expiation notice seeking review on grounds that the offence is trifling	Chief Executive Officer		issuing authority
section 8A(2)	Require applicant to provide further information	Chief Executive Officer		issuing authority
section 8A(3)	Require application to be verified by a statutory declaration	Chief Executive Officer		issuing authority
section 8A(4)	Determine application	Chief Executive Officer		issuing authority
section 8A(5)	Withdraw expiation notice if satisfied that the offence is trifling	Chief Executive Officer		issuing authority

Adelaide Plains Council

Expiation of Offences Act 1996				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 11(1)	Issue an expiation reminder notice to alleged offender	Chief Executive Officer		issuing authority
section 11A(1)	Issue an expiation enforcement warning notice	Chief Executive Officer		issuing authority
section 11A(2)	Assess acceptability of nomination, statutory declaration or other document provided by alleged offender	Chief Executive Officer		issuing authority
section 12	Accept a later payment of amount due under an expiation notice	Chief Executive Officer		issuing authority
section 16(1)	Withdraw an expiation notice in prescribed circumstances	Chief Executive Officer		issuing authority

Adelaide Plains Council

Expiation of Offences Act 1996				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 16(2)	Refund expiation fee or instalment paid if expiation notice is withdrawn	Chief Executive Officer		issuing authority
section 16(5)	Prosecute offence following withdrawal of expiation notice	Chief Executive Officer		issuing authority
section 16(6)	Withdraw expiation notice if alleged offender has not received notice during expiation period due to error of issuing authority, postal service or email	Chief Executive Officer		issuing authority
section 16(11)	Inform Chief Recovery Officer of the withdrawal of an expiation notice	Chief Executive Officer		issuing authority
section 17(3)	Pay half of expiation fee for offence reported by the police or another officer of the Crown into the Consolidated Account	Chief Executive Officer		issuing authority

Adelaide Plains Council

Expiation of Offences Act 1996				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 18(1)	Enter an agreement with the Chief Recovery Officer in relation to the exchange of information	Chief Executive Officer		issuing authority

Adelaide Plains Council

Instrument A - Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council; a Designated Authority; a Designated Entity Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity

Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s5(5)(b)	<p>1. Planning Regions and Greater Adelaide</p> <p>1.1 The power pursuant to Section 5(5)(b) of the Planning, Development and Infrastructure Act 2016 (the PDI Act) to make submissions to the Minister on a proposed proclamation under Section 5 of the PDI Act.</p>	ND	
s6(3)(b)	<p>2. Subregions</p> <p>2.1 The power pursuant to Section 6(3)(b) of the PDI Act to make submissions to the Minister on the Minister's proposed course of action.</p>	ND	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s7(5)(b)	<p>3. Environment and Food Production Areas – Greater Adelaide</p> <p>3.1 The power pursuant to Section 7(5)(b) of the the PDI Act, in relation to proposed development in an environment and food production area that involves a division of land that would create 1 or more additional allotments to concur in the granting of the development authorisation to the development.</p>	Chief Executive Officer	
s22(4)(a)(i)	<p>4. Functions</p> <p>4.1 The power pursuant to Section 22(4)(a)(i) of the PDI Act to, if an inquiry is conducted by the Commission under Section 22(1)(e) of the PDI Act make submissions or representations.</p>	Chief Executive Officer	
s35(1)(a)	<p>5. Planning Agreements</p> <p>5.1 The power pursuant to Section 35(1)(a) of the PDI Act and subject to Section 35 of the PDI Act to enter into an agreement (a planning agreement) with the Minister relating to a specified area of the State subject to Section 35 of the PDI Act.</p>	Chief Executive Officer	

Adelaide Plains Council

Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s35(3)	<p>5. Planning Agreements</p> <p>5.2 The power pursuant to Section 35(3) of the PDI Act to, in a planning agreement, include provisions that outline the purposes of the agreement and the outcomes that the agreement is intended to achieve and to provide for:</p> <p>5.2.1 the setting of objectives, priorities and targets for the area covered by the agreement; and</p>	Chief Executive Officer	
s35(3)	<p>5. Planning Agreements</p> <p>5.2 The power pursuant to Section 35(3) of the PDI Act to, in a planning agreement, include provisions that outline the purposes of the agreement and the outcomes that the agreement is intended to achieve and to provide for:</p> <p>5.2.2 the constitution of a joint planning board including, in relation to such a board:</p> <p>5.2.2.1 the membership of the board, being between 3 and 7 members (inclusive); and</p> <p>5.2.2.2 subject to Section 35(4) of the PDI Act, the criteria for membership; and</p> <p>5.2.2.3 the procedures to be followed with respect to the appointment of members; and</p> <p>5.2.2.4 the terms of office of members; and</p>	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	<p>5.2.2.5 conditions of appointment of members, or the method by which those conditions will be determined, and the grounds on which, and the procedures by which, a member may be removed from office; and</p> <p>5.2.2.6 the appointment of deputy members; and</p> <p>5.2.2.7 the procedures of the board; and</p>		
s35(3)	<p>5. Planning Agreements</p> <p>5.2 The power pursuant to Section 35(3) of the PDI Act to, in a planning agreement, include provisions that outline the purposes of the agreement and the outcomes that the agreement is intended to achieve and to provide for:</p> <p>5.2.3 the delegation of functions and powers to the joint planning board (including, if appropriate, functions or powers under another Act); and</p>	Chief Executive Officer	
s35(3)	<p>5. Planning Agreements</p> <p>5.2 The power pursuant to Section 35(3) of the PDI Act to, in a planning agreement, include provisions that outline the purposes of the agreement and the outcomes that the agreement is intended to achieve and to provide for:</p>	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	5.2.4 the staffing and other support issues associated with the operations of the joint planning board; and		
s35(3)	<p>5. Planning Agreements</p> <p>5.2 The power pursuant to Section 35(3) of the PDI Act to, in a planning agreement, include provisions that outline the purposes of the agreement and the outcomes that the agreement is intended to achieve and to provide for:</p> <p>5.2.5 financial and resource issues associated with the operations of the joint planning board, including:</p> <p>5.2.5.1 the formulation and implementation of budgets; and</p> <p>5.2.5.2 the proportions in which the parties to the agreement will be responsible for costs and other liabilities associated with the activities of the board; and</p>	Chief Executive Officer	
s35(3)	<p>5. Planning Agreements</p> <p>5.2 The power pursuant to Section 35(3) of the PDI Act to, in a planning agreement, include provisions that outline the purposes of the agreement and the outcomes that the agreement is intended to achieve and to provide for:</p> <p>5.2.6 such other matters as the delegate thinks fit.</p>	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s35(5)(a)	<p>5. Planning Agreements</p> <p>5.3 The power pursuant to Section 35(5)(a) of the PDI Act, at the expiry of a planning agreement, to replace it with a new agreement (in the same or different terms).</p>	Chief Executive Officer	
s35(5)(b)	<p>5. Planning Agreements</p> <p>5.4 The power pursuant to Section 35(5)(b) of the PDI Act, to vary or terminate a planning agreement by agreement between the parties to the agreement.</p>	Chief Executive Officer	
s41(2)(a)	<p>6. Appointment of Administrator</p> <p>6.1 The power pursuant to Section 41(2)(a) of the PDI Act to make submissions to the Minister on the Minister appointing an administrator under Section 41 of the PDI Act.</p>	Chief Executive Officer	
s44(6)(a)	<p>7. Community Engagement Charter</p> <p>7.1 The power pursuant to Section 44(6)(a) of the PDI Act, to make submissions in relation to any proposal to prepare or amend a designated instrument under Part 5 Division 2 Subdivision 5 of the PDI Act that is relevant to the Council (unless the proposal has been initiated by the Council).</p>	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s44(9)(b)	<p>7. Community Engagement Charter</p> <p>7.2 The power pursuant to Section 44(9)(b) of the PDI Act to the extent that Section 44(9)(a) of the PDI Act does not apply, have regard to, and seek to achieve, any principles or performance outcomes that apply in a relevant case.</p>	Chief Executive Officer	
s44(10)	<p>7. Community Engagement Charter</p> <p>7.3 The power pursuant to Section 44(10) of the PDI Act to:</p> <p>7.3.1 seek the approval of the Commission to adopt an alternative way to achieving compliance with a requirement of the charter; and</p> <p>7.3.2 with the approval of the Commission, adopt an alternative way to achieving compliance with a requirement of the charter.</p>	Chief Executive Officer	
s45(2)(c)	<p>8. Preparation and Amendment of Charter</p> <p>8.1 The power pursuant to Section 45(2)(c) of the PDI Act to make representations (including in writing or via the SA planning portal) on a proposal to prepare or amend the charter.</p>	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s73(2)(b)(iv)	<p>9. Preparation and Amendment</p> <p>9.1 The power pursuant to Section 73(2)(b)(iv) of the PDI Act to:</p> <p>9.1.1 seek the approval of the Minister to initiate a proposal to amend a designated instrument; and</p> <p>9.1.2 initiate a proposal to amend a designated instrument with the approval of the Minister acting on the advice of the Commission.</p>	Chief Executive Officer	
s73(6)	<p>9. Preparation and Amendment</p> <p>9.2 The power pursuant to Section 73(6) of the PDI Act where the Council is authorised or approved under Section 73 of the PDI Act, after all of the requirements of Section 73 of the PDI Act have been satisfied:</p> <p>9.2.1 to prepare a draft of the relevant proposal; and</p> <p>9.2.2 to comply with the Community Engagement Charter for the purposes of consultation in relation to the proposal; and</p> <p>9.2.3 to the extent that paragraph (b) of Section 73(6) of the PDI Act does not apply, in the case of a proposed amendment to a regional plan that has been prepared by a joint planning board where the amendment is not being proposed by the joint planning board – consult with the joint planning board; and</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	<p>9.2.4 to the extent that paragraph (b) of Section 73(6) of the PDI Act does not apply, in the case of a proposed amendment to the Planning and Design Code that will have a specific impact on 1 or more particular pieces of land in a particular zone or subzone (rather than more generally) – to take reasonable steps to give:</p> <p>9.2.4.1 an owner or occupier of the land; and</p> <p>9.2.4.2 an owner or occupier of each piece of adjacent land,</p> <p>a notice in accordance with the regulations; and</p> <p>9.2.5 to consult with any person or body specified by the Commission and any other person or body as the delegate thinks fit; and</p> <p>9.2.6 to carry out such investigations and obtain such information specified by the Commission; and</p> <p>9.2.7 to comply with any requirement prescribed by the regulations.</p>		
s73(7)	<p>9. Preparation and Amendment</p> <p>9.3 The power pursuant to Section 73(7) of the PDI Act, after complying with Section 73(6) of the PDI Act, to prepare a report in accordance with any practice direction that applies for the purposes of Section 73 of the PDI Act (including information about any change to the original</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	proposal that the delegate considers should be made) and furnish a copy of the report to the Minister.		
s73(8)	<p>9. Preparation and Amendment</p> <p>9.4 The power pursuant to Section 73(8) of the PDI Act, after the Council has furnished a report to the Minister under Section 73(7) of the PDI Act, to ensure that a copy of the report is published on the SA planning portal in accordance with a practice direction that applies for the purposes of Section 73 of the PDI Act.</p>	Chief Executive Officer	
s73(9)	<p>9. Preparation and Amendment</p> <p>9.5 The power pursuant to Section 73(9) of the PDI Act to enter into an agreement with a person for the recovery of costs incurred by the Council in relation to an amendment of the Planning and Design Code or a design standard under Section 73 of the PDI Act (subject to the requirement to charge costs under Section 73(4)(b) of the PDI Act (if relevant)).</p>	Chief Executive Officer	
s74(8)(c)	<p>10. Parliamentary Scrutiny</p> <p>10.1 The power pursuant to Section 74(8)(c) of the PDI Act if the ERD Committee is proposing to suggest an amendment under Section 74(4) of the PDI Act and the amendment is specifically relevant to the Council, to provide a comment and response within the period of 2 weeks.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s75(1)	<p>11. Complying Changes – Planning and Design Code</p> <p>11.1 The power pursuant to Section 75(1) of the PDI Act to submit to the Minister a proposal to agree to an amendment to the Planning and Design Code under Section 75 of the PDI Act if:</p> <p>11.1.1 the amendment comprises a change to:</p> <p>11.1.1.1 the boundary of a zone or subzone; or</p> <p>11.1.1.2 the application of an overlay; and</p> <p>11.1.2 the amendment is consistent with a recommendation in the relevant regional plan that, through the use of:</p> <p>11.1.2.1 specific maps or other spatial information; and</p> <p>11.1.2.2 specific information about the changes that are being proposed,</p> <p>clearly and specifically identifies (in the opinion of the Minister) the changes that are considered to be appropriate.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s75(3)	<p>11. Complying Changes – Planning and Design Code</p> <p>11.2 The power pursuant to Section 75(3) of the PDI Act to effect an amendment under Section 75 of the PDI Act by an instrument deposited on the SA Planning database (in accordance with requirements established by the Chief Executive).</p>	Chief Executive Officer	
s82(d)	<p>12. Entities Constituting Relevant Authorities</p> <p>12.1 The power pursuant to Section 82(d) of the PDI Act, subject to the PDI Act, to appoint an assessment panel.</p>	ND	
s83(1)	<p>13. Panels Established by Joint Planning Boards or Councils</p> <p>13.1 The power pursuant to Section 83(1) of the PDI Act in relation to an assessment panel appointed by the Council under Division 1 of Part 6 of the PDI Act, to:</p> <p>13.1.1 appoint more than 1 assessment panel and if the delegate does so, to clearly specify which class of development each assessment panel is to assess;</p> <p>13.1.2 determine:</p> <p>13.1.2.1 the membership of the assessment panel, being no more than 5 members, only 1 of which may be a member of a council, and, if the delegate thinks fit, on the basis that the</p>	ND	

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	<p>assessment panel will be constituted by a different number of members depending on the particular class of development that is being assessed by the assessment panel; and</p> <p>13.1.2.2 the procedures to be followed with respect to the appointment of members; and</p> <p>13.1.2.3 the terms of office of members; and</p> <p>13.1.2.4 conditions of appointment of members, or the method by which those conditions will be determined, (including as to their remuneration) and the grounds on which, and the procedures by which, a member may be removed from office; and</p> <p>13.1.2.5 the appointment of deputy members; and</p> <p>13.1.2.6 who will act as the presiding member of the panel and the process for appointing an acting presiding member.</p>		
s83(1)(h)	<p>13. Panels Established by Joint Planning Boards or Councils</p> <p>13.2 The power pursuant to Section 83(1)(h) of the PDI Act to arrange the staffing and support required for the purposes of the operations of the panel.</p>	Chief Executive Officer	
s83(1)(i)	13. Panels Established by Joint Planning Boards or Councils	ND	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	13.3 The power pursuant to Section 83(1)(i) of the PDI Act to substitute the existing members of the panel with new members if directed to do so by the Minister acting on recommendation of the Commission under Section 86 of the PDI Act.		
s83(2)	13. Panels Established by Joint Planning Boards or Councils 13.4 The power pursuant to Section 83(2) of the PDI Act to form the opinion and be satisfied that a person to be appointed as a member of an assessment panel who is a member, or former member, of a council is appropriately qualified to act as a member of the assessment panel on account of the person's experience in local government.	ND	
s84(1)(c)(ii)(A)	14. Panels Established by Minister 14.1 The power pursuant to Section 84(1)(c)(ii)(A) of the PDI Act to request the Minister to constitute a regional assessment panel in relation to the combined areas of the Council and one or more other Councils.	ND	
s84(1)(c)(ii)(B)	14. Panels Established by Minister 14.2 The power pursuant to Section 84(1)(c)(ii)(B) of the PDI Act to make submissions to the Minister about the constitution of a regional assessment panel in relation to the area of the Council and one or more other Councils (or parts of such areas).	ND	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s86(2)(a)	<p>15. Substitution of Local Panels</p> <p>15.1 The power pursuant to Section 86(2)(a) of the PDI Act to make submissions to the Commission in relation to an inquiry.</p>	ND	
s89(b)	<p>16. Notification of Acting</p> <p>16.1 The power pursuant to Section 89(b) of the PDI Act to require an accredited professional to provide such information or documentation as the delegate may require.</p>	Chief Executive Officer	
s94(1)(g)	<p>17. Relevant Authority - Commission</p> <p>17.1 The power pursuant to Section 94(1)(g) of the PDI Act to make a request to the Minister that the Minister declare, by notice served on the proponent, that the Minister desires the Commission to act as the relevant authority in relation to the proposed development.</p>	Chief Executive Officer	
s102(1)(c)(iv)	<p>18. Matters Against which Development Must be Assessed</p> <p>18.1 The power pursuant to Section 102(1)(c)(iv) of the PDI Act in relation to a proposed division of land (otherwise than under the Community Titles Act 1996 or the Strata Titles Act 1988) where land is to be vested in the Council, to consent to the vesting.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s102(1)(d)(iv)	18. Matters Against which Development Must be Assessed 18.2 The power pursuant to Section 102(1)(d)(iv) of the PDI Act in relation to a proposed division of land under the Community Titles Act 1996 or the Strata Titles Act 1988 where land is to be vested in the Council, to consent to the vesting.	Chief Executive Officer	
s102(11)(b)	18. Matters Against which Development Must be Assessed 18.3 The power pursuant to Section 102(11)(b) of the PDI Act to impose a reasonable charge on account of an encroachment over land under the care, control and management of the Council when the relevant development is undertaken.	ND	
s110(2)(b)	19. Restricted Development 19.1 The power pursuant to Section 110(2)(b) of the PDI Act to, in accordance with the regulations and within a period prescribed by the regulations, make representations to the Commission in relation to the granting or refusal of planning consent.	Chief Executive Officer	
s110(c)(ii)	19. Restricted Development 19.2 The power pursuant to Section 110(c)(ii) of the PDI Act to appear personally or by representative before the Commission to be heard in support of the Council's representation.	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s110(7)	<p>19. Restricted Development</p> <p>19.3 The power pursuant to Section 110(7) of the PDI Act to appeal against a decision on a development classified as restricted development.</p>	Chief Executive Officer	
s112(b)	<p>20. Level of Detail</p> <p>20.1 The power pursuant to Section 112(b) of the PDI Act to express views in relation to the level of detail required in relation to an EIS.</p>	Chief Executive Officer	
s113(5)(a)(iii)	<p>21. EIS Process</p> <p>21.1 The power pursuant to Section 113(5)(a)(iii) of the PDI Act to comment and report within the time prescribed by the regulations on an EIS referred to the Council by the Minister.</p>	Chief Executive Officer	
s114(2)(b)	<p>22. Amendment of EIS</p> <p>22.1 The power pursuant to Section 114(2)(b) of the PDI Act to make written submissions on the amendment to the Minister.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s130(6)	<p>23. Essential Infrastructure – Alternative Assessment Process</p> <p>23.1 The power pursuant to Section 130(6) of the PDI Act to report to the Commission on any matters contained in a notice under Section 130(5) of the PDI Act.</p>	Chief Executive Officer	
s130(14)	<p>23. Essential Infrastructure – Alternative Assessment Process</p> <p>23.2 The power pursuant to Section 130(14) of the PDI Act to, if the Council has, in relation to any matters referred to the Council under Section 130(5) of the PDI Act, expressed opposition to the proposed development in its report under Section 130(6) of the PDI Act, withdraw the Council's opposition.</p>	Chief Executive Officer	
s131(7)	<p>24. Development Assessment – Crown Development</p> <p>24.1 The power pursuant to Section 131(7) of the PDI Act to report to the Commission on any matters contained in a notice under Section 131(6) of the PDI Act.</p>	Chief Executive Officer	
s131(15)	<p>24. Development Assessment – Crown Development</p> <p>24.2 The power pursuant to Section 131(15) of the PDI Act to, if the Council has, in relation to any matters referred to the Council under Section 131(6) of the PDI Act expressed opposition to</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	the proposed development in its report under Section 131(7) of the PDI Act, withdraw the Council's opposition.		
s138(1)	25. Land Division Certificate 25.1 The power pursuant to Section 138(1) of the PDI Act to enter into a binding agreement supported by adequate security and if the regulations so require in a form prescribed by the regulations.	Chief Executive Officer	
s138(2)	25. Land Division Certificate 25.2 The power pursuant to Section 138(2) of the PDI Act to furnish the Commission with appropriate information as to compliance with a particular condition and to comply with any requirement prescribed by the regulations.	Chief Executive Officer	
s141(1)	26. Action if Development Not Completed 26.1 The power pursuant to Section 141(1) of the PDI Act, if: 26.1.1 an approval is granted under the PDI Act; but 26.1.2 -	Chief Executive Officer	

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	<p>26.1.2.1 the development to which the approval relates has been commenced but not substantially completed within the period prescribed by the regulations for the lapse of the approval; or</p> <p>26.1.2.2 in the case of a development that is envisaged to be undertaken in stages - the development is not undertaken or substantially completed in the manner or within the period contemplated by the approval,</p> <p>to apply to the Court for an order under Section 141 of the PDI Act.</p>		
s141(5)	<p>26. Action if Development Not Completed</p> <p>26.1.3 The power pursuant to Section 141(5) of the PDI Act, if the Court makes an order under Section 141(3)(a), (b) or (d) of the PDI Act and a person fails to comply with the order within the period specified by the Court, to cause any work contemplated by the order to be carried out, and to recover the costs of that work, as a debt from the person.</p>	Chief Executive Officer	
s141(6)	<p>26. Action if Development Not Completed</p> <p>26.1.4 The power pursuant to Section 141(6) of the PDI Act, if an amount is recoverable from a person by the Council under Section 141(5) of the PDI Act:</p> <p>26.1.4.1 to, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid by the person.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s142(1)	<p>27. Completion of Work</p> <p>27.1 The power pursuant to Section 142(1) of the PDI Act, if:</p> <p>27.1.1 an approval is granted under the PDI Act; but</p> <p>27.1.2 the development to which the approval relates has been substantially but not fully completed within the period prescribed by the regulations for the lapse of the approval,</p> <p>to, by notice in writing, require the owner of the relevant land to complete the development within a period specified in the notice.</p>	Chief Executive Officer	
s142(2)	<p>27. Completion of Work</p> <p>27.2 The power pursuant to Section 142(2) of the PDI Act, if an owner fails to carry out work as required by a notice under Section 142(1) of the PDI Act, to cause the necessary work to be carried out.</p>	Chief Executive Officer	
s142(3)	<p>27. Completion of Work</p> <p>27.3 The power pursuant to Section 142(3) of the PDI Act to recover as a debt due from the owner, the reasonable costs and expenses incurred by the Council (or any person acting on behalf of the Council) under Section 142 of the PDI Act.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s142(4)	<p>27. Completion of Work</p> <p>27.4 The power pursuant to Section 142(4) of the PDI Act, if an amount is recoverable from a person by the Council under Section 142 of the PDI Act:</p> <p>27.4.1 to, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid by the person.</p>	Chief Executive Officer	
s146(3)	<p>28. Notification During Building</p> <p>28.1 The power pursuant to Section 146(3) of the PDI Act to, subject to Section 146(4) of the PDI Act, direct a person who is carrying out building work to stop building work when a mandatory notification stage has been reached pending an inspection by an authorised officer who holds prescribed qualifications.</p>	Chief Executive Officer	
s151(2)	<p>29. Classification of Buildings</p> <p>29.1 The power pursuant to Section 151(2) of the PDI Act to assign to a building erected in the Council's area a classification that conforms with the regulations.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s151(3)	<p>29. Classification of Buildings</p> <p>29.2 The power pursuant to Section 151(3) of the PDI Act, if the Council assigns a classification under Section 151 of the PDI Act, to give notice in writing to the owner of the building to which the classification has been assigned, of the classification assigned to the building.</p>	Chief Executive Officer	
s152(2)	<p>30. Certificates of Occupancy</p> <p>30.1 The power pursuant to Section 152(2) of the PDI Act to issue a certificate of occupancy.</p>	Chief Executive Officer	
s152(3)(a)	<p>30. Certificates of Occupancy</p> <p>30.2 The power pursuant to Section 152(3)(a) of the PDI Act to require an application for a certificate of occupancy to include any information required by the delegate.</p>	Chief Executive Officer	
s152(5)	<p>30. Certificates of Occupancy</p> <p>30.3 The power pursuant to Section 152(5) of the PDI Act to consider any report supplied under Section 152(4) of the PDI Act before deciding the application.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s152(6)	<p>30. Certificates of Occupancy</p> <p>30.4 The power pursuant to Section 152(6) of the PDI Act to issue the certificate if the delegate is satisfied (in accordance with procedures set out in the regulations and on the basis of information provided or obtained under Section 152 of the PDI Act) that the relevant building is suitable for occupation and complies with such requirements as may be prescribed by the regulations for the purposes of Section 152(6) of the PDI Act.</p>	Chief Executive Officer	
s152(10)	<p>30. Certificates of Occupancy</p> <p>30.5 The power pursuant to Section 152(10) of the PDI Act, if the Council refuses an application to notify the applicant in writing of:</p> <p>30.5.1 the refusal; and</p> <p>30.5.2 the reasons for the refusal; and</p> <p>30.5.3 the applicant's right of appeal under the PDI Act.</p>	Chief Executive Officer	
s152(12)	<p>30. Certificates of Occupancy</p> <p>30.6 The power pursuant to Section 152(12) of the PDI Act to issue a certificate of occupancy that applies to the whole or part of a building.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s152(13)	30. Certificates of Occupancy 30.7 The power pursuant to Section 152(13) of the PDI Act to, in accordance with the regulations, revoke a certificate of occupancy in prescribed circumstances.	Chief Executive Officer	
s153(1)	31. Temporary Occupation 31.1 The power pursuant to Section 153(1) of the PDI Act to grant an approval to a person to occupy a building on a temporary basis without a certificate of occupancy.	Chief Executive Officer	
s153(2)	31. Temporary Occupation 31.2 The power pursuant to Section 153(2) of the PDI Act to grant an approval under Section 153(1) of the PDI Act on such conditions (if any) as the delegate thinks fit to impose.	Chief Executive Officer	
s153(3)	31. Temporary Occupation 31.3 The power pursuant to Section 153(3) of the PDI Act if the Council refuses an application to notify the applicant in writing of: 31.3.1 the refusal; and 31.3.2 the reasons for the refusal; and	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	31.3.3 the applicant's right of appeal under the PDI Act.		
s155(5)	32. Emergency Orders 32.1 The power pursuant to Section 155(5) of the PDI Act, if an owner fails to carry out work as required by an emergency order, to cause the necessary work to be carried out.	Chief Executive Officer	
s155(6)	32. Emergency Orders 32.2 The power pursuant to Section 155(6) of the PDI Act to recover as a debt due from the owner the reasonable costs and expenses incurred by the Council (or any person acting on behalf of the Council) under Section 155 of the PDI Act.	Chief Executive Officer	
s155(7)	32. Emergency Orders 32.3 The power pursuant to Section 155(7) of the PDI Act, if an amount is recoverable from a person by the Council under Section 155 of the PDI Act to, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid by the person.	Chief Executive Officer	
s157(16)	33. Fire Safety	ND	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	33.1 The power pursuant to Section 157(16) of the PDI Act to establish a body and designate it as an appropriate authority under Section 157 of the PDI Act.		
s157(17)	<p>33. Fire Safety</p> <p>33.2 The power pursuant to Section 157(17) of the PDI Act to:</p> <p>33.2.1 appoint to the appropriate authority:</p> <p>33.2.1.1 a person who holds prescribed qualifications in building surveying; and</p> <p>33.2.1.2 an authorised officer under Part 3 Division 5 or Section 86 of the Fire and Emergency Services Act 2005 who has been approved by the Chief Officer of the relevant fire authority to participate as a member of the appropriate authority; and</p> <p>33.2.1.3 a person with expertise in the area of fire safety; and</p> <p>33.2.1.4 if so determined by the delegate, a person selected by the delegate;</p>	ND	
s157(17)	<p>33. Fire Safety</p> <p>33.2 The power pursuant to Section 157(17) of the PDI Act to:</p> <p>33.2.2 specify a term of office of a member of the appropriate authority (other than a member under Section 157(17)(a)(ii) of the PDI Act;</p>	ND	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s157(17)	33. Fire Safety 33.2 The power pursuant to Section 157(17) of the PDI Act to: 33.2.3 remove a member of the appropriate authority from office for any reasonable cause;	ND	
s157(17)	33. Fire Safety 33.2 The power pursuant to Section 157(17) of the PDI Act to: 33.2.4 appoint deputy members;	ND	
s157(17)	33. Fire Safety 33.2 The power pursuant to Section 157(17) of the PDI Act to: 33.2.5 determine the appropriate authority's procedures (including as to quorum).	ND	
s163(3)(b)	34. Initiation of Scheme 34.1 The power pursuant to Section 163(3)(b) of the PDI Act to request the Minister initiate a proposal to proceed under Section 163 of the PDI Act.	ND	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s163(10)	34. Initiation of Scheme 34.2 The power pursuant to Section 163(10) of the PDI Act to make submissions to the Minister in relation to the draft outline.	Chief Executive Officer	
s164(3)	35. Initiation of Scheme 35.1 The power pursuant to Section 164(3) of the PDI Act to request the Minister initiate a proposal to proceed under Section 164 of the PDI Act.	Chief Executive Officer	
s164(12)	35. Initiation of Scheme 35.2 The power pursuant to Section 164(12) of the PDI Act to make submissions to the Minister in relation to the draft outline.	Chief Executive Officer	
s166(1)(c)	36. Consideration of Proposed Scheme 36.1 The power pursuant to Section 166(1)(c) of the PDI Act to consult with a scheme coordinator in relation to a scheme in accordance with the Community Engagement Charter.	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s167(7)	<p>37. Adoption of Scheme</p> <p>37.1 The power pursuant to Section 167(7) of the PDI Act to make submissions to the Minister in relation to a variation to an outline of a scheme.</p>	Chief Executive Officer	
s169(2)(b)	<p>38. Funding Arrangements</p> <p>38.1 The power pursuant to Section 169(2)(b) of the PDI Act in relation to a scheme that provides for the collection of contributions under Subdivision 8 of the PDI Act to apply for any matter to be considered or determined by ESCOSA or some other prescribed person or body as part of a periodic review of the levels and amounts of those contributions.</p>	Chief Executive Officer	
s169(9)	<p>38. Funding Arrangements</p> <p>38.2 The power pursuant to Section 169(9) of the PDI Act to make submissions to the Commission in relation to a funding arrangement that is specifically relevant to the Council.</p>	Chief Executive Officer	
s177(4)	<p>39. Contributions by Constituent Councils</p> <p>39.1 The power pursuant to Section 177(4) of the PDI Act to make submissions to the Minister in relation to the Council's share.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s177(5)	<p>39. Contributions by Constituent Councils</p> <p>39.2 The power pursuant to Section 177(5) of the PDI Act to, at the request of the Minister, supply the Minister with information in the possession of the Council to enable the Minister to determine shares under Sections 177(2) and (3) of the PDI Act.</p>	Chief Executive Officer	
s180(7)	<p>40. Imposition of Charge by Councils</p> <p>40.1 The power pursuant to Section 180(7) of the PDI Act, if the Council incurs costs in recovering a charge as a debt, to claim the reimbursement of those costs (insofar as they are reasonable) from the relevant fund established under subdivision 9, Division 1, Part 13 of the PDI Act.</p>	Chief Executive Officer	
s187(1)	<p>41. Authorised Works</p> <p>41.1 The power pursuant to Section 187(1) of the PDI Act, subject to Section 187(3) of the PDI Act, to carry out any infrastructure works if the Council is authorised to so do by or under the PDI Act or any other Act.</p>	Chief Executive Officer	
s187(5)	41. Authorised Works	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	<p>41.2 The power pursuant to Section 187(5) of the PDI Act, subject to Section 187(6) of the PDI Act, to in relation to a proposal that involves disturbing the surface of a road, or that otherwise relates to a road to:</p> <p>41.2.1 inform the relevant road maintenance authority of the proposal at least 28 days before the proposed commencement of any work; and</p> <p>41.2.2 give the relevant road maintenance authority a reasonable opportunity to consult with the Council in relation to the matter; and</p> <p>41.2.3 ensure that proper consideration is given to the views of the road maintenance authority.</p>		
s187(5)(b)	<p>41. Authorised Works</p> <p>41.3 The power pursuant to Section 187(5)(b) of the PDI Act to make submissions to the designated entity in relation to the matter.</p>	Chief Executive Officer	
s187(6)	<p>41. Authorised Works</p> <p>41.4 The power pursuant to Section 187(6) of the PDI Act, in a case of emergency, to only comply with Section 187(5) of the PDI Act to such extent as is practicable in the circumstances.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s188(1)	<p>42. Entry onto Land</p> <p>42.1 The power pursuant to Section 188(1) of the PDI Act to authorise a person for the purpose of undertaking any work or activity in connection with the exercise of a power under Division 2 of Part 13 of the PDI Act to:</p> <p>42.1.1 enter and pass over any land; and</p> <p>42.1.2 bring onto any land any vehicles, plant or equipment; and</p> <p>42.1.3 temporarily occupy land; and</p> <p>42.1.4 do anything else reasonably required in connection with the exercise of the power.</p>	Chief Executive Officer	
s188(4)	<p>42. Entry onto Land</p> <p>42.2 The power pursuant to Section 188(4) of the PDI Act to pay reasonable compensation on account of any loss or damage caused by the exercise of a power under Section 188(1) of the PDI Act.</p>	Chief Executive Officer	
s189(1)	<p>43. Acquisition of Land</p> <p>43.1 The power pursuant to Section 189(1) of the PDI Act, to:</p>	ND	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	43.1.1 seek the consent of the Minister to acquire land for a purpose associated with infrastructure works under and in accordance with the Land Acquisition Act 1969; and 43.1.2 with the consent of the Minister, acquire land for a purpose associated with infrastructure works under and in accordance with the Land Acquisition Act 1969.		
s192(1)	44. Land Management Agreements 44.1 The power pursuant to Section 192(1) of the PDI Act to enter into an agreement relating to the development, management, preservation or conservation of land with the owner of the land or a designated entity.	Chief Executive Officer	
s192(2)	44. Land Management Agreements 44.2 The power pursuant to Section 192(2) of the PDI Act to enter into an agreement relating to the management, preservation or conservation of the land with a greenway authority.	Chief Executive Officer	
s192(4)	44. Land Management Agreements 44.3 The power pursuant to Section 192(4) of the PDI Act in considering whether to enter into an agreement under Section 192 of the PDI Act which relates to the development of land and, if such an agreement is to be entered into, in considering the terms of the agreement, to have regard to:	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	<p>44.3.1 the provisions of the Planning and Design Code and to any relevant development authorisation under the PDI Act; and</p> <p>44.3.2 the principle that the entering into of an agreement under Section 192 of the PDI Act by the Council should not be used as a substitute to proceeding with an amendment to the Planning and Design Code under the PDI Act.</p>		
s192(5)	<p>44. Land Management Agreements</p> <p>44.4 The power pursuant to Section 192(5) of the PDI Act to register agreements entered into under Section 192 of the PDI Act in accordance with the regulations.</p>	Chief Executive Officer	
s192(8)	<p>44. Land Management Agreements</p> <p>44.5 The power pursuant to Section 192(8) of the PDI Act to carry out on private land any work for which provision is made by agreement under Section 192 of the PDI Act.</p>	Chief Executive Officer	
s192(9)	<p>44. Land Management Agreements</p> <p>44.6 The power pursuant to Section 192(9) of the PDI Act to include in an agreement under Section 192 of the PDI Act an indemnity from a specified form of liability or right of action, a</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	waiver or exclusion of a specified form of liability or right of action, an acknowledgment of liability, or a disclaimer, on the part of a party to the agreement.		
s192(10)	44. Land Management Agreements 44.7 The power pursuant to Section 192(10) of the PDI Act to express a provision under Section 192(9) of the PDI Act as extending to, or being for the benefit of, a person or body who or which is not a party to the agreement.	Chief Executive Officer	
s192(11)	44. Land Management Agreements 44.8 The power pursuant to Section 192(11) of the PDI Act to consent to the owner of land entering into an agreement under Section 192 of the PDI Act where the Council has a legal interest in the land.	Chief Executive Officer	
s192(12)	44. Land Management Agreements 44.9 The power pursuant to Section 192(12) of the PDI Act to apply to the Registrar-General, to note the agreement against the relevant instrument of title or, in the case of land not under the provisions of the Real Property Act 1886, against the land.	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s192(15)	44. Land Management Agreements 44.10 The power pursuant to Section 192(15) of the PDI Act to apply to the Registrar-General in relation to an agreement to which a note has been made under Section 192 of the PDI Act that has been rescinded or amended, to enter a note of the rescission or amendment against the instrument of title, or against the land.	Chief Executive Officer	
s192(16)	44. Land Management Agreements 44.11 The power pursuant to Section 192(16) of the PDI Act to provide in an agreement under Section 192 of the PDI Act for remission of rates or taxes on the land.	ND	
s192(17)	44. Land Management Agreements 44.12 The power pursuant to Section 192(17) of the PDI Act to seek the Minister's consent to providing in an agreement under Section 192 of the PDI Act entered into by the Council for the remission of rates or taxes payable to the Crown.	ND	
s192(17)	44. Land Management Agreements	ND	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	44.13 The power pursuant to Section 192(17) of the PDI Act to consent to an agreement entered into by the Minister under Section 192 of the PDI Act, providing for the remission of rates or taxes payable to the Council.		
s192(18)	44. Land Management Agreements 44.14 The power pursuant to Section 192(18) of the PDI Act to take into account the existence of an agreement under Section 192 of the PDI Act when assessing an application for a development authorisation under the PDI Act.	Chief Executive Officer	
s193(1)	45. Land Management Agreements – Development Applications 45.1 The power pursuant to Section 193(1) of the PDI Act to, subject to Section 193 of the PDI Act, enter into an agreement under Section 193 of the PDI Act with a person who is applying for a development authorisation under the PDI Act that will, in the event that the relevant development is approved, bind: 45.1.1 the person; and 45.1.2 any other person who has the benefit of the development authorisation; and 45.1.3 the owner of the relevant land (if he or she is not within the ambit of Sections 193(a) or (b) of the PDI Act and if the other requirements of Section 193 of the PDI Act are satisfied).	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s193(2)	<p>45. Land Management Agreements – Development Applications</p> <p>45.2 The power pursuant to Section 193(2) of the PDI Act to enter into an agreement under Section 193 of the PDI Act in relation to any matter that the delegate agrees is relevant to the proposed development (including a matter that is not necessarily relevant to the assessment of the development under the PDI Act).</p>	Chief Executive Officer	
s193(3)	<p>45. Land Management Agreements – Development Applications</p> <p>45.3 The power pursuant to Section 193(3) of the PDI Act to have regard to:</p> <p>45.3.1 the provisions of the Planning and Design Code; and</p> <p>45.3.2 the principle that the entering into of an agreement under Section 193 of the PDI Act by the Council should not be used as a substitute to proceeding with an amendment to the Planning and Design Code under the PDI Act.</p>	Chief Executive Officer	
s193(5)	<p>45. Land Management Agreements – Development Applications</p> <p>45.4 The power pursuant to Section 193(5) of the PDI Act to register agreements entered into under Section 193 of the PDI Act in accordance with the regulations.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s193(10)	45. Land Management Agreements – Development Applications 45.5 The power pursuant to Section 193(10) of the PDI Act to consent to an application to note the agreement against the relevant instrument of title or the land.	Chief Executive Officer	
s193(11)	45. Land Management Agreements – Development Applications 45.6 The power pursuant to Section 193(11) of the PDI Act to consent to an owner of land entering into an agreement or giving a consent under Section 192(10) of the PDI Act where the Council has a legal interest in the land.	Chief Executive Officer	
s193(13)	45. Land Management Agreements – Development Applications 45.7 The power pursuant to Section 193(13) of the PDI Act to apply to the Registrar-General to note the agreement against the relevant instrument of title or, in the case of land not under the provisions of the Real Property Act 1886, against the land.	Chief Executive Officer	
s193(15)	45. Land Management Agreements – Development Applications 45.8 The power pursuant to Section 193(15) of the PDI Act to apply to the Registrar-General in relation to an agreement under Section 193 that has been rescinded or amended, to enter a note of the rescission or amendment against the instrument of title, or against the land.	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s193(16)	<p>45. Land Management Agreements – Development Applications</p> <p>45.9 The power pursuant to Section 193(16) of the PDI Act, if an agreement under Section 193 of the PDI Act does not have effect under Section 193 of the PDI Act within the period prescribed by the regulations, to by notice given in accordance with the regulations, lapse the relevant development approval.</p>	Chief Executive Officer	
s197(1)(b)	<p>46. Off-setting Contributions</p> <p>46.1 The power pursuant to Section 197(1)(b) of the PDI Act to seek the approval of the Minister to act under Section 197 of the PDI Act.</p>	Chief Executive Officer	
s197(2)	<p>46. Off-setting Contributions</p> <p>46.2 The power pursuant to Section 197(2) of the PDI Act to establish a scheme under Section 197 of the PDI Act that is designed to support or facilitate:</p> <p>46.2.1 development that may be in the public interest or otherwise considered by the delegate as being appropriate in particular circumstances (including by the provision of facilities at a different site); or</p> <p>46.2.2 planning or development initiatives that will further the objects of the PDI Act or support the principles that relate to the planning system established by the PDI Act; or</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	<p>46.2.3 any other initiative or policy:</p> <p>46.2.3.1 designated by the Planning and Design Code for the purposes of Section 197(2)(c)(i) of the PDI Act;</p> <p>46.2.3.2 prescribed by the regulations for the purposes of Section 197(2)(c)(ii) of the PDI Act.</p>		
s197(3)	<p>46. Off-setting Contributions</p> <p>46.3 The power pursuant to Section 197(3) of the PDI Act to include in a scheme established under Section 197 of the PDI Act:</p> <p>46.3.1 an ability or requirement for a person who is proposing to undertake development (or who has the benefit of an approval under the PDI Act):</p> <p>46.3.1.1 to make a contribution to a fund established as part of the scheme; or</p> <p>46.3.1.2 to undertake work or to achieve some other goal or outcome (on an 'in kind' basis); or</p> <p>34.2.1.3 to proceed under a combination of Sections 197(3)(a)(i) and (ii) of the PDI Act, in order to provide for or address a particular matter identified by the scheme; and</p> <p>46.3.2 an ability for a provision of the Planning and Design Code to apply with a specified variation under the terms of the scheme; and</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	46.3.3 an ability for any relevant authority to act under or in connection with Sections 197(3)(a) or (b) of the PDI Act.		
s197(4)	46. Off-setting Contributions 46.4 The power pursuant to Section 197(4)(b) of the PDI Act to apply the fund towards the purposes of the scheme in accordance with any directions or approvals of the Treasurer made or given after consultation with the Minister.	Chief Executive Officer	
s197(4)(c)	46. Off-setting Contributions 46.5 The power pursuant to Section 197(4)(c) of the PDI Act to invest money that is not immediately required for the purposes of the fund in accordance with provisions included in the scheme.	Chief Executive Officer	
s197(7)	46. Off-setting Contributions 46.6.1 seek the approval of the Minister to vary or wind up a scheme under Section 197 of the PDI Act; and 46.6.2 to vary or wind up a scheme under Section 197 of the PDI Act with the approval of the Minister.	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s198(1)	<p>47. Open Space Contribution Scheme</p> <p>47.1 The power pursuant to Section 198(1) of the PDI Act, where an application for a development authorisation provides for the division of land in the Council's area into more than 20 allotments, and 1 or more allotments is less than 1 hectare in area to require:</p> <p>47.1.1 that up to 12.5% in area of the relevant area be vested in the Council to be held as open space; or</p> <p>47.1.2 that the applicant make the contribution prescribed by the regulations in accordance with the requirements of Section 198 of the PDI Act; or</p> <p>47.1.3 that land be vested in the Council under Section 198(1)(c) of the PDI Act and that the applicant make a contribution determined in accordance with Section 198(8) of the PDI Act, according to the determination and specification of the delegate, and to have regard to any relevant provision of the Planning and Design Code that designates land as open space and to seek the concurrence of the Commission to taking any action that is at variance with the Planning and Design Code.</p>	Chief Executive Officer	
s198(3)	<p>47. Open Space Contribution Scheme</p> <p>47.2 The power pursuant to Section 198(3) of the PDI Act to enter into an agreement referred to in Section 198(2)(d) of the PDI Act.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s198(4)(a)	47. Open Space Contribution Scheme 47.3 The power pursuant to Section 198(4)(a) of the PDI Act to concur with an area being vested in the Council.	Chief Executive Officer	
s198(11)	47. Open Space Contribution Scheme 47.4 The power pursuant to Section 198(11) of the PDI Act in relation to money received under Section 198 of the PDI Act to immediately pay it into a fund established for the purposes of Section 198 of the PDI Act and apply it for the purpose of acquiring or developing land as open space.	Chief Executive Officer	
s198(12)	47. Open Space Contribution Scheme 47.5 The power pursuant to Section 198(12) of the PDI Act to form the opinion that the division of land is being undertaken in stages.	Chief Executive Officer	
s200(1)	48. Urban Trees Fund 48.1 The power pursuant to Section 200(1) of the PDI Act to, 48.1.1 seek the approval of the Minister to establish a fund (an urban trees fund) for an area designated by the delegate; and	N/A	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	48.1.2 to, with the approval of the Minister establish a fund (an urban trees fund) for an area designed by the delegate (a designated area).		
s200(2)	48. Urban Trees Fund 48.2 The power pursuant to Section 200(2) of the PDI Act to effect the establishing of the fund by notice published in the Gazette.	N/A	
s200(3)	48. Urban Trees Fund 48.3 The power pursuant to Section 200(3) of the PDI Act to define a designated area by reference to an area established by the Planning and Design Code.	N/A	
s200(5)	48. Urban Trees Fund 48.4 The power pursuant to Section 200(5) of the PDI Act to invest any money in an urban trees fund that is not immediately required for the purpose of the fund and to pay any resultant income into the fund.	N/A	
s200(6)	48. Urban Trees Fund	N/A	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	<p>48.5 The power pursuant to Section 200(6) of the PDI Act to apply money standing to the credit of an urban trees fund:</p> <p>48.5.1 to maintain or plant trees in the designated area which are or will (when fully grown) constitute significant trees under the PDI Act; or</p> <p>48.5.2 to purchase land within the designated area in order to maintain or plant trees which are or will (when fully grown) constitute significant trees under the PDI Act.</p>		
s200(7)	<p>48. Urban Trees Fund</p> <p>48.6 The power pursuant to Section 200(7) of the PDI Act if, the Council subsequently sells land purchased under Section 200(6)(b) of the PDI Act, to pay the proceeds of sale into an urban trees fund maintained by the Council under Section 200 of the PDI Act, subject to the qualifications in Sections 200(7)(a) and (b).</p>	N/A	
s210(1)	<p>49. Appointment of Authorised Officers</p> <p>49.1 The power pursuant to Section 210(1) of the PDI Act to:</p> <p>49.1.1 appoint a person to be an authorised officer for the purposes of the PDI Act; and</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	49.1.2 appoint a person who holds the qualifications prescribed by the regulations to be an authorised officer for the purposes of the PDI Act if the Council is required to do so by the regulations.		
s210(2)	49. Appointment of Authorised Officers 49.2 The power pursuant to Section 210(2) of the PDI Act to make an appointment of an authorised officer subject to conditions.	Chief Executive Officer	
s210(3)	49. Appointment of Authorised Officers 49.3 The power pursuant to Section 210(3) of the PDI Act to issue each authorised officer an identity card: 49.3.1 containing a photograph of the authorised officer; and 49.3.2 stating any conditions of appointment limiting the authorised officer's appointment.	Chief Executive Officer	
s210(5)	49. Appointment of Authorised Officers	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	49.4 The power pursuant to Section 210(5) of the PDI Act to, at any time, revoke an appointment which the Council has made, or vary or revoke a condition of such an appointment or impose a further such condition.		
s213(1)	<p>50. Enforcement Notices</p> <p>50.1 The power pursuant to Section 213(1) of the PDI Act, if the delegate has reason to believe on reasonable grounds that a person has breached the PDI Act or the repealed Act, to do such of the following as the delegate considers necessary or appropriate in the circumstances:</p> <p>50.1.1 direct a person to refrain, either for a specified period or until further notice, from the PDI Act, or course of action, that constitutes the breach;</p> <p>50.1.2 direct a person to make good any breach in a manner, and within a period, specified by the delegate;</p> <p>50.1.3 take such urgent action as is required because of any situation resulting from the breach</p>	Chief Executive Officer	
s213(2)	<p>50. Enforcement Notices</p> <p>50.2 The power pursuant to Section 213(2) of the PDI Act to give a direction under Section 213(1) of the PDI Act by notice in writing unless the delegate considers that the direction is urgently required.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s213(5)	<p>50. Enforcement Notices</p> <p>50.3 The power pursuant to Section 213(5) of the PDI Act, if a person fails to comply with a direction under Section 213(1)(b) of the PDI Act within the time specified in the notice, to cause the necessary action to be taken.</p>	Chief Executive Officer	
s213(6)	<p>50. Enforcement Notices</p> <p>50.4 The power pursuant to Section 213(6) of the PDI Act to recover the reasonable costs and expenses incurred by the Council (or any person acting on behalf of the Council) under Section 213 of the PDI Act, as a debt due from the person whose failure gave rise to the PDI Action</p>	Chief Executive Officer	
s213(7)	<p>50. Enforcement Notices</p> <p>50.5 The power pursuant to Section 213(7) of the PDI Act, if an amount is recoverable from a person by the Council under Section 213 of the PDI Act to, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid by the person.</p>	Chief Executive Officer	
s214(1)	51. Applications to Court	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	51.1 The power pursuant to Section 214(1) of the PDI Act to apply to the Court for an order to remedy or restrain a breach of the PDI Act or the repealed Act.		
s214(2)	51. Applications to Court 51.2 The power pursuant to Section 214(2) of the PDI Act to consent to proceedings under Section 214 of the PDI Act being brought in a representative capacity on behalf of the Council.	Chief Executive Officer	
s214(4)	51. Applications to Court 51.3 The power pursuant to Section 214(4) of the PDI Act to make an application without notice to any person and to make an application to the Court to serve a summons requiring the respondent to appear before the Court to show cause why an order should not be made under Section 214 of the PDI Act.	Chief Executive Officer	
s214(6)	51. Applications to Court 51.4 The power pursuant to Section 214(6) of the PDI Act to make submissions to the Court on the subject matter of the proceedings.	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s214(9)	51. Applications to Court 51.5 The power pursuant to Section 214(9) of the PDI Act to appear before a final order is made and be heard in proceedings based on the application.	Chief Executive Officer	
s214(10)	51. Applications to Court 51.6 The power pursuant to Section 214(10) of the PDI Act to make an application to the Court to make an interim order under Section 214 of the PDI Act.	Chief Executive Officer	
s214(11)	51. Applications to Court 51.7 The power pursuant to Section 214(11) of the PDI Act to make an application for an interim order without notice to any person.	Chief Executive Officer	
s214(12)	51. Applications to Court 51.8 The power pursuant to Section 214(12) of the PDI Act, if the Court makes an order under Section 214(6)(d) of the PDI Act and the respondent fails to comply with the order within the period specified by the Court, to cause any work contemplated by the order to be carried out, and recover the costs of that work, as a debt, from the respondent	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s214(13)	<p>51. Applications to Court</p> <p>51.9 The power pursuant to Section 214(13) of the PDI Act, if an amount is recoverable from a person by the Council under Section 214(12) of the PDI Act to, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid by the person.</p>	Chief Executive Officer	
s214(17)	<p>51. Applications to Court</p> <p>51.10 The power pursuant to Section 214(17) of the PDI Act to apply to the Court to vary or revoke an order previously made under Section 214 of the PDI Act.</p>	Chief Executive Officer	
s219(1)	<p>52. Proceedings for Offences</p> <p>52.1 The power pursuant to Section 219(1) of the PDI Act to commence proceedings for an offence against the PDI Act.</p>	Chief Executive Officer	
s223(2)	<p>53. Adverse Publicity Orders</p> <p>53.1 The power pursuant to Section 223(2) of the PDI Act to make an application to the Court for an adverse publicity order.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s223(4)	<p>53. Adverse Publicity Orders</p> <p>53.2 The power pursuant to Section 223(4) of the PDI Act, if the offender fails to give evidence to the Council in accordance with Section 224(1)(b) of the PDI Act to:</p> <p>53.2.1 take the PDI Action or actions specified in the order; and</p> <p>53.2.2 authorise a person in writing to take the PDI Action or actions specified in the order.</p>	Chief Executive Officer	
s223(5)	<p>53. Adverse Publicity Orders</p> <p>53.3 The power pursuant to Section 223(5) of the PDI Act, if:</p> <p>53.3.1 the offender gives evidence to the Council in accordance with Section 223(1)(b) of the PDI Act; and</p> <p>53.3.2 despite the evidence, the delegate is not satisfied that the offender has taken the PDI Action or actions specified in the order in accordance with the order,</p> <p>to apply to the court for an order authorising the Council, or a person authorised in writing by the Council, to take the PDI Action or actions and to authorise a person in writing to take the PDI Action or actions.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s223(6)	<p>53. Adverse Publicity Orders</p> <p>53.4 The power pursuant to Section 223(6) of the PDI Act, if the Council, or a person authorised in writing by the Council, takes an action or actions in accordance with Section 223(4) of the PDI Act or an order under Section 223(5) of the PDI Act, to recover from the offender an amount in relation to the reasonable expenses of taking the PDI Action or actions, as a debt, due to the Council.</p>	Chief Executive Officer	
s225(1)	<p>54. Civil Penalties</p> <p>54.1 The power pursuant to Section 225(1) of the PDI Act, subject to Section 225 of the PDI Act, if the delegate is satisfied that a person has committed an offence by contravening a provision of the PDI Act, to, as an alternative to criminal proceedings, recover, by negotiation or by application to the Court, an amount as a civil penalty in respect of the contravention.</p>	Chief Executive Officer	
s225(2)	<p>54. Civil Penalties</p> <p>54.2 The power pursuant to Section 225(2) of the PDI Act, in respect of a contravention where the relevant offence does not require proof of intention or some other state of mind, to determine whether to initiate proceedings for an offence or take action under Section 225 of the PDI Act, having regard to the seriousness of the contravention, the previous record of the offender and any other relevant factors.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s225(3)	<p>54. Civil Penalties</p> <p>54.3 The power pursuant to Section 225(3) of the PDI Act to serve on the person a notice in the prescribed form advising the person that the person may, by written notice to the Council, elect to be prosecuted for the contravention.</p>	Chief Executive Officer	
s225(13)	<p>54. Civil Penalties</p> <p>54.4 The power pursuant to Section 225(13) of the PDI Act to seek the authorisation of the Attorney-General to the commencement of proceedings for an order under Section 225 of the PDI Act.</p>	Chief Executive Officer	
s225(17)	<p>54. Civil Penalties</p> <p>54.5 The power pursuant to Section 225(17) of the PDI Act to seek an authorisation from the Commission for the Council to act under Section 225 of the PDI Act.</p>	Chief Executive Officer	
s228(7)	<p>55. Make Good Order</p> <p>55.1 The power pursuant to Section 228(7) of the PDI Act to apply to the Court to vary or revoke an order under Section 228 of the PDI Act.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s229(5)	<p>56. Recovery of Economic Benefit</p> <p>56.1 The power pursuant to Section 229(5) of the PDI Act to apply an amount paid to the Council in accordance with an order under Section 229(1) of the PDI Act for the purpose of acquiring or developing land as open space and to hold it in a fund established for the purposes of Section 198 of the PDI Act.</p>	Chief Executive Officer	
s230(1)	<p>57. Enforceable Voluntary Undertakings</p> <p>57.1 The power pursuant to Section 230(1) of the PDI Act to accept (by written notice) a written undertaking given by a person in connection with a matter relating to a contravention or alleged contravention by the person of the PDI Act.</p>	Chief Executive Officer	
s230(4)	<p>57. Enforceable Voluntary Undertakings</p> <p>57.2 The power pursuant to Section 230(4) of the PDI Act if the delegate considers that a person has contravened an undertaking accepted by the Council, to apply to the Court for enforcement of the undertaking.</p>	Chief Executive Officer	
s230(7)	57. Enforceable Voluntary Undertakings	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	57.3 The power pursuant to Section 230(7) of the PDI Act to agree in writing with a person who has made an undertaking to: 57.3.1 vary the undertaking; or 57.3.2 withdraw the undertaking.		
s230(11)	57. Enforceable Voluntary Undertakings 57.4 The power pursuant to Section 230(11) of the PDI Act to accept an undertaking in respect of a contravention or alleged contravention before proceedings in respect of that contravention have been finalised.	Chief Executive Officer	
s230(12)	57. Enforceable Voluntary Undertakings 57.5 The power pursuant to Section 230(12) of the PDI Act if the delegate accepts an undertaking before the proceedings are finalised, to take all reasonable steps to have the proceedings discontinued as soon as possible.	Chief Executive Officer	
s230(14)	57. Enforceable Voluntary Undertakings 57.6 The power pursuant to Section 230(14) of the PDI Act to seek an authorisation from the Commission for the Council to act under Section 230 of the PDI Act.	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s231(1)	<p>58. Advertisements</p> <p>58.1 The power pursuant to Section 231(1) of the PDI Act, if, in the opinion of the delegate, an advertisement or advertising hoarding:</p> <p>58.1.1 disfigures the natural beauty of a locality or otherwise detracts from the amenity of a locality; or</p> <p>58.1.2 is contrary to the character desired for a locality under the Planning and Design Code, to, by notice served in accordance with the regulations on the advertiser or the owner or occupier of the land on which the advertisement or advertising hoarding is situated, whether or not a development authorisation has been granted in respect of the advertisement or advertising hoarding, order that person to remove or obliterate the advertisement or to remove the advertising hoarding (or both) within a period specified in the notice (of at least 28 days from the date of service of the notice).</p>	Chief Executive Officer	
s231(3)	<p>58. Advertisements</p> <p>58.2 The power pursuant to Section 231(3) of the PDI Act if a person on whom a notice is served under Section 231(1) of the PDI Act fails to comply with a notice within the time allowed in the notice to enter on the land and take the necessary steps for carrying out the requirements of the</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	notice and to recover the costs of so doing, as a debt, from the person on whom the notice was served.		
s235(1)	59. Professional Advice to be Obtained in Relation to Certain Matters 59.1 The power pursuant to Section 235(1) of the PDI Act, to, in the exercise of a prescribed function, rely on a certificate of a person with prescribed qualifications.	Chief Executive Officer	
s235(2)	59. Professional Advice to be Obtained in Relation to Certain Matters 59.2 The power pursuant to Section 235(2) of the PDI Act to seek and consider the advice of a person with prescribed qualifications, or a person approved by the Minister for that purpose, in relation to a matter arising under the PDI Act that is declared by regulation to be a matter on which such advice should be sought.	Chief Executive Officer	
s239(1)	60. Charges on Land 60.1 The power pursuant to Section 239(1) of the PDI Act if a charge on land is created under a provision of the PDI Act in favour of the Council, to deliver to the Registrar-General a notice in a form determined by the Registrar-General, setting out the amount of the charge and the land over which the charge is claimed.	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s239(6)	<p>60. Charges on Land</p> <p>60.2 The power pursuant to Section 239(6) of the PDI Act if a charge in the Council's favour exists and the amount to which the charge relates is paid, to by notice to the appropriate authority in a form determined by the Registrar-General, apply for the discharge of the charge.</p>	Chief Executive Officer	
s240(1)	<p>61. Registering Authorities to Note Transfer</p> <p>61.1 The power pursuant to Section 240(1) of the PDI Act to apply to the Registrar General or another authority required or authorised under a law of the State to register or record transactions affecting assets, rights or liabilities, or documents relating to such transactions, to register or record in an appropriate manner the transfer to the Council of an asset, right or liability by regulation, proclamation or notice under the PDI Act.</p>	Chief Executive Officer	
cl13(3)(b) sch2	<p>62. Reporting</p> <p>62.1 The power pursuant to Clause 13(3)(b) of Schedule 2 of the PDI Act to require a report under Clause 13(2) of Schedule 2 of the PDI Act to contain any other information or report required by the delegate.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
cl3(3)	<p>63. Review of Performance</p> <p>63.1 The power pursuant to Clause 3(3) of Schedule 4 of the PDI Act to explain the Council's actions, and to make submissions (including, if relevant, an indication of undertakings that the Council is willing to give in order to take remedial action), to the Minister.</p>	Chief Executive Officer	
cl3(14)	<p>63. Review of Performance</p> <p>63.2 The power pursuant to Clause 3(14) of Schedule 4 of the PDI Act to make submissions to the Minister on the report on which the PDI Action to be taken by the Minister under Clause 3(13) of Schedule 4 of the PDI Act is based.</p>	Chief Executive Officer	
cl3(15)	<p>63. Review of Performance</p> <p>63.3 The power pursuant to Clause 3(15) of Schedule 4 of the PDI Act, if the Minister makes a recommendation to the Council under Clause 3(13)(a) of Schedule 4 of the PDI Act and the Minister subsequently considers that the Council has not, within a reasonable period, taken appropriate action in view of the recommendation, to make submissions to the Minister in relation to the directions of the Minister.</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
cl3(16) sch4	63. Review of Performance 63.4 The power pursuant to Clause 3(16) of Schedule 4 of the PDI Act to comply with a direction under Clauses 3(13) or (15) of Schedule 4 of the PDI Act.	Chief Executive Officer	
cl9(6)(a)	64. Planning and Design Code 64.1 The power pursuant to Clause 9(6)(a) of Schedule 8 of the PDI Act to apply to the Minister for approval to commence the process under Section 25 of the repealed Act.	Chief Executive Officer	
cl30(3)	65. General Schemes 65.1 The power pursuant to Clause 30(3) of Schedule 8 of the PDI Act to request the Minister make a declaration under Clause 30(2) of Schedule 8 of the PDI Act in relation to a scheme.	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r11B(1)	<p>67. Mutual Liability Scheme – Rights of Indemnity</p> <p>67.1 The power pursuant to Regulation 11B(1) of the Planning, Development and Infrastructure (General) Regulations 2019 (the General Regulations) to:</p> <p>67.1.1 in being responsible under Section 83(1)(h)(ii) of the PDI Act for the costs and other liabilities associated with the activities of an assessment panel appointed by the Council; and</p> <p>67.1.2 in being responsible for the costs associated with the activities of a regional assessment panel in accordance with a scheme set out in a notice under Section 84(1)(a) and (i) of the PDI Act,</p> <p>have arrangements in place to indemnify the members of any such panel in respect of a claim against a member of the panel arising out of the performance, exercise or discharge (or purported performance, exercise or discharge) in good faith of their functions, powers or duties under the PDI Act in their role as a member of the panel.</p>	Chief Executive Officer	
r11B(5)	<p>67. Mutual Liability Scheme – Rights of Indemnity</p> <p>67.2 The power pursuant to Regulation 11B(5) of the General Regulations to:</p> <p>67.2.1 in being responsible under Section 87(f) of the PDI Act for the costs and other liabilities associated with the activities of an assessment manager for an assessment panel appointed by the Council; and</p>	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	<p>67.2.2 in being responsible for the costs associated with the activities of a regional assessment panel in accordance with a scheme set out in a notice under Section 87(1)(a) and (i) of the PDI Act,</p> <p>have arrangements in place to indemnify an assessment manager for any such panel in respect of a claim against the assessment manager arising out of the performance, exercise or discharge (or purported performance, exercise or discharge) in good faith of their functions, powers or duties under the PDI Act in their role as an assessment manager.</p>		
r47(4)(d)	<p>68. Performance Assessed Development and Restricted Development</p> <p>68.1 The power pursuant to Regulation 47(4)(d) of the General Regulations to determine the fee payable by the applicant as being appropriate to cover the reasonable costs of placing the notice on the land.</p>	ND	Council decision - to be included in the schedule of fees and charges.
r78(1)	<p>69. Underground Main Areas</p> <p>69.1 The power pursuant to Regulation 78(1) of the General Regulations if the delegate considers an area should be declared an underground mains area to seek a report from the relevant electricity authority in relation to the matter.</p>	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r78(2)	<p>69. Underground Main Areas</p> <p>69.2 The power pursuant to Regulation 78(2) of the General Regulations after having received and considered a report from the electricity authority to declare the area to be an underground mains area.</p>	Chief Executive Officer	
r81(4)	<p>70. Width of Roads and Thoroughfares</p> <p>70.1 The power pursuant to Regulation 81(4) of the General Regulations to dispense with a width prescribed by Regulations 81(1) or (3) of the General Regulations (and specify a different width) if the delegate is of the opinion that the width so prescribed is not necessary for the safe and convenient movement of vehicles or pedestrians, or for underground services.</p>	Chief Executive Officer	
r81(5)	<p>70. Width of Roads and Thoroughfares</p> <p>70.2 The power pursuant to Regulation 81(5) of the General Regulations to subject to Regulation 81(6) of the General Regulations specify the width of the road at the head of every cul-de-sac in such dimensions as may be acceptable to the delegate.</p>	Chief Executive Officer	
r81(6)	70. Width of Roads and Thoroughfares	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	70.3 The power pursuant to Regulation 81(6) of the General Regulations to dispense with a requirement under Regulation 81(5) of the General Regulations if it appears to the delegate that the cul-de-sac is likely to become a through road.		
r82(1)	<p>71. Road Widening</p> <p>71.1 The power pursuant to Regulation 82(1) of the PDI Act, subject to Regulation 82(2) of the General Regulations, if an existing road abuts land which is proposed to be divided, to form the view that the road should be widened in order to provide a road of adequate width having regard to existing and future requirements of the area.</p>	Chief Executive Officer	
r83(1)	<p>72. Requirement as to Forming of Roads</p> <p>72.1 The power pursuant to Regulation 83(1) of the General Regulations, subject to Regulation 83(2) of the General Regulations, to specify the width and manner of the formation of the roadway of every proposed road on a plan of division.</p>	Chief Executive Officer	
r83(2)	<p>72. Requirement as to Forming of Roads</p> <p>72.2 The power pursuant to Regulation 83(2) of the General Regulations to form the opinion that it is necessary to specify a width for a roadway to be formed under Regulation 83(1) in excess of 7.4m, in view of the volume or type of traffic that is likely to traverse that road.</p>	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r83(4)	<p>72. Requirement as to Forming of Roads</p> <p>72.3 The power pursuant to Regulation 83(4) of the General Regulations, to dispense with the requirements under Regulation 83(3) of the General Regulations, if the delegate is of the opinion that the cul-de-sac is likely to become a through road.</p>	Chief Executive Officer	
r83(5)	<p>72. Requirement as to Forming of Roads</p> <p>72.4 The power pursuant to Regulation 83(5) of the General Regulations, subject to Regulation 83(6) of the General Regulations to require every footpath, water-table, kerbing, culvert and drain of every proposed road to be formed in a manner satisfactory to the delegate.</p>	Chief Executive Officer	
r83(6)	<p>72. Requirement as to Forming of Roads</p> <p>72.5 The power pursuant to Regulation 83(6) of the General Regulations, to dispense with a requirement under Regulation 83(5) of the General Regulations.</p>	Chief Executive Officer	
r84(1)	<p>73. Construction of Roads, Bridges, Drains and Services</p> <p>73.1 The power pursuant to Regulation 84(1) of the General Regulations to require the roadway of every proposed road within the relevant division to be constructed and paved and sealed with bitumen, tar or asphalt or other material approved by the delegate.</p>	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r85(1)	<p>74. Supplementary Provisions</p> <p>74.1 The power pursuant to Regulation 85(1) of the General Regulations to approve the road location and grading plan for the manner of forming any proposed road, footpath, water-table, kerbing, culvert or drain required under Division 6 of the General Regulations.</p>	Chief Executive Officer	
r85(2)	<p>74. Supplementary Provisions</p> <p>74.2 The power pursuant to Regulation 85(2) of the General Regulations, subject to Regulation 85(4) of the General Regulations, to require all work referred to in Regulations 83 and 84 of the General Regulations to be carried out in a manner satisfactory to the delegate and in conformity with detailed construction plans and specifications signed by a professional engineer or, at the discretion of the delegate, a licensed surveyor, and approved by the delegate before the commencement of the work.</p>	Chief Executive Officer	
r85(4)	<p>74. Supplementary Provisions</p> <p>74.3 The power pursuant to Regulation 85(4) of the General Regulations to form the opinion that all connections for water supply and sewerage services to any allotment delineated on the plan which, in the opinion of the Chief Executive of the South Australian Water Corporation and any other water industry entity identified under Regulation 79(1) of the General Regulations in relation to any such allotment are necessary and need to be laid under the surface of the proposed road, have been made.</p>	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r89(1)	<p>75. General Provisions</p> <p>75.1 The power pursuant to Regulation 89(1) of the General Regulations to form the opinion that another form of arrangement is satisfactory for the purposes of Section 138(1) of the PDI Act.</p>	Chief Executive Officer	
r89(3)	<p>75. General Provisions</p> <p>75.2 The power pursuant to Regulation 89(3) of the General Regulations to provide a certificate which:</p> <p>75.2.1 evidences the consent of the Council to an encroachment by a building over other land; and</p> <p>75.2.2 sets out:</p> <p>75.2.2.1 the date on which any relevant building was erected (if known); and</p> <p>75.2.2.2 the postal address of the site.</p>	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r89(6)(b)	<p>75. General Provisions</p> <p>75.3 The power pursuant to Regulation 89(6)(b) of the General Regulations to request a written copy of the certificate and plan (or certificates and plans) referred to in Regulation 89(3) of the General Regulations.</p>	Chief Executive Officer	
r89(8)	<p>75. General Provisions</p> <p>75.4 The power pursuant to Regulation 89(8) of the General Regulations to make submissions to the Commission before the Commission grants an extension of the period prescribed by Regulation 89(7).</p>	Chief Executive Officer	
r93(1)(b)	<p>76. Notifications During Building Work</p> <p>76.1 The power pursuant to Regulation 93(1)(b) of the General Regulations to specify by notice to the building owner and to the licensed building work contractor responsible for carrying out the relevant building work (if any), when development approval is granted in respect of the work, any stage of the building work to which the periods and stages prescribed for the purposes of Section 146(1) of the PDI Act relate.</p>	Chief Executive Officer	
r93(1)(c)	<p>76. Notifications During Building Work</p> <p>76.2 The power pursuant to Regulation 93(1)(c) of the General Regulations to specify by notice in writing to the building owner on the granting of development approval in respect of</p>	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	the work any stage of the building work to which the periods and stages prescribed for the purposes of Section 146(1) of the PDI Act relate.		
r94(13)	<p>77. Essential Safety Provisions</p> <p>77.1 The power pursuant to Regulation 94(13) of the General Regulations to require compliance with Regulation 94(10) of the General Regulations if:</p> <p>77.1.1 the essential safety provisions were installed</p> <p>77.1.1.1 under a condition attached to a consent or approval that is expressed to apply by virtue of a variance with the performance requirements of the Building Code; or</p> <p>77.1.1.2 as part of a performance solution under the Building Code; or</p> <p>77.1.2 the building has been the subject of a notice under Section 157 of the PDI Act.</p>	Chief Executive Officer	
r102(3)	<p>78. Classification of Buildings</p> <p>78.1 The power pursuant to Regulation 102(3) of the General Regulations to require an application under Regulation 102(1) or (2) of the General Regulations to be accompanied by:</p>	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	78.1.1 such details, particulars, plans, drawings, specifications, certificates and other documents as the delegate may reasonably require to determine the building's classification.		
r102(4)	<p>78. Classification of Buildings</p> <p>78.2 The power pursuant to Regulation 102(4) of the General Regulations, to subject to Regulation 102(5) of the General Regulations, assign the appropriate classification under the Building Code to a building if the delegate is satisfied, on the basis of the owner's application, and accompanying documentation, that the building, in respect of the classification applied for, possesses the attributes appropriate to its present or intended use.</p>	Chief Executive Officer	
r102(5)	<p>78. Classification of Buildings</p> <p>78.3 The power pursuant to Regulation 102(5) of the General Regulations, if an application under Regulation 102 of the General Regulations is made in respect of an existing Class 2 to Class 9 building, to require the applicant to satisfy the delegate that the provisions of any relevant Ministerial building standard relating to upgrading health and safety in existing buildings has been complied with (to the extent reasonably applicable to the building and its present or intended use).</p>	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r102(6)	<p>78. Classification of Buildings</p> <p>78.4 The power pursuant to Regulation 102(6) of the General Regulations, on assigning a classification to a building (or part of a building) to, if relevant, determine and specify in the notice to the owner under Section 151(3) of the PDI Act:</p> <p>78.4.1 the maximum number of persons who may occupy the building (or part of the building); and</p> <p>78.4.2 if the building has more than 1 classification—the part or parts of the building to which each classification relates and the classifications currently assigned to the other parts of the building.</p>	Chief Executive Officer	
Regulation 103A(1)	<p>79. Required Documentation</p> <p>79.1 The power pursuant to Regulation 103A(1) of the General Regulations to, in relation to an application for the issuing of a certificate of occupancy relating to a Class 1b to 9 (inclusive) building under the Building Code, require the following documentation:</p> <p>79.1.1 if the development has been approved subject to conditions, such evidence as the delegate may reasonably require to show that the conditions have been satisfied;</p>	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	<p>79.1.2 if the application relates to the construction or alteration of part of a building and further building work is envisaged in respect of the remainder of the building, such further evidence as the delegate may reasonably require to show –</p> <p>79.1.2.1 in the case of a building more than 1 storey – that the requirements of any relevant Ministerial building standard have been complied with; or</p> <p>79.1.2.2 in any other case – that the building is suitable for occupation.</p>		
Regulation 103A(2)	<p>79. Required Documentation</p> <p>79.2 The power pursuant to Regulation 103A(2) of the General Regulations to, in relation to an application for the issuing on or after 1 July 2022 of a certificate of occupancy relating to a Class 1a building under the Building Code, to require the following documentation:</p> <p>79.2.1 if the development has been approved subject to conditions, such evidence as the delegate may reasonably require to show that any conditions relevant to the suitability of the building for occupation have been satisfied,</p>	Chief Executive Officer	
Regulation 103A(3)	<p>79. Required Documentation</p> <p>79.3 The power pursuant to Regulation 103A(3) of the General Regulations to, other than in relation to a designated building on which building work involving the use of a designated</p>	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	<p>building product is carried out after 12 March 2018, dispense with the requirement to provide a Statement of Compliance under subregulation (1)(a) or (2)(a) if –</p> <p>79.3.1 the delegate is satisfied that a person required to complete 1 or both parts of the statement has refused or failed to complete that part and that the person seeking the issuing of the certificate of occupancy has taken reasonable steps to obtain the relevant certification or certifications; and</p> <p>79.3.2 it appears to the delegate, after undertaking an inspection, that the relevant building is suitable for occupation.</p>		
Regulation 103C(1)(c)	<p>80. Statement of site suitability</p> <p>80.1 The power pursuant to Regulation 103C(1)(c) of the General Regulations, in relation to a building on a site to which Schedule 8 clause 2A of the General Regulations applies and upon which remediation on the site is necessary, to not grant a certificate of occupancy until a statement of site suitability is issued certifying that the required remediation has been undertaken and the land is suitable for the proposed use.</p>	Chief Executive Officer	
Regulation 103D(1)	<p>81. Report from fire authority</p> <p>81.1 The power pursuant to Regulation 103D(1) of the General Regulations, if –</p>	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	<p>81.1.1 a building is –</p> <p>81.1.1.1 to be equipped with a booster assembly for use by a fire authority; or</p> <p>81.1.1.2 to have installed a fire alarm that transmits a signal to a fire station or to a monitoring service approved by the relevant authority; and</p> <p>81.1.2 facilities for fire detection, fire fighting or the control of smoke must be installed in the building pursuant to an approval under the Act,</p> <p>to not grant a certificate of occupancy unless or until the delegate has sought a report from the fire authority as to whether those facilities have been installed and operate satisfactorily.</p>		
Regulation 103D(2)	<p>81. Report from fire authority</p> <p>81.2 The power pursuant to Regulation 103D(2) of the General Regulations, if a report from the fire authority is not received within 15 business days, to presume that the fire authority does not desire to make a report.</p>	Chief Executive Officer	
Regulation 103D(3)	81. Report from fire authority	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	81.3 The power pursuant to Regulation 103D(3) of the General Regulations to have regard to any report received from a fire authority under subregulation (1) before it issues a certificate of occupancy.		
Regulation 103E(1)(b)	82. Issue of certificate of occupancy 82.1 The power pursuant to Regulation 103E(1)(b) of the General Regulations to, on receipt of notification of intended completion of building work under Regulation 93(1)(f) of the General Regulations, determine that the building work will be inspected by an authorised officer.	Chief Executive Officer	
Regulation 103E(3)(c)	82. Issue of certificate of occupancy 82.2 The power pursuant to Regulation 103E(3)(c) of the General Regulations, in respect of a Class 1a building, to determine not to inspect the building work.	Chief Executive Officer	
Regulation 103F	83. Revocation 83.1 The power pursuant to Regulation 103F of the General Regulations to revoke a certificate of occupancy – 83.1.1 if – 83.1.1.1 there is a change in the use of the building; or	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	<p>83.1.1.2 the classification of the building changes; or</p> <p>83.1.1.3 building work involving an alteration or extension to the building that will increase the floor area of the building by more than 300m² is about to commence, or is being or has been carried out; or</p> <p>83.1.1.4 the building is about to undergo, or is undergoing or has undergone, major refurbishment,</p> <p>83.1.2 if the delegate considers that the building is no longer suitable for occupation because of building work undertaken, or being undertaken, on the building, or because of some other circumstance; or</p> <p>83.1.3 if the schedule of essential safety provisions has been issued in relation to the building and the owner of the building has failed to comply with the requirements of Regulation 94(10); or</p> <p>83.1.4 if the delegate considers –</p> <p>83.1.4.1 that a condition attached to a relevant development authorisation has not been met, or has been contravened, and that, in the circumstances, the certificate should be revoked; or</p> <p>83.1.4.2 that a condition attached to the certificate of occupancy has not been met, or has been contravened, or is no longer appropriate.</p>		

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r109(1)(b)	<p>84. Mining Production Tenements</p> <p>84.1 The power pursuant to Regulation 109(1)(b) of the General Regulations to make submissions to the appropriate Authority and object to the granting of the tenement.</p>	Chief Executive Officer	
r111(2)	<p>85. Register of Land Management Agreements (Section 193)</p> <p>85.1 The power pursuant to Regulation 111(2) of the General Regulations to establish a register of agreements entered into by the Council under Section 193 of the PDI Act.</p>	Chief Executive Officer	
r111(3)	<p>85. Register of Land Management Agreements (Section 193)</p> <p>85.2 The power pursuant to Regulation 111(3) of the General Regulations to include in a register, or provide access to a copy of each agreement entered into by the Council under Section 193 of the PDI Act and such other information the delegate considers appropriate.</p>	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r112(1)	<p>86. Authorised Officers and Inspections</p> <p>86.1 The power pursuant to Regulation 112(1) of the General Regulations to appoint at least 1 authorised officer under Section 210(1)(b) of the PDI Act:</p> <p>86.1.1 who is an accredited professional who is:</p> <p>86.1.1.1 an Accredited professional - building level 1; or</p> <p>86.1.1.2 an Accredited professional - building level 2; or</p> <p>86.1.1.3 an Accredited professional - building level 3; or</p> <p>86.1.1.4 an Accredited professional - building level 4; or</p> <p>86.1.2 who holds a current accreditation recognised by the Chief Executive for the purposes of this Regulation; or</p> <p>86.1.3 who holds an approval from the Chief Executive.</p>	Chief Executive Officer	

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Planning, Development and Infrastructure (Transitional Provisions) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r8(1)(c)	<p>66. Adoption of DPAs</p> <p>66.1 The power pursuant to Regulation 8(1)(c) of the Planning, Development and Infrastructure (Transitional Provisions) Regulations 2017 (the Transitional Provisions Regulations) to apply to the Minister under Regulation 8 of the Transitional Provisions Regulations in accordance with any requirement determined by the Minister.</p>	Chief Executive Officer	

Planning, Development and Infrastructure (Fees, Charges and Contributions) Regulations 2019			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r5(1)	<p>87. Calculation of Assessment of Fees</p> <p>87.1 The power pursuant to Regulation 5(1) of the Planning, Development and Infrastructure (Fees, Charges and Contributions) Regulations 2019 (the Fees Regulations) in relation to an application which is duly lodged under a related set of regulations (including via the SA planning portal):</p> <p>87.1.1 to require the applicant to provide such information as the delegate may reasonably require to calculate any fee payable under the Fees Regulations or a related set of regulations; and</p>	Chief Executive Officer	

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Planning, Development and Infrastructure (Fees, Charges and Contributions) Regulations 2019			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	87.1.2 to make any other determination for the purposes of the Fees Regulations or a related set of regulations (even if the Council is not a relevant authority).		
r5(2)	87. Calculation of Assessment of Fees 87.2 The power pursuant to Regulation 5(2) of the Fees Regulations, if the delegate acting under Regulation 5(1) of the Fees Regulations, believes that any information provided by an applicant is incomplete or inaccurate, to calculate any fee on the basis of estimates made by the delegate.	Chief Executive Officer	
r5(3)	87. Calculation or Assessment of Fees 87.3 The power pursuant to Regulation 5(3) of the Fees Regulations to at any time, and despite an earlier calculation or acceptance of an amount in respect of the fee, reassess a fee payable under the Fees Regulations or a related set of Regulations.	Chief Executive Officer	
r7	88. Waiver or Refund of Fee 88.1 The power pursuant to Regulation 7 of the Fees Regulations to, as the delegate considers appropriate to do so: 88.1.1 waive the payment of the fee, or the payment of part of the fee; or 88.1.2 refund the whole or a part of the fee.	Chief Executive Officer	Delegate must have regard to any relevant policies.

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State Planning Commission Practice Direction - 2 Preparation and Amendment of Designated Instruments			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
cl5(1)	<p>89. Requirements in Relation to Preparing an Engagement Plan</p> <p>89.1 The power pursuant to clause 5(1) of the State Planning Commission Practice Direction – 2 Preparation and Amendment of Designated Instruments (PD2), to prepare an engagement plan that:</p> <p>89.1.1 meets the principles and performance outcomes of the Charter;</p> <p>89.1.2 describes the persons or bodies to be consulted on the proposed amendment of the Designated Instrument, which must include any persons or bodies:</p> <p>89.1.2.1 require to be consulted with under a condition imposed by the Minister under Section 73(5) of the PDI Act</p> <p>89.1.2.2 specified by the Commission under Section 73(6)(e) of the PDI Act;</p> <p>89.1.2.3 who must be consulted with under the Charter;</p> <p>89.1.3 outlines any relevant previous engagement undertaken to inform the proposal;</p> <p>89.1.4 describes the evaluation framework for the engagement.</p>	Chief Executive Officer	
cl5(2)	89. Requirements in Relation to Preparing an Engagement Plan	Chief Executive Officer	

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State Planning Commission Practice Direction - 2 Preparation and Amendment of Designated Instruments			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	89.2 The power pursuant to clause 5(2) of PD2 to submit all engagement plans which relate to proposed preparation of or amendment to a State Planning Policy or a Regional Plan to the Commission for approval prior to commencement of formal engagement on the proposal.		
cl6(1)	<p>90. Preparation of an Engagement Report (Following Consultation)</p> <p>90.1 The power pursuant to clause 6(1) of PD2, at the completion of engagement on a draft of a proposal to prepare or amend a designated instrument to provide an engagement report to the Minister.</p>	Chief Executive Officer	
cl6(2)	<p>90. Preparation of an Engagement Report (Following Consultation)</p> <p>90.1 The power pursuant to clause 6(2) of PD2 to set out in an engagement report:</p> <p>90.1.1 details of the engagement undertaken and how that engagement met the engagement plan, and reasons for variations, if any to the engagement plan;</p> <p>90.1.2 the outcome of the engagement including a summary of the written submission or feedback made;</p> <p>90.1.3 any proposed changes to the proposal to prepare or amend a Designated Instrument (when compared with the proposal that was engaged on) and the reasons for those proposed changes which specifically indicates:</p>	Chief Executive Officer	

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State Planning Commission Practice Direction - 2 Preparation and Amendment of Designated Instruments			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	<p>90.1.3.1 where changes are proposed to the Designated Instrument based on or as a result of the engagement; and</p> <p>90.1.3.2 any other changes which are proposed based on or as a result of additional investigations or information which was not available when the proposal was released for engagement.</p>		
cl7(1)	<p>91. Initiating a Code Amendment</p> <p>91.1 The power pursuant to clauses 7(1) and (2) of PD2 to lodge a Proposal to initiate with the Department via the SA Planning Portal that sets out:</p> <p>91.1.1 Code Policy – an outline of:</p> <p>91.1.1.1 any overlay, general development policy, zone, subzone or technical or numeric variation in the Code being proposed for amendment; and/or</p> <p>91.1.1.2 the intended spatial application of an overlay, zone, subzone or technical or numeric variation in the Code over an identified area;</p> <p>91.1.2 Affected Area</p> <p>91.1.2.1 a map or description of the Affected Area;</p> <p>91.1.3 State Planning Policies</p> <p>91.1.3.1 identification of the relevant principles or objectives of the State Planning Policies and an assessment of the proposed Code Amendment's alignment with those State Planning Policies;</p>	Chief Executive Officer	

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State Planning Commission Practice Direction - 2 Preparation and Amendment of Designated Instruments			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	<p>91.1.4 Regional Plan</p> <p>91.1.4.1 Identification of relevant regional plans and assessment of how the matters or issues proposed to be addressed by the proposed Code Amendment will relate to the relevant regional plan;</p> <p>91.1.5 Consultation -</p> <p>91.1.5.1 information regarding any consultation that has already occurred with respect to the proposed Code Amendment;</p> <p>91.1.5.2 details of further consultation proposed to be undertaken with respect to the proposed Code Amendment;</p> <p>91.1.6 Investigations -</p> <p>91.1.6.1 information regarding any investigations which have already been undertaken with respect to the proposed Code Amendment</p> <p>91.1.6.2 an outline of the further investigations that will be undertaken to support the proposed Code Amendment;</p> <p>91.1.6.3 details of any infrastructure required to support development arising through proposed Code Amendment and how the infrastructure will be provided;</p> <p>91.1.6.4 details of any infrastructure agreement (or agreements) or infrastructure scheme which will need to be established or</p>		

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State Planning Commission Practice Direction - 2 Preparation and Amendment of Designated Instruments			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	<p>entered into in connection with the proposed Code Amendment</p> <p>91.1.7 Timetable</p> <p>91.1.7.1 identification of a consultation start date;</p> <p>91.1.7.2 an outline of the proposed timetable for each step of the Code Amendment process (ensuring that the process is completed within reasonable time limits), and a commitment from the Proponent (where it is also the Designated Entity) that it will take steps to update the timetable and seek approval from the Department if it appears that timeframes will not be met.</p>		
cl7(1) and (3)	<p>91. Initiating a Code Amendment</p> <p>91.2 The power pursuant to clauses 7(1) and (3) of PD2 to lodge the SA Planning Portal Publication Instructions – for Initiation that sets out:</p> <p>91.2.1 identification of a consultation start date, consistent with the Proposal to Initiate timetable;</p> <p>91.2.2 an outline of the consultation approach including period of consultation, key audience and consultation methods (noting the Commission may also recommend specific conditions); and</p> <p>91.2.3 a summary of the Code Amendment in plain English.</p>	Chief Executive Officer	

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State Planning Commission Practice Direction - 2 Preparation and Amendment of Designated Instruments			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
cl7(4)	<p>91.3 Initiating a Code Amendment</p> <p>The power pursuant to clause 7(4) of PD2, in addition to a Code Amendment which is intended to designate a place as a place of local heritage value, to provide a report which:</p> <p>91.3.1 includes a heritage datasheet for each proposed Local Heritage Place, which includes:</p> <p>91.3.1.1 all relevant property details and descriptions (including images);</p> <p>91.3.1.2 historical background and thematic analysis;</p> <p>91.3.1.3 a statement of heritage value;</p> <p>91.3.1.4 an assessment against the Local Heritage Criteria; and</p> <p>91.3.1.5 the extent of listing (including any exclusions);</p> <p>91.3.2 includes an analysis of historic themes of importance to the area;</p> <p>91.3.3 is prepared by a heritage architect, historian or person with similar qualifications, skills or experience; and</p> <p>91.3.4 is otherwise prepared in accordance with any guidelines prepared and published by the Commission under Section 67(2)(c) of the PDI Act.</p>	Chief Executive Officer	

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State Planning Commission Practice Direction - 2 Preparation and Amendment of Designated Instruments			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
cl 7(5)	<p>91. Initiating a Code Amendment</p> <p>91.4 The power pursuant to clause 7(5) of PD2 in relation to a Code Amendment which is intended to designate a tree (or stand of trees) as a significant tree (or trees), to provide a report which:</p> <p>91.4.1 includes relevant details and descriptions of the tree or stand of trees (including images as necessary)</p> <p>91.4.2 includes an assessment of the tree (or stand of trees) against the Significant Tree Criteria;</p> <p>91.4.3 is prepared by an urban planner, arborist or person with qualifications, skills or experience relevant to the assessment in the report.</p>	Chief Executive Officer	
cl8(1)	<p>92. Preparation of a Draft Proposal Code Amendment (Prior to Consultation)</p> <p>92.1 The power pursuant to clause 8(1) of PD 2 to, prior to consultation occurring on a draft Code Amendment, to:</p> <p>92.1.1 carry out investigations and obtain such information:</p> <p>92.1.1.1 as provided in the Proposal to Initiate approved by the Minister;</p> <p>92.1.1.2 as required under any conditions imposed by the Minister under Section 73(5)(b) of the PDI Act; and</p> <p>92.1.1.3 as specified by the Commission under Sections 73(6)(e) or 73(6)(f) of the PDI Act;</p>	Chief Executive Officer	

Adelaide Plains Council

State Planning Commission Practice Direction - 2 Preparation and Amendment of Designated Instruments			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	<p>92.1.2 provide the Department with:</p> <p>92.1.2.1 written instructions (in a form acceptable to the Department) that set out the intent of the proposed Code Amendment for the purposes of the Department writing the draft policy for inclusion in the draft Code Amendment; and</p> <p>92.1.2.2 mapping instructions or a description of the Affected Area (in a form acceptable to the Department) in order to enable</p> <p>the Department to prepare and provide to the Designated Entity, mapping which is suitable for inclusion in the draft Code Amendment;</p> <p>92.1.3 prepare the draft Code Amendment in accordance with the approved Proposal to Initiate and any conditions imposed by the Minister under Section 73(5)(b) of the PDI Act and the requirements of this Practice Direction;</p> <p>92.1.4 provide the Department with written instructions (in a form acceptable to the Department) to prepare the SA Planning Portal for consultation on the draft Code Amendment; and</p> <p>92.1.5 provide the Department with the engagement plan prepared (and approved, if required) under these Practice Directions, for the purpose of the Department publishing the engagement plan on the SA Planning Portal.</p>		
cl8(2)	<p>92. Preparation of a Draft Proposal Code Amendment (Prior to Consultation)</p> <p>92.2 The power pursuant to clause 8(2) of PD2, where an engagement plan is amended during any period of consultation or at any time prior to finalisation of the engagement report under the Practice</p>	Chief Executive Officer	

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State Planning Commission Practice Direction - 2 Preparation and Amendment of Designated Instruments			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	Directions, to provide the Department with the engagement plan (as updated) for the purpose of the Department publishing the updated engagement plan on the SA Planning Portal		
cl9(1)	<p>93. Requirements For a Draft Code Amendment</p> <p>93.1 The power pursuant to clause 9(1) of PD2 to support a draft Code Amendment by the following information:</p> <p>93.1.1 an explanation of the current code policy as it applies to the Affected Area (at the time of preparation of the draft Code Amendment)</p> <p>93.1.2 an explanation of the amendments to the Code policy proposed for the Affected Area;</p> <p>93.1.3 an assessment of the strategic planning outcomes intended to be achieved through the draft Code Amendment, including an analysis of the consistency of the draft Code Amendment with the relevant provisions of State Planning Policies, the Regional Plan and any other relevant strategic plans;</p> <p>93.1.4 a summary and explanation of the investigations undertaken and how these support the draft Code Amendment; and</p> <p>93.1.5 an explanation of any infrastructure or services required to support development facilitated by the proposed Code Amendment, and an explanation of how and when the infrastructure will be provided.</p>	Chief Executive Officer	

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State Planning Commission Practice Direction - 2 Preparation and Amendment of Designated Instruments			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
cl11(1)	<p>94. Complying Changes to the Code</p> <p>94.1 The power pursuant to clause 11(1) of PD2, in relation to a proposal to agree to a complying change to the Code under Section 75 of the PDI Act, to provide the following information to the Department:</p> <p>94.1.1 description of the relevant recommendations in the Regional Plan which relate to the proposed Code Amendment, including any specific maps or other specific information which clearly and expressly identify the changes relevant to the proposed Code Amendment;</p> <p>94.1.2 a summary of any consultation which has occurred in accordance with the Charter in relation to the proposed Code Amendment or the relevant Regional Plan, including a copy of the engagement report prepared for the relevant Regional Plan and any additional consultation that has occurred for the proposed Code Amendment;</p> <p>94.1.3 written instructions (in a form acceptable to the Department) that set out the intent of the proposed Code Amendment for the purposes of the Department writing the draft policy for inclusion in the draft Code Amendment; and</p> <p>94.1.4 mapping instructions or a description of the Affected Area (in a form acceptable to the Department) in order to enable the Department to prepare and provide to the Designated Entity, mapping which is suitable for inclusion in the draft Code Amendment</p>	Chief Executive Officer	

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State Planning Commission Practice Direction - 2 Preparation and Amendment of Designated Instruments			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
cl12(1)	<p>95. Early Commencement of a Code Amendment</p> <p>95.1 The power pursuant to clause 12(1) of PD2, in relation to a request for early commencement of a Code Amendment under Section 78 of the PDI Act to provide to the Department:</p> <p>95.1.1 explanation, justification and evidence as necessary to demonstrate how early commencement of the Code Amendment is:</p> <p>95.1.1.1 necessary in the interest of the orderly and proper development of an area of the state; and</p> <p>95.1.1.2 required in order to counter applications for undesirable development (which should identify possible future development that would detract from or negate the object of the proposed Code Amendment) ahead of the outcome of consideration of the Code Amendment;</p> <p>95.1.2 written instructions (in a form acceptable to the Department) that set out the intent of the proposed Code Amendment for the purposes of the Department writing the draft policy for inclusion in the draft Code Amendment; and</p> <p>95.1.3 mapping instructions or a description of the Affected Area (in a form acceptable to the Department) in order to enable the Department to prepare and provide to the Designated Entity, mapping which is suitable for inclusion in the draft Code Amendment</p>	Chief Executive Officer	
cl6(3)	<p>90. Preparation of an Engagement Report (Following Consultation)</p> <p>90.3 The power pursuant to clause 6(3) of PD2 to, in the engagement report also include an evaluation of the effectiveness of the engagement that considers whether:</p>	Chief Executive Officer	

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State Planning Commission Practice Direction - 2 Preparation and Amendment of Designated Instruments			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	90.3.1 the principles of the Charter have been achieved; and 90.3.2 all mandatory requirements identified in the Charter have been met (where the consultation category is applicable).		

State Planning Commission Practice Direction - 3 (Notification of Performance Assessed Development Applications) 2019			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
cl6(3)(b)	96. Responsibility to Undertake Notification 96.1 The power pursuant to clause 6(3)(b) of the State Planning Commission Practice Direction – 3 (Notification of Performance Assessed Development Applications) 2019 (PD3) to determine the relevant fee as being appropriate to cover the relevant authority's reasonable costs in giving public notice of the application under Section 107(3)(a)(i) of the PDI Act.	Chief Executive Officer	

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State Planning Commission Practice Direction (Council Inspections) 2020			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
cl2(2)	<p>97. Mandatory Inspections</p> <p>97.1 The power pursuant to clause 2(2) of Part 2 of the State Planning Commission Practice Direction (Council Inspections) 2020 (PD9) to, in carrying out an inspection under PD9, take all reasonable steps to ensure each inspection includes an inspection and assessment of the following elements (elements), as may be present at the time of inspection:</p> <p>97.1.1 primary structural elements;</p> <p>97.1.2 structural framing and roof trusses;</p> <p>97.1.3 wet areas and waterproofing;</p> <p>97.1.4 barriers to prevent falls;</p> <p>97.1.5 cladding;</p> <p>97.1.6 egress provisions;</p> <p>97.1.7 bushfire protection systems;</p> <p>97.1.8 passive and active fire safety elements;</p> <p>97.1.9 private bushfire shelters; and</p> <p>97.1.10 performance solutions.</p>	Chief Executive Officer	

Adelaide Plains Council

State Planning Commission Practice Direction (Council Inspections) 2020			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
cl3(2)	<p>98. Additional Inspections</p> <p>98.1 The power pursuant to clause 3(2) of Part 2 of PD9 to consider carrying out an inspection in addition to any specified in clause 2 of Part 2 of PD9 (additional inspections) if the delegate has information to indicate that the circumstances warrant it, having regard to the objects of PD9.</p>	Chief Executive Officer	
cl4(3)	<p>99. Inspections Generally</p> <p>99.1 The power pursuant to clause 4(3) of Part 2 of PD9, in relation to building work listed in Schedule 7 of the General Regulations to consider if an additional inspection may be appropriate.</p>	Chief Executive Officer	
cl1(2)	<p>100. General Requirements</p> <p>100.1 The power pursuant to clause 1(2) of Part 3 of PD9 to ensure that an inspection under PD9 and subsequent assessment of each of the applicable elements in clause 2(2) of Part 2 of PD9 is carried out by a person who has the appropriate qualifications, skills, knowledge and experience to carry out an inspection assigned to that officer under PD9.</p>	Chief Executive Officer	

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State Planning Commission Practice Direction 10 (Staged Occupation of Multi-Storey Buildings) 2020			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
cl5(2)	<p>101. Conditions that Must be Met for the Staged Occupation of a Partially Completed Building</p> <p>101.1 The power pursuant to clause 5(2) of the State Planning Commission Practice Direction 10 (Staged Occupation of Multi-Storey Buildings 2020 (PD10) to, agree to partial occupancy of a partially completed multistorey building.</p>	Chief Executive Officer	

Urban Tree Canopy Off-set Scheme			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
cl 9	<p>83. Use of Money from Fund</p> <p>83.1 The power pursuant to clause 9 of the Urban Tree Canopy Off-set Scheme (UTCOS) to use money distributed from the fund for any of the following purposes (and for no other purpose):</p> <p>83.1.1 to provide for the planting, establishment and maintenance of trees within reserves or public land anywhere within a designated local government area; or</p> <p>83.1.2 the purchase of land within a designated local government area to ensure:</p> <p>83.1.2.1 the preservation of trees; or</p>	N/A	

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Urban Tree Canopy Off-set Scheme			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	83.1.2.2 that trees can be established in an area with a low urban tree canopy level or a demonstrated urban tree canopy loss.		

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Instrument B – Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority

Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority (Instrument B);			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s7(5)(a)	<p>1. Environment and Food Production Areas – Greater Adelaide</p> <p>1.1 The power pursuant to Section 7(5)(a) of the Planning, Development and Infrastructure Act 2016 (the PDI Act), in relation to a proposed development in an environment and food production area that involves a division of land that would create 1 or more additional allotments to seek the concurrence of the Commission in the granting of the development authorisation to the development.</p>	Chief Executive Officer	
s7(5)(d)	<p>1. Environment and Food Production Areas – Greater Adelaide</p> <p>1.2 The power pursuant to Section 7(5)(d) of the PDI Act in relation to a proposed development in an environment and food production area that involves a division of land that would create one or more additional allotments, to, if the proposed development will create additional allotments to be used for residential development, refuse to grant development authorisation in relation to the proposed development.</p>	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority (Instrument B);			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s99(2)(b)(ii)	<p>2. Related Provisions</p> <p>2.1 The power pursuant to Section 99(2)(b)(ii) of the PDI Act to, if appropriate, grant development approval in the case of Section 99(1)(d) of the PDI Act.</p>	Chief Executive Officer	
s99(3)	<p>2. Related Provisions</p> <p>2.2 The power pursuant to Section 99(3) of the PDI Act where a proposed development is to be undertaken within the area of the Council, to, subject to the regulations, if appropriate, grant the final development approval after all elements of the development have been approved by one or more relevant authorities under Section 99 of the PDI Act.</p>	Chief Executive Officer	
s102(1)	<p>3. Matters Against Which Development Must be Assessed</p> <p>3.1 The power pursuant to Section 102(1) of the PDI Act to assess a development against and grant or refuse a consent in respect of the relevant provisions of the Building Rules (building consent).</p>	Chief Executive Officer	
s102(8)	3. Matters Against Which Development Must be Assessed	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	3.2 The power pursuant to Section 102(8) of the PDI Act, when all relevant consents have been granted in relation to a development, to in accordance with the PDI Act, indicate that the development is approved.		
s118(1)	4. Building Consent 4.1 The power pursuant to Section 118(1) of the PDI Act, if the Regulations provide that a form of building work complies with the Building Rules, to grant any such building work a building consent (subject to such conditions or exceptions as may be prescribed by the regulations).	Chief Executive Officer	
s118(2)(a)	4. Building Consent 4.2 The power pursuant to Section 118(2)(a) of the PDI Act to seek the concurrence of the Commission to grant a building consent in respect of a development that is at variance with the performance requirements of the Building Code or a Ministerial building standard.	Chief Executive Officer	
s118(2)	4. Building Consent 4.3 The power pursuant to Section 118(2) of the PDI Act, subject to Section 118(6) of the PDI Act, to grant a building consent to a development that is at variance with the Building Rules if:	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	<p>4.3.1 the variance is with a part of the Building Rules other than the Building Code or a Ministerial building standard and the delegate determines that it is appropriate to grant the consent despite the variance on the basis that the delegate is satisfied:</p> <p>4.3.1.1 that:</p> <p>(a) the provisions of the Building Rules are inappropriate to the particular building or building work, or the proposed building work fails to conform with the Building Rules only in minor respects; and</p> <p>(b) the variance is justifiable having regard to the objects of the Planning and Design Code or the performance requirements of the Building Code or a Ministerial building standard (as the case may be) and would achieve the objects of this Act as effectively, or more effectively, than if the variance were not to be allowed; or</p> <p>4.3.1.2 in a case where the consent is being sought after the development has occurred - that the variance is justifiable in the circumstances of the particular case.</p>		
s118(4)	<p>4. Building Consent</p> <p>4.4 The power pursuant to Section 118(4) of the PDI Act, to at the request or with the agreement of the applicant, refer proposed building work to the Commission for an opinion on whether or not it complies with the performance requirements of the Building Code or a Ministerial building standard.</p>	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority (Instrument B);			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s118(6)	<p>4. Building Consent</p> <p>4.5 The power pursuant to Section 118(6) of the PDI Act if an inconsistency exists between the Building Rules and the Planning Rules in relation to a State heritage place or a local heritage place, to, in determining an application for building consent, ensure, so far as is reasonably practicable, that standards of building soundness, occupant safety and amenity are achieved in respect of the development that are as good as can reasonably be achieved in the circumstances.</p>	Chief Executive Officer	
s118(7)	<p>4. Building Consent</p> <p>4.6 The power pursuant to Section 118(7) of the PDI Act to seek and consider the advice of the Commission before imposing or agreeing to a requirement under Section 18(6) of the PDI Act that would be at variance with the performance requirements of the Building Code or a Ministerial building standard.</p>	Chief Executive Officer	
s118(8)	<p>4. Building Consent</p> <p>4.7 The power pursuant to Section 118(8) of the PDI Act, to, subject to the PDI Act, accept that proposed building work complies with the Building Rules to the extent that:</p> <p>4.7.1 such compliance is certified by the provision of technical details, particulars, plans, drawings or specifications prepared and certified in accordance with the regulations; or</p>	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority (Instrument B);			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	4.7.2 such compliance is certified by a building certifier.		
s118(10)	<p>4. Building Consent</p> <p>4.8 The power pursuant to Section 118(10) of the PDI Act to refuse to grant a consent in relation to any development if, as a result of that development, the type or standard of construction of a building of a particular classification would cease to conform with the requirements of the Building Rules for a building of that classification</p>	Chief Executive Officer	
s118(11)	<p>4. Building Consent</p> <p>4.9 The power pursuant to Section 118(11) of the PDI Act, if a relevant authority decides to grant building consent in relation to a development that is at variance with the Building Rules, to, subject to the regulations, in giving notice of the relevant authority's decision on the application for that consent, specify (in the notice or in an accompanying document):</p> <p>4.9.1 the variance; and</p> <p>4.9.2 the grounds on which the decision is being made.</p>	Chief Executive Officer	
s119(1)(b)	5. Application and Provision of Information	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority (Instrument B);			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	5.1 The power pursuant to Section 119(1)(b) of the PDI Act to require an application to the relevant authority for the purposes of Part 7 of the PDI Act, to include any information as the delegate may reasonably require.		
s119(3)	<p>5. Application and Provision of Information</p> <p>5.2 The power pursuant to Section 119(3) of the PDI Act to request an applicant:</p> <p>5.2.1 to provide such additional documents, assessments or information (including calculations and technical details) as the delegate may reasonably require to assess the application;</p> <p>5.2.2 to remedy any defect or deficiency in any application or accompanying document or information required by or under the PDI Act;</p> <p>5.2.3 to consult with an authority or body prescribed by the regulations;</p> <p>5.2.4 to comply with any other requirement prescribed by the regulations.</p>	Chief Executive Officer	
s119(6)(b)	<p>5. Application and Provision of Information</p> <p>5.3 The power pursuant to Section 119(6)(b) of the PDI Act if a request is made under Section 119(3) of the PDI Act and the request is not complied with within the time specified by the Regulations, subject to Section 119(6)(b)(ii), to refuse the application.</p>	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority (Instrument B);			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s119(7)	5. Application and Provision of Information 5.4 The power pursuant to Section 119(7) of the PDI Act to, in dealing with an application that relates to a regulated tree, consider that special circumstances apply.	Chief Executive Officer	
s119(9)	5. Application and Provision of Information 5.5 The power pursuant to Section 119(9) of the PDI Act to: 5.5.1 permit an applicant: 5.5.1.1 to vary an application; 5.5.1.2 to vary any plans, drawings, specifications or other documents that accompanied an application, (provided that the essential nature of the proposed development is not changed);	Chief Executive Officer	
s119(9)	5. Application and Provision of Information 5.5 The power pursuant to Section 119(9) of the PDI Act to:	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority (Instrument B);			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	5.5.2 permit an applicant to lodge an application without the provision of any information or document required by the regulations;		
s119(9)	5. Application and Provision of Information 5.5 The power pursuant to Section 119(9) of the PDI Act to: 5.5.3 to the extent that the fee is payable to the relevant authority waive payment of whole or part of the application fee, or refund an application fee (in whole or in part);	Chief Executive Officer	Delegate must have regard to any relevant policies.
s119(9)	5. Application and Provision of Information 5.5 The power pursuant to Section 119(9) of the PDI Act to: 5.5.4 if there is an inconsistency between any documents lodged with the relevant authority for the purposes of Part 7 of the PDI Act (whether by an applicant or any other person), or between any such document and a development authorisation that has already been given that is relevant in the circumstances, return or forward any document to the applicant or to any other person and determine not to finalise the matter until any specified matter is resolved, rectified or addressed.	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority (Instrument B);			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s119(10)	5. Application and Provision of Information 5.6 The power pursuant to Section 119(10) of the PDI Act to grant a permission under Section 119(9) of the PDI Act unconditionally or subject to such conditions as the delegate thinks fit.	Chief Executive Officer	
s119(12)	5. Application and Provision of Information 5.7 The power pursuant to Section 119(12) of the PDI Act to, in a consent, provide for, or envisage, the undertaking of development in stages, with separate consents or approvals for the various stages.	Chief Executive Officer	
s119(14)	5. Application and Provision of Information 5.8 The power pursuant to Section 119(14) of the PDI Act to if an applicant withdraws an application to determine to refund the application fee.	Chief Executive Officer	
s120(1)	6. Outline Consent 6.1 The power pursuant to Section 120(1) of the PDI Act and subject to Section 120 of the PDI Act, to on application, grant a consent in the nature of an outline consent.	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority (Instrument B);			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s120(3)	<p>6. Outline Consent</p> <p>6.2 The power pursuant to Section 120(3) of the PDI Act if an outline consent is granted and a subsequent application is made with respect to the same development (subject to any variations allowed by a practice direction) to:</p> <p>6.2.1 grant any consent contemplated by the outline consent; and</p> <p>6.2.2 not impose a requirement that is inconsistent with the outline consent.</p>	Chief Executive Officer	
s122(1)	<p>7. Referrals to Other Authorities or Agencies</p> <p>7.1 The power pursuant to Section 122(1) of the PDI Act, where an application for consent to, or approval of, a proposed development of a prescribed class is to be assessed by a relevant authority, to:</p> <p>7.1.1 refer the application, together with a copy of any relevant information provided by the applicant, to a body prescribed by the regulations (including, if so prescribed, the Commission); and</p> <p>7.1.2 not make a decision until the relevant authority has received a response from that prescribed body in relation to the matter or matters for which the referral was made</p> <p>where the regulations so provide, subject to Section 122 of the PDI Act.</p>	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority (Instrument B);			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s122(5)(b)	<p>7. Referrals to Other Authorities or Agencies</p> <p>7.2 The power pursuant to Section 122(5)(b) of the PDI Act, acting by direction of a prescribed body:</p> <p>7.2.1 to refuse the application; or</p> <p>7.2.2 consent to or approve the development and impose such conditions as the prescribed body thinks fit, (subject to any specific limitation under another Act as to the conditions that may be imposed by the prescribed body)</p> <p>where the regulations so provide.</p>	Chief Executive Officer	
s122(7)	<p>7. Referrals to Other Authorities or Agencies</p> <p>7.3 The power pursuant to Section 122(7) of the PDI Act, if the relevant authority is directed by a prescribed body to refuse an application and the refusal is the subject of an appeal under the PDI Act, to apply for the relevant authority to be joined as a party to the proceedings.</p>	Chief Executive Officer	
s122(10)	<p>7. Referrals to Other Authorities or Agencies</p> <p>7.4 The power pursuant to Section 122(10) of the PDI Act to, if requested by an applicant, defer a referral under Section 122 of the PDI Act to a particular stage in the process of assessment.</p>	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority (Instrument B);			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s124(1)	<p>8. Proposed Development Involving Creation of Fortifications</p> <p>8.1 The power pursuant to Section 124(1) of the PDI Act, if the delegate has reason to believe that a proposed development may involve the creation of fortifications, to refer the application for consent to, or approval of, the proposed development to the Commissioner of Police (the Commissioner).</p>	Chief Executive Officer	
s124(5)	<p>8. Proposed Development Involving Creation of Fortifications</p> <p>8.2 The power pursuant to Section 124(5) of the PDI Act, if the Commissioner determines that the proposed development involves the creation of fortification, to:</p> <p>8.2.1 if the proposed development consists only of the creation of fortifications – refuse the application;</p> <p>8.2.2 in any other case – impose conditions in respect of any consent to or approval of the proposed development prohibiting the creation of the fortification.</p>	Chief Executive Officer	
s124(6)	<p>8. Proposed Development Involving Creation of Fortifications</p> <p>8.3 The power pursuant to Section 124(6) of the PDI Act, if the relevant authority acting on the basis of a determination of the Commissioner under Section 124(2) of the PDI Act refuses an application or imposes conditions in respect of a development authorisation, to notify the</p>	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority (Instrument B);			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	applicant that the application was refused, or the conditions imposed, on the basis of a determination of the Commissioner under Section 124 of the PDI Act.		
s124(7)	8. Proposed Development Involving Creation of Fortifications 8.4 The power pursuant to Section 124(7) of the PDI Act, if a refusal or condition referred to in Section 124(5) of the PDI Act is the subject of an appeal under the PDI Act, to apply to the Court to be joined as a party to the appeal.	Chief Executive Officer	
s126(1)	9. Determination of Application 9.1 The power pursuant to Section 126(1) of the PDI Act to, on making a decision on an application under Part 7 of the PDI Act, give notice of the decision in accordance with the regulations (and, in the case of a refusal, to include in the notice the reasons for the refusal and any appeal rights that exist under the PDI Act).	Chief Executive Officer	
s126(3)	9. Determination of Application 9.2 The power pursuant to Section 126(3) of the PDI Act to, on the delegate's own initiative or on the application of a person who has the benefit of any relevant development authorisation, extend a period prescribed under Section 126(2) of the PDI Act.	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s127(1)	10. Conditions 10.1 The power pursuant to Section 127(1) of the PDI Act to make a decision subject to such conditions (if any) as the delegate thinks fit to impose in relation to the development.	Chief Executive Officer	
s127(2)(c)	10. Conditions 10.2 The power pursuant to Section 127(2)(c) of the PDI Act to vary or revoke a condition in accordance with an application under Part 7 of the PDI Act.	Chief Executive Officer	
s128(1) and (2)	11. Variation of Authorisation 11.1 The power pursuant to Sections 128(1) and (2) of the PDI Act to determine an application seeking the variation of a development authorisation previously given under the PDI Act (including an application seeking the variation of a condition imposed with respect to the development authorisation).	Chief Executive Officer	
s128(2)(d)	11. Variation of Authorisation 11.2 The power pursuant to Section 128(2)(d) of the PDI Act to approve an application for a variation to a development authorisation previously given under the PDI Act, which seeks to extend the period for which the relevant authorisation remains operative.	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority (Instrument B);			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s133(3)	12. Saving Provisions 12.1 The power pursuant to Section 133(3) of the PDI Act to, in order to avoid or reduce hardship, extend the limitation period referred to in Section 133(2) of the PDI Act.	Chief Executive Officer	
s134(1)	13. Requirement to Up-grade 13.1 The power pursuant to Section 134(1) of the PDI Act to form the opinion that the building is unsafe, structurally unsound or in an unhealthy condition.	Chief Executive Officer	
s134(1)	13. Requirement to Up-grade 13.2 The power pursuant to Section 134(1) of the PDI Act, if: 13.2.1.1 building work in the nature of an alteration to a building constructed before the date prescribed by regulation for the purposes of Section 134(1) of the PDI Act; or 13.2.1.2 a change of classification of a building; and 13.2.2 the building is, in the opinion of the delegate, unsafe, structurally unsound or in an unhealthy condition,	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority (Instrument B);			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	to require that building work that conforms with the requirements of the Building Rules be carried out to the extent reasonably necessary to ensure that the building is safe and conforms to proper structural and health standards.		
s134(2)	<p>13. Requirement to Up-grade</p> <p>13.3 The power pursuant to Section 134(2) of the PDI Act, when imposing a requirement under Section 134(1) of the PDI Act, to specify (in reasonable detail) the matters under Section 134(1)(b) of the PDI Act that must, in the opinion of the delegate, be addressed.</p>	Chief Executive Officer	
s134(3)	<p>13. Requirement to Up-grade</p> <p>13.4 The power pursuant to Section 134(3) of the PDI Act to impose a requirement under Section 134(1) of the PDI Act:</p> <p>13.4.1 subject to Section 134(3)(b) of the PDI Act - on the basis that the relevant matters must be addressed as part of the application before the relevant authority will grant building consent; and</p> <p>13.4.2 in cases prescribed by the regulations - as a condition of the building consent that must be complied with within a prescribed period after the building work to which the application for consent relates is completed</p>	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority (Instrument B);			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s134(4)	<p>13. Requirement to Up-grade</p> <p>13.5 The power pursuant to Section 134(4) of the PDI Act if:</p> <p>13.5.1 an application is made for building consent for building work in the nature of an alteration of a class prescribed by the regulations; and</p> <p>13.5.2 the delegate is of the opinion that the affected part of the building does not comply with the performance requirements of the Building Code or a Ministerial building standard in relation to access to buildings, and facilities and services within buildings, for people with disabilities, to require that building work or other measures be carried out to the extent necessary to ensure that the affected part of the building will comply with those performance requirements of the Building Code or the Ministerial building standard (as the case may be).</p>	Chief Executive Officer	
s134(5)	<p>13. Requirement to Up-grade</p> <p>13.6 The power pursuant to Section 134(5) of the PDI Act to impose a requirement under Section 134(4) of the PDI Act:</p> <p>13.6.1 subject to Section 134(5)(b) of the PDI Act - on the basis that the building work or other measures to achieve compliance with the relevant performance requirements must be addressed before the relevant authority will grant building consent; and</p>	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	13.6.2 in cases prescribed by the regulations - as a condition of the building consent that must be complied with within a prescribed period after the building work to which the application for consent relates is completed.		
s135(2)(d)	14. Urgent Building Work 14.1 The power pursuant to Section 135(2)(d) of the PDI Act to issue any direction.	Chief Executive Officer	
s143(1)	15. Cancellation of Development Authorisation 15.1 The power pursuant to Section 143(1) of the PDI Act to, on the application of a person who has the benefit of the authorisation, cancel a development authorisation previously given by the relevant authority.	Chief Executive Officer	
s143(2)	15. Cancellation of Development Authorisation 15.2 The power pursuant to Section 143(2) of the PDI Act to make a cancellation under Section 143(1) of the PDI Act subject to such conditions (if any) as the delegate thinks fit to impose.	Chief Executive Officer	

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Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s235(1)	<p>16. Professional Advice to be Obtained in Relation to Certain Matters</p> <p>16.1 The power pursuant to Section 235(1) of the PDI Act, to, in the exercise of a prescribed function, rely on a certificate of a person with prescribed qualifications.</p>	Chief Executive Officer	
s235(2)	<p>16. Professional Advice to be Obtained in Relation to Certain Matters</p> <p>16.2 The power pursuant to Section 235(2) of the PDI Act to seek and consider the advice of a person with prescribed qualifications, or a person approved by the Minister for that purpose, in relation to a matter arising under the PDI Act that is declared by regulation to be a matter on which such advice should be sought.</p>	Chief Executive Officer	
cl18(2) sch8	<p>17. Continuation of Processes</p> <p>17.1 The power pursuant to Clause 18(2) of Schedule 8 of the PDI Act, to:</p> <p>17.1.1 adopt any findings or determinations of a relevant authority under the repealed Act that may be relevant to an application to which Clause 18(1) of Schedule 8 of the PDI Act applies; and</p> <p>17.1.2 adopt or make any decision (including a decision in the nature of a determination), direction or order in relation to an application to which Clause 18(1) of Schedule 8 of the PDI Act applies; and</p>	Chief Executive Officer	

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Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning and Design Code and Practice Directions of Powers of a Council as a Relevant Authority (Instrument B);			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	<p>17.1.3 deal with any matter that is subject to a reserved decision under the repealed Act before the designated day; and</p> <p>17.1.4 deal with any requirement or grant any variation imposed or proposed in connection with an application to which Clause 18(1) of Schedule 8 of the PDI Act applies; and</p> <p>17.1.5 take any other step or make any other determination authorised by the regulations, or that is reasonably necessary to promote or ensure a smooth transition on account of the transfer of functions, powers or duties under Clause 18 of Schedule 8 of the PDI Act.</p>		

Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r25(7)(c)	<p>18. Accredited Professionals</p> <p>18.1 The power pursuant to Regulation 25(7)(c) of the Planning, Development and Infrastructure (General) Regulations 2017 (the General Regulations) to form the opinion and be satisfied, on the basis of advice received from the accreditation authority under the Planning, Development and Infrastructure (Accredited Professionals) Regulations 2019, a relevant professional association, or other relevant registration or accreditation authority, that a person has engineering or other</p>	Chief Executive Officer	

Adelaide Plains Council

Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	qualifications that qualify the person to act as a technical expert under Regulation 25 of the General Regulations.		
r31(1)	<p>19. Verification of Application</p> <p>19.1 The power pursuant to Regulation 31(1) of the General Regulations, on the receipt of an application under Section 119 of the PDI Act, and in addition to any other requirement under the General Regulations, to, in order to ensure that an application has been correctly lodged and can be assessed in accordance with the PDI Act:</p> <p>19.1.1 determine the nature of the development; and</p>	Chief Executive Officer	
r31(1)	<p>19. Verification of Application</p> <p>19.1 The power pursuant to Regulation 31(1) of the General Regulations, on the receipt of an application under Section 119 of the PDI Act, and in addition to any other requirement under the General Regulations, to, in order to ensure that an application has been correctly lodged and can be assessed in accordance with the PDI Act:</p> <p>19.1.2 if the application is for planning consent - determine:</p> <p>19.1.2.1 whether the development involves 2 or more elements and, if so, identify each of those elements for the purposes of assessment against the provisions of the Planning and Design Code; and</p>	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	19.1.2.2 the category or categories of development that apply for the purposes of development assessment; and		
r31(1)	<p>19. Verification of Application</p> <p>19.1 The power pursuant to Regulation 31(1) of the General Regulations, on the receipt of an application under Section 119 of the PDI Act, and in addition to any other requirement under the General Regulations, to, in order to ensure that an application has been correctly lodged and can be assessed in accordance with the PDI Act:</p> <p>19.1.3 determine whether the relevant authority is the correct entity to assess the application under the PDI Act; and</p>	Chief Executive Officer	
r31(1)	<p>19. Verification of Application</p> <p>19.1 The power pursuant to Regulation 31(1) of the General Regulations, on the receipt of an application under Section 119 of the PDI Act, and in addition to any other requirement under the General Regulations, to, in order to ensure that an application has been correctly lodged and can be assessed in accordance with the PDI Act:</p> <p>19.1.4 if the relevant authority is the correct entity to assess the application (or any part of the application):</p> <p>19.1.4.1 check that the appropriate documents and information have been lodged with the application; and</p>	Chief Executive Officer	

Adelaide Plains Council

Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	19.1.4.2 confirm the prescribed fees required to be paid at that point ; and 19.1.4.3 provide an appropriate notice via the SA planning portal; and		
r31(1)	19. Verification of Application 19.1 The power pursuant to Regulation 31(1) of the General Regulations, on the receipt of an application under Section 119 of the PDI Act, and in addition to any other requirement under the General Regulations, to, in order to ensure that an application has been correctly lodged and can be assessed in accordance with the PDI Act: 19.1.5 if the relevant authority is not the correct entity to assess the application (or any part of the application): 19.1.5.1 provide the application (or any relevant part of the application), and any relevant plans, drawings, specifications and other documents and information in its possession, to the entity that the delegate considers to be the correct relevant authority in accordance with any practice direction; and 19.1.5.2 provide an appropriate notice via the SA planning portal.	Chief Executive Officer	
r35(3)	20. Amended Applications 20.1 The power pursuant to Regulation 35(3) of the General Regulations if an application is varied following referral under Division 2 or giving of notice under Division 3, to, if the variations are not	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	substantial, consider the application without the need to repeat an action otherwise required under Division 2 or Division 3.		
r35(4)	<p>20. Amended Applications</p> <p>20.2 The power pursuant to Regulation 35(4) of the General Regulations if a variation would change the essential nature of a proposed development (as referred to in Section 119(9)(a) of the PDI Act), to agree with the applicant to proceed with the variation on the basis that the application (as so varied) will be treated as a new application under the General Regulations.</p>	Chief Executive Officer	
r38(1)	<p>21. Withdrawing/Lapsing Applications</p> <p>21.1 The power pursuant to Regulation 38(1) of the General Regulations if an application is withdrawn by the applicant under Section 119(14) of the PDI Act, to notify:</p> <p>21.1.1 any agency to which the application has been referred under Division 2 of the General Regulations; and</p> <p>21.1.2 any person who has made a representation in relation to the application under Division 3 of the General Regulations, of the withdrawal.</p>	Chief Executive Officer	
r38(2)	21. Withdrawing/Lapsing Applications	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	21.2 The power pursuant to Regulation 38(2) of the General Regulations to lapse an application for a development authorisation under Part 7 of the PDI Act if at least one year has passed since the date on which the application was lodged with the relevant authority.		
r38(3)	<p>21. Withdrawing/Lapsing Applications</p> <p>21.3 The power pursuant to Regulation 38(3) of the General Regulations before taking action to lapse an application under Regulation 38(2) of the General Regulations to:</p> <p>21.3.1 take reasonable steps to notify the applicant of the action under consideration; and</p> <p>21.3.2 allow the applicant a reasonable opportunity to make submissions to the delegate (in a manner and form determined by the delegate) about the proposed course of action.</p>	Chief Executive Officer	
r40	<p>22. Court Proceedings</p> <p>22.1 The power pursuant to Regulation 40 of the General Regulations to, subject to Section 214(14) of the PDI Act, by notice in writing to the applicant, decline to deal with the application until any proceedings under the PDI Act have been concluded.</p>	Chief Executive Officer	
r42(1)	<p>23. Additional Information or Amended Plans</p> <p>23.1 The power pursuant to Regulation 42(1) of the General Regulations if the relevant authority has referred an application to a prescribed body under Division 1 of the General Regulations and the relevant authority subsequently receives additional information, or an amended plan, drawing or</p>	Chief Executive Officer	

Adelaide Plains Council

Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	specification, which is materially relevant to the referral, or to any report obtained as part of the referral process, to repeat the referral process.		
r45(1)	<p>24. Building Matters</p> <p>24.1 The power pursuant to Regulation 45(1) of the General Regulations to, if, in assessing an application for building consent, the delegate considers that:</p> <p>24.1.1 a proposed performance solution within the meaning of the Building Code requires assessment against a performance requirement of the Building Code which provides for the intervention of a fire authority; or</p> <p>24.1.2 the proposed development is at variance with a performance requirement of the Building Code which provides for the intervention of a fire authority; or</p> <p>24.1.3 special problems for fire fighting could arise due to hazardous conditions of a kind described in Section E of the Building Code,</p> <p>refer the application to the relevant fire authority for comment and report unless the fire authority indicates to the relevant authority that a referral is not required.</p>	Chief Executive Officer	
r45(2)	24. Building Matters	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	24.2 The power pursuant to Regulation 45(2) of the General Regulations, if a report is not received from the fire authority on a referral under Regulation 45(1) of the General Regulations within 20 business days, to presume that the fire authority does not desire to make a report.		
r45(3)	24. Building Matters 24.3 The power pursuant to Regulation 45(3) of the General Regulations to have regard to any report received from a fire authority under Regulation 45 of the General Regulations.	Chief Executive Officer	
r45(4)	24. Building Matters 24.4 The power pursuant to Regulation 45(4) of the General Regulations, if, in respect of an application referred to a fire authority under Regulation 45 of the General Regulations, the fire authority: 24.4.1 recommends against the granting of building consent; or 24.4.2 concurs in the granting of consent on conditions specified in its report, but the delegate: 24.4.3 proposes to grant building consent despite a recommendation referred to in Regulation 45(4)(a) of the General Regulations; or 24.4.4 does not propose to impose the conditions referred to in Regulation 45(b) of the General Regulations, or proposes to impose the conditions in varied form, on the grant of consent,	Chief Executive Officer	

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Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	to: 24.4.5 refer the application to the Commission; and 24.4.6 not grant consent unless the Commission concurs in the granting of the consent.		
r45(5)	24. Building Matters 24.5 The power pursuant to Regulation 45(5) of the General Regulations to provide to the Commission a copy of any report received from a fire authority under Regulation 45(1) of the General Regulations that relates to an application that is referred to the Commission under the PDI Act.	Chief Executive Officer	
r57(4)(a)	25. Notice of Decision (Section 126(1)) 25.1 The power pursuant to Regulation 57(4)(a) of the General Regulations to endorse a set of any approved plans and other relevant documentation with an appropriate form of authentication.	Chief Executive Officer	
r60	26. Consideration of Other Development Authorisations 26.1 The power pursuant to Regulation 60 of the General Regulations, to, in deciding whether to grant a development authorisation, take into account any prior development authorisation that relates to the same proposed development under the PDI Act, and any conditions that apply in relation to that prior development authorisation.	Chief Executive Officer	

Adelaide Plains Council

Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r61(4)(c)	<p>27. Certificate of Independent Technical Expert in Certain Cases</p> <p>27.1 The power pursuant to Regulation 61(4)(c) of the General Regulations to form the opinion and be satisfied on the basis of advice received from the accreditation authority under the Planning, Development and Infrastructure (Accredited Professionals) Regulations 2019, a relevant professional association, or another relevant registration or accreditation authority, that a person has engineering or other qualifications, qualify the person to act as a technical expert under this regulation.</p>	Chief Executive Officer	
r63(1)	<p>28. Urgent Work</p> <p>28.1 The power pursuant to Regulation 63(1) of the General Regulations to,</p> <p>28.1.1 determine a telephone number determined for the purposes of Regulation 63(1)(a) of the General Regulations; and</p> <p>28.1.2 determine the email address for the purposes of Regulation 63(1)(b) of the General Regulations.</p>	Chief Executive Officer	
r63(2)	<p>28. Urgent Work</p> <p>28.2 The power pursuant to Regulation 63(2) of the General Regulations to, for the purposes of Section 135(2)(c) of the PDI Act, allow a longer period.</p>	Chief Executive Officer	

Adelaide Plains Council

Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r63(3)	<p>28. Urgent Work</p> <p>28.3 The power pursuant to Regulation 63(3) of the General Regulations to, for the purposes of Section 135(2)(c) of the PDI Act, allow a longer period.</p>	Chief Executive Officer	
r65(1)(a)	<p>29. Variation of Authorisation (Section 128)</p> <p>29.1 The power pursuant to Regulation 65(1)(a) of the General Regulations to, for the purposes of Section 128(2)(b) of the PDI Act, if a person requests the variation of a development authorisation previously given under the Act (including by seeking the variation of a condition imposed with respect to the development authorisation) to form the opinion and be satisfied that the variation is minor in nature, and approve the variation.</p>	Chief Executive Officer	
r99(4)	<p>30. Construction Industry Training Fund</p> <p>30.1 The power pursuant to Regulation 99(4) of the General Regulations, if after assessing a proposed development against the building rules the delegate is yet to be satisfied that the appropriate levy has been paid under the Construction Industry Training Fund Act 1993 or is not payable, to notify the applicant that the delegate cannot issue a building consent until the delegate is satisfied that the levy has been paid or is not payable.</p>	Chief Executive Officer	

Adelaide Plains Council

Planning, Development and Infrastructure (General) Regulations 2017			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r99(5)	<p>30. Construction Industry Training Fund</p> <p>30.2 The power pursuant to Regulation 99(5) of the General Regulations, if a notification has been given under Regulation 99(4) of the General Regulations and if satisfactory evidence is not provided to the delegate within 20 business days after the date of the notification to, if the delegate thinks fit, determine that the application has lapsed.</p>	Chief Executive Officer	
cl4(3) sch8	<p>31. Plans for Building Work</p> <p>31.1 The power pursuant to Clause 4(3) of Schedule 8 of the General Regulations, in relation to an application for building consent for development consisting of or involving an alteration to a building if:</p> <p>31.1.1 the applicant is applying for a change in the classification of the building to a classification other than Class 10 under the Building Code; or</p> <p>31.1.2 the building was erected before 1 January 1974 and the applicant is applying for a classification other than Class 10 under the Building Code to be assigned to the building,</p> <p>to require the application to be accompanied by such details, particulars, plans, drawings, specifications and other documents (in addition to the other documents required to accompany the application) as the delegate reasonably requires to show that the entire building will, on completion of the building work, comply with the requirements of the PDI Act and the General Regulations for a building of the classification applied for or with so many of those requirements as will ensure that the building is safe and conforms to a proper structural standard.</p>	Chief Executive Officer	

Adelaide Plains Council

Planning, Development and Infrastructure (Fees, Charges and Contributions) Regulations 2019			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r5(1)	<p>32. Calculation or Assessment of Fees</p> <p>32.1 The power pursuant to Regulation 5(1) of the PDI (Fees, Charges and Contributions) Regulations 2019 (the Fees Regulations) in relation to an application which is duly lodged with the Council under a related set of regulations (including via the SA planning portal):</p> <p>32.1.1 to require the applicant to provide such information as the delegate may reasonably require to calculate a prescribed fee; and</p> <p>32.1.2 to make any other determination for the purposes of the Fees Regulations a related set of regulations or a fee notice (even if the Council is not a relevant authority)</p>	Chief Executive Officer	
r5(2)	<p>32. Calculation or Assessment of Fees</p> <p>32.2 The power pursuant to Regulation 5(2) of the Fees Regulations, if the delegate is acting under Regulation 5(1) of the Fees Regulations, or as the delegate of a relevant authority, believes that any information provided by an applicant is incomplete or inaccurate, to calculate a prescribed fee on the basis of estimates made by the delegate.</p>	Chief Executive Officer	
5(3)	<p>32. Calculation or Assessment of Fees</p> <p>32.3 The power pursuant to Regulation 5(3) of the Fees Regulations to, at any time, and despite an earlier calculation or acceptance of an amount in respect of the fee, reassess a fee payable under the Fees Regulations or a related set of regulations.</p>	Chief Executive Officer	

Adelaide Plains Council

Planning, Development and Infrastructure (Fees, Charges and Contributions) Regulations 2019			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r7	<p>33. Waiver or Refund of Fee</p> <p>33.1 The power pursuant to Regulation 7 of the Fees Regulations to, as the delegate considers appropriate to do so:</p> <p>33.1.1 waive the payment of the fee, or the payment of part of the fee; or</p> <p>33.1.2 refund the whole or a part of the fee.</p>	Chief Executive Officer	<hr/> Delegate must have regard to any relevant policies.

Adelaide Plains Council

Instrument of Delegation under the Local Government Act 1999

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 7(a)	Plan at the local and regional level for the development and future requirements of the council area	Chief Executive Officer		council
section 7(b)	Provide services and facilities that benefit its area, its ratepayers and residents, and visitors to the council area	Chief Executive Officer		council
section 7(ba)	Determine appropriate financial contribution to be made by ratepayers to resources of the council	ND		council
section 7(c)	Provide for the welfare, well-being and interests of individuals and groups within the council's community	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 7(d)	Take measures to protect the council area from natural and other hazards and to mitigate the effects of such hazards	Chief Executive Officer		council
section 7(e)	Manage, develop, protect, restore, enhance and conserve the environment in an ecologically sustainable manner, and to improve amenity	Chief Executive Officer		council
section 7(f)	Provide infrastructure for the council's community and for development within its area (including infrastructure that helps to protect any part of the local or broader community from any hazard or other event, or that assists in the management of any area)	Chief Executive Officer		council
section 7(g)	Promote the council area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 7(h)	Establish or support organisations or programs that benefit people in the council area or local government generally	Chief Executive Officer		council
section 7(i)	Manage and, if appropriate, develop, public areas vested in, or occupied by, the council	Chief Executive Officer		council
section 7(j)	Manage, improve and develop resources available to the council	Chief Executive Officer		council
section 7(k)	Undertake other functions and activities conferred by or under an Act	Chief Executive Officer		council
section 12(1)	Publish a notice in the Gazette altering the composition of the council or dividing, or redividing, the area of the council into wards, altering the division of the area of	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
	the council into wards or abolishing the division of the area of the council into wards			
section 12(2)	Publish a notice in the Gazette changing the council from a municipal council to a district council or vice versa, altering the name of the council or the name of the area of the council, or giving a name to, or altering the name of, a ward	ND		council
section 12(3)	Undertake a review under section 12 of the Local Government Act	Chief Executive Officer		council
section 12(4)	Undertake a review under section 12 of the Local Government Act at least once in each relevant period prescribed by the regulations	Chief Executive Officer		council
section 12(5)	Initiate the preparation of a presentation review report and form the opinion a person is qualified to address the representation and governance issues	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
Section 12(7)	Undertake public consultation	Chief Executive Officer		council
section 12(11)	Finalise the council report	ND		council
section 12(11a)	Refer the report to Electoral Commissioner	Chief Executive Officer		council
section 12(11e)(a)	Take such action as is necessary (including by altering report)	Chief Executive Officer		council
section 12(11e)(b)	Comply with requirements of section 12(7)	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 12(11e)(c)	Refer the report to the Electoral Commissioner under section 12(12)	Chief Executive Officer		council
section 12(12)	Refer report to the Electoral Commissioner	Chief Executive Officer		council
section 12(12a)	Include with the report copies of any written submissions if received	Chief Executive Officer		council
section 12(15)(b)	Provide for the operation of any proposal recommended in the council's report by notice in the Gazette	Chief Executive Officer		council
section 12(16)(a)	Take action on a report referred back to the council by the Electoral Commissioner	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 12(16)(b)	Refer report back to the Electoral Commissioner	Chief Executive Officer		council
section 12(17)	Comply with requirements of section 12(7) (unless determine alteration of report is of a minor nature only)	Chief Executive Officer		council
section 12(24)	Undertake a review within period specified by the Electoral Commissioner	Chief Executive Officer		council
section 13(1)	Publish a notice in the Gazette changing the council from a municipal council to a district council or vice versa, altering the name of the council or the name of the area of the council, or altering the name of a ward	Chief Executive Officer		council
section 13(2)(a)	Give public notice of the proposal to change the council from a municipal council to a district council or vice	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
	versa, alter the name of the council or the name of the area of the council, or alter the name of a ward			
section 13(2)(b)	Invite written submissions	Chief Executive Officer		council
section 13(2)(ba)	Publish a copy of the public notice in a newspaper circulating within the council area	Chief Executive Officer		council
section 13(2)(c)	Give any person who makes a written submission in response to an invitation an opportunity to appear personally or by representative before the council or a council committee to be heard on the submission	Chief Executive Officer		council
section 28(1)(c)	Refer a proposal for the making of a proclamation under Chapter 3 of the Local Government Act to the South Australian Local Government Grants Commission	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 31(2)(b)	Participate in consultation with the South Australian Local Government Grants Commission on the appointment of an investigator	Chief Executive Officer		council
section 31(10)(c)	Participate in consultation with the South Australian Local Government Grants Commission on a recommendation that a proposal referred to the Commission not proceed	Chief Executive Officer		council
section 36(1)(a)	Exercise the legal capacity of a natural person, including entering into contracts or arrangements, suing and being sued and acting in conjunction with another council or authority or person	Chief Executive Officer	36(1)(a)(i) CEO Only Manager Regulatory & Manager Infrastructure & Assets - Unclaimed Goods Act and Fences Act Only	council
section 36(1)(c)	Do anything necessary, expedient or incidental to performing or discharging the council's functions or duties or achieving the council's objectives	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 36(2)	Act outside the council area to the extent necessary or expedient to the performance of the council's functions or in order to provide services to an unincorporated area of the State	Chief Executive Officer		council
section 37(b)	Authorise an officer, employee or agent to enter into a contract on behalf of the council	Chief Executive Officer	Delegations must be in accordance with financial delegations and in accordance with the Procurement Policy.	council
section 41(1)	Establish a committee	ND		council
section 41(2)	Determine the role of the committee	ND		council
section 41(3)	Determine the membership of the committee	ND		council
section 41(4)	Appoint a presiding member or make provision for the appointment of a presiding member	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 41(6)	Appoint the principal member as an ex officio member of the committee	ND		council
section 41(8)	Determine the reporting and other accountability requirements applying to a committee	ND		council
section 42(3)	Obtain the approval of the Minister to the conferral of corporate status on a council subsidiary	ND		council
section 43(3)	Obtain the approval of the Minister to the conferral of corporate status on a regional subsidiary	ND		council
section 44(6)	Cause a separate record to be kept of all delegations under section 44 of the Local Government Act	Chief Executive Officer		council
section 44(6a)	Review the delegation in force under section 44 of the Local Government Act	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 45(1)	Nominate a place as the council's principal office	ND		council
section 45(2)	Determine the hours during which the principal office of the council will be open for the transaction of business	Chief Executive Officer		council
section 45(3)	Consult with the local community regarding the manner, places and times at which the council's offices will be open to the public and any significant changes to these arrangements	Chief Executive Officer		council
section 46(1)	Engage in a commercial enterprise or activity in the performance of the council's functions	Chief Executive Officer		council
section 46(2)(a)	Establish a business in connection with a commercial project	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 46(2)(b)	Participate in a joint venture, trust, partnership or other similar body in connection with a commercial project	Chief Executive Officer		council
section 47(2)(b)	Participate in the formation of, or become a member of, a company limited by guarantee established as a national association to promote and advance the interests of an industry in which local government has an interest	Chief Executive Officer		council
section 48(aa1)	Develop and maintain prudential management policies, practices and procedures for the assessment of projects	Chief Executive Officer		council
section 48(1)	Obtain a report addressing the prudential issues set out in section 48(2)	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 48(6)	Take steps to prevent the disclosure of specific information in order to protect its commercial value or to avoid disclosing the financial affairs of a person (other than the council)	Chief Executive Officer		council
section 49(a1)	Maintain procurement policies, practices and procedures directed towards: (a) obtaining value in the expenditure of public money; (b) providing for ethical and fair treatment of participants; and (c) ensuring probity, accountability and transparency in procurement operations	ND		council
section 49(1)	Prepare and adopt policies on contracts and tenders, including policies on the following: (a) the contracting out of services; (b) competitive tendering and the use of other measures to ensure that services are delivered cost-effectively;	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
	(c) the use of local goods and services; and (d) the sale or disposal of land or other assets.			
section 49(3)	Alter or substitute a policy under section 49 of the Local Government Act	ND		council
section 50(1)	Prepare and adopt a public consultation policy	ND		council
section 50(5)	Alter or substitute the public consultation policy	ND		council
section 50(6)(c)	Prepare a document setting out the council's proposal to adopt a public consultation policy or to alter or substitute a public consultation policy	Chief Executive Officer		council
section 50(6)(d)	Publish in a newspaper circulating within the area of the council a notice of the proposal inviting interested persons to make submissions	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 50(6)(e)	Consider submissions	Chief Executive Officer		council
section 50(7)	Determine that the alteration of a public consultation policy is of minor significance that would attract little (or no) community interest	Chief Executive Officer		council
section 50(8)	Provide a copy of a policy of the council under section 50 of the Local Government Act for inspection at the principal office of the council	Chief Executive Officer		council
section 50(9)	Provide for the purchase of a copy of a policy of the council under section 50 of the Local Government Act	Chief Executive Officer		council
section 54(1)(d)	Grant a leave of absence from council	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 54(1)(d)	Remove from office on the ground that the member has been absent from three or more consecutive ordinary meetings of the council	ND		council
section 57(6)	Recover amount of a liability incurred in contravention of section 57 of the Local Government Act as a debt from the members of the councils at the time the contract was made or lease was entered	Chief Executive Officer		council
section 68(3b)	Apply to SACAT for an order disqualifying member of the council from the office of member under the Local Government Act	ND		council
section 70(a1)	Publish prescribed details contained in the Register	Chief Executive Officer		council
section 75F(1)	Prepare and adopt behavioural support policies	ND		council
section 75F(5)	Alter or substitute a behavioural support policy	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 75F(6)	Undertake public consultation before adopting, altering or substituting a behavioural support policy	Chief Executive Officer		council
section 75F(7)(a)	Review the operation of the behavioural support policies and consider whether to adopt additional behavioural support policies	ND		council
section 75F(7)(b)	Consider whether to adopt behavioural support policies	ND		council
section 77(1)	Provide reimbursement of prescribed expenses of a member of council	Chief Executive Officer		council
section 80	Take out a policy of insurance insuring every member of the council and a spouse or domestic partner or another person who may be accompanying a member of the councils against the risks associated with the	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
	performance or discharge of official functions or duties by members			
section 80A(1)	Prepare a training and development policy for members	ND		council
section 80A(2b)	Suspend a member from office of member of the council for failure to comply with the prescribed mandatory requirements	ND		council
section 80A(2e)	Revoke the suspension if satisfied the member has complied with the prescribed mandatory requirements and give public notice of the revocation	ND		council
section 80A(2f)	Apply to SACAT for an order disqualifying the member from office of member of the council	ND		council
section 80A(3)	Alter or substitute a training and development policy for members	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 80B(1)(a)	Suspend a member subject to a relevant interim intervention order from the office of member of the council where person protected by the order is another member	ND		council
section 80B(3)	Revoke a suspension	ND		council
section 80B(9)	Apply to SACAT for an order disqualifying the member from the office of member of the council	ND		council
section 84(3)	Keep notice on public display and continue to publish notice in accordance with section 132(1)(a) of the Local Government Act until completion of meeting	Chief Executive Officer		council
section 87(1)	Determine the times and places at which ordinary meetings of a council committee will be held	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 88(3)	Keep notice on public display and continue to publish notice in accordance with section 132(1)(a) of the Local Government Act until completion of meeting	Chief Executive Officer		council
section 89(1)(b)	Determine procedures to apply to a meeting of a council committee	ND		council
section 90A(1)	Hold or arrange for the holding of an information or briefing session to which more than 1 member of the council is invited to attend or be involved in for the purposes of providing information or a briefing	Chief Executive Officer		council
section 90A(4)	Order that an information or briefing session be closed to the public	Chief Executive Officer		council
section 90A(5)	If an order under section 90A(4) of the Local Government Act is made, to make a record of the matters specified in section 90A(5)	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 90A(7)	Comply with the requirements of the regulations regarding the publication of prescribed information	Chief Executive Officer		council
section 91(3)	Supply each member of the council with a copy of council or council committee minutes within 5 days of the meeting	Chief Executive Officer		council
section 91(9)(c)	Revoke an order made under section 91(7) of the Local Government Act	ND		council
section 92(1)	Prepare a code of practice relating to the principles, policies, procedures and practices that the council will apply for the purposes of the operation of Parts 3 and 4 the Local Government Act	ND		council
section 92(2)	Review code of practice	ND		council
section 92(3)	Alter or substitute a new code of practice	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 92(5)	Undertake public consultation on proposed code, alterations or substitute code	Chief Executive Officer		council
section 93(1)	Convene a meeting of electors of the council area or part of the council area	Chief Executive Officer		council
section 93(11)	Supply each member of the council with a copy of the minutes of proceedings within 5 days of a meeting of electors	Chief Executive Officer		council
section 93(14)	Determine the procedure to be observed to make a nomination for the purposes of sections 93(3)(a)(ii) or 93(3)(b)(ii) of the Local Government Act	Chief Executive Officer		council
section 94(6)	Make submissions to the Minister	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 94(7)	Comply with a direction of the Minister under section 94(5) of the Local Government Act	Chief Executive Officer		council
section 97(6)(b)	Determine a person has appropriate qualifications or experience in human resource management	ND		council
section 98(3)	Invite applications including by advertising on website and take other action	ND		council
section 98(3)	Determine website to advertise invitation for applications	ND		council
section 98(4a)(a)	Appoint at least one person to selection panel not being a member or employee	ND		council
section 98(7)(b)	Determine a person has appropriate qualifications or experience in human resource management	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 102A(3)(b)	Determine a person has appropriate qualifications or experience in human resource management	ND		council
section 106(2)	Pay contribution to another council	Chief Executive Officer		council
section 106(3)	Recover a contribution from another council as a debt	Chief Executive Officer		council
section 106(4)	Provide details of the service of an employees or former employee to another council	Chief Executive Officer		council
section 106(5)	Hold and apply a contribution under section 106 of the Local Government Act as prescribed by regulation	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 111(b)	Declare that an officer or an officer of a class is subject to subdivision 2, Part 4, Chapter 7 of the Local Government Act	Chief Executive Officer		council
section 120A(1)	Prepare and adopt employee behavioural standards	Chief Executive Officer		council
section 120A(4)	Alter or substitute employee behavioural standards	Chief Executive Officer		council
section 120A(5)	Consult with any registered industrial association that represents interests of employees of councils before adopting, altering or substituting employee behavioural standards	Chief Executive Officer		council
section 120A(6)a)	Review the operation of the employee behavioural standards	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 120A(6)(b)	Consider whether to adopt employee behavioural standards	Chief Executive Officer		council
section 122(1)	Develop a strategic management plan	ND		council
section 122(1a)(a)	Develop a long-term financial plan	ND		council
section 122(1a)(b)	Develop an infrastructure and asset management plan	ND		council
section 122(1c)	Provide information relating to long-term financial plan and infrastructure and asset management plan to designated authority	Chief Executive Officer		council
section 122(1e)	Provide to the designated authority all relevant information on the matters specified in this section in accordance with guidelines determined by designated authority	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 122(1h)	Ensure advice provided by designated authority and any response of the Council is published in the Council's annual business plan (draft and adopted) in the relevant financial year and subsequent financial year (until next relevant financial year)	Chief Executive Officer		council
section 122(1j)	Provide to the designated authority within time and in manner specified in notice information the designated authority reasonably requires.	Chief Executive Officer		council
section 122(4)	Review strategic management plans	ND		council
section 122(6)	Adopt a process to ensure that members of the public are given reasonable opportunity to be involved in the development and review of the council's strategic management plans	Chief Executive Officer		council
section 123(3)(a)	Prepare a draft annual business plan	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 123(3)(b)	Follow relevant steps in the public consultation policy in regard to the draft annual business plan	Chief Executive Officer		council
section 123(5)	Ensure that copies of the draft annual business plan are available at the meeting under section 123(4)(a)(i) of the Local Government Act, and for inspection and purchase (at the principal office of the council and on the council's website	Chief Executive Officer		council
section 123(5a)	Provide a facility for asking and answering questions and the receipt of submissions on the council's website	Chief Executive Officer		council
section 123(9)(a)(i)	Prepare a summary of the annual business plan	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 123(9)(a)(ii)	Provide a copy of the summary of the annual business plan to ratepayers	Chief Executive Officer		council
section 124(1)(a)	Keep accounting records	Chief Executive Officer		council
section 125	Implement and maintain appropriate policies, practices and procedures of internal control	ND		council
section 127(1)	Prepare financial statements, notes and other statement or documents as required by the regulations	Chief Executive Officer		council
section 127(3)	Provide statements to auditor	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 127(4)	Submit a copy of audited statements to persons or bodies prescribed by the regulations	Chief Executive Officer		council
section 128(2)	Appoint an auditor on the recommendation of the council's audit committee	ND		council
section 128(9)	Provide information prescribed in section 128(9) of the Local Government Act in the council's annual report	Chief Executive Officer		council
section 130A(1)	Request auditor or other suitably qualified person to examine a report on any matter relating to financial management, or the efficient and economy with which the council manages or uses its resources to achieve its objectives	Chief Executive Officer		council
section 131(1)	Prepare annual report	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 131(4)	Provide a copy of the annual report to each council member	Chief Executive Officer		council
section 131(5)	Submit a copy of the annual report to the persons or bodies prescribed by regulation	Chief Executive Officer		council
section 131(7)	Provide an abridged or summary version of the annual report to electors in the council area.	Chief Executive Officer		council
section 131A(1)	Provide to the Minister the material specified in Schedule 4 of the Local Government Act and any other information specified by the Minister	Chief Executive Officer		council
section 132(1)(a)	Publish a document referred to in Schedule 5 of the Local Government Act on a website determined by chief executive officer	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 132(1)(b)	Provide a printed copy of a document referred to in Schedule 5 of the Local Government Act	Chief Executive Officer		council
section 132(3a)	Publish a document or part of a document on a website determined by the chief executive officer where an order under section 91(7) of the Local Government Act expires or ceases to apply	Chief Executive Officer		council
section 132A	Implement and maintain appropriate policies, practices and procedures to ensure compliance with statutory requirements and achievement and maintenance of good public administration	Chief Executive Officer		council
section 133	Obtain funds as permitted by the Local Government Act or other Act	Chief Executive Officer	Applying for Grants - Officer are delegated to obtain grant funding where no co-contribution is required. Obtaining grants where co-contribution is required Council delegates to	council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
			the CEO only within approved budget and in accordance with the financial delegation.	
section 135(1)	Provide security	Chief Executive Officer		council
section 135(2)(a)	Assign a distinguishing classification to a debenture	Chief Executive Officer		council
section 135(2)(b)	Appoint a trustee for the debenture holders	Chief Executive Officer		council
section 137	Expend funds in the performance or discharge of the council's powers, functions or duties under the Local Government Act or other Acts	Chief Executive Officer	Expenditure of funds must be in accordance with financial delegations.	council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 139(1)	Invest money under the council's control	Chief Executive Officer, Acting Director Corporate Services	Officers must have regard to any relevant policies including Council's treasury management policy.	council
section 139(5)	Obtain and consider independent and impartial advice regarding the investment of funds	Chief Executive Officer, Acting Director Corporate Services		council
section 140	Review performance of investments at least annually	Chief Executive Officer, Acting Director		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
		Corporate Services		
section 141(1)	Accept a gift	Chief Executive Officer		council
section 141(2)	Carry out the terms of a trust applying to a gift	Chief Executive Officer		council
section 141(3)	Apply to the Supreme court for an order varying the terms of a trust for which the council is the trustee	Chief Executive Officer		council
section 141(4)	Give notice of an application to the Supreme Court by public notice and in such other manner as directed by the Supreme Court	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 141(6)	Publish an order of the made by the Supreme Court under section 141(5) of the Local Government Act in the Gazette	Chief Executive Officer		council
section 142(1)	Take out and maintain insurance to cover the council's civil liabilities at least to the extent prescribed by the regulations	Chief Executive Officer		council
section 142(3)	Take out membership of the Local Government Association Mutual Liability Scheme	Chief Executive Officer		council
section 143(1)	Write off bad debts	Chief Executive Officer	<p>CEO - Maximum amount up to \$1000 relating to any one debt.</p> <p>Director - Maximum amount up to \$500 relating to any one debt.</p>	council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 144(1)	Recovery of fees, charges, expenses or other amounts as a debt by action in a court of competent jurisdiction	Chief Executive Officer		council
section 144(2)	Provide notice of a fee, charge, expense or other amount relating to something done in respect of a rateable property to the owner or occupier of the property	Chief Executive Officer		council
section 144(2)	Recovery of a fee, charge, expense or other amount relating to something done in respect of a rateable property as if the fee, charge, expense or other amount was a rate on the property	Chief Executive Officer		council
section 151(5)(d)	Prepare a report on a proposed change to the basis of the rating any land, the valuation of land for the purpose of rating or imposition of rates on land	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 151(5)(e)	Follow the relevant steps in the public consultation policy with respect to a proposed change to the basis of the rating any land, the valuation of land for the purpose of rating or imposition of rates on land	Chief Executive Officer		council
section 151(8)	Provide copies of the report required by section 151(5)(d) of the Local Government Act at the meeting held under section 151(7)(a)(i) of the Local Government Act	Chief Executive Officer		council
section 156(10)	Extend the time period for lodging an objection	Chief Executive Officer		council
section 156(11)	Decide an objection to attribution of a particular use to land	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 156(12)	Participate in a review of an attribution of a particular use to land by South Australian Civil and Administrative Tribunal	Chief Executive Officer		council
section 156(14a)(a)	Prepare a report on a proposed change to the differentiating factor in relation to land	Chief Executive Officer		council
section 156(14a)(b)	Follow the relevant steps in the public consultation policy with respect to a on a proposed change to the differentiating factor in relation to land	Chief Executive Officer		council
section 156(14e)	Provide copies of the report required by section 156(14a)(a) of the Local Government Act at the meeting held under section 156(14d)(a)(i) of the Local Government Act	Chief Executive Officer		council
section 159(1)	Determine the manner and form of an application for a rebate of rates	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 159(3)	Grant a rebate of rates	Chief Executive Officer	Discretionary rate rebates must be in accordance with any relevant policies.	council
section 159(4)	Increase a rebate of rates	Chief Executive Officer	Discretionary rate rebates must be in accordance with any relevant policies.	council
section 159(10)	Determine that proper cause for a rebate of rates no longer applies	Chief Executive Officer		council
section 159(11)	Recover rates, or rates at an increased level, proportionate to the remaining part of the financial year if an entitlement to a rebate of rates no longer applies	Chief Executive Officer		council
section 161(1)	Grant a rebate of rates greater than 75% on land used for service delivery or administration by a community service organisation	Chief Executive Officer	Discretionary Rate Rebate must be in accordance with any relevant Policy.	council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 165(1)	Grant a rebate of rates greater than 75% on land occupied by a school and being used for educational purposes	Chief Executive Officer	Discretionary Rate Rebate must be in accordance with any relevant Policy.	council
section 165(2)	Grant a rebate of rates greater than 75% on land being used by a university or university college to provide accommodation and other forms of support on a not-for-profit basis	Chief Executive Officer	Discretionary Rate Rebate must be in accordance with any relevant Policy.	council
section 166(1)	Grant a rebate of rates or service charges in prescribed circumstances	ND		council
section 166(2)	Attach conditions to the granting of a rebate of rates or service charges under section 166(1) of the Local Government Act	ND		council
section 167(1)	Adopt valuations	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 167(6)	Publish a notice of the adoption of valuations in the Gazette	Chief Executive Officer		council
section 168(1)	Request the Valuer-General to value land in the council area	Chief Executive Officer		council
section 168(2)	Furnish information to the Valuer-General requested information	Chief Executive Officer		council
section 168(3)(b)	Enter valuation into the assessment record	Chief Executive Officer		council
section 168(3)(c)	Provide notice to the principal ratepayer in respect of land of the valuation of that land	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 169(3)(b)	Allow an extension of time in which to object to the valuation of land	Chief Executive Officer		council
section 169(5)	Refer an objection to the valuation of land to the valuer who made the valuation with a request to reconsider the valuation	Chief Executive Officer		council
section 169(7)	Provide written notice to an objector of the outcome of the objection	Chief Executive Officer		council
section 169(10)	Refer request for a review of the valuation of land to the Valuer-General	Chief Executive Officer		council
section 169(11)	Make representations to the valuer in regard to the valuation of land which is the subject of the objection	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 169(15)	Participate in a review of a valuation of land by South Australian Civil and Administrative Tribunal	Chief Executive Officer		council
section 169(16)	Pay the prescribed fee to the Valuer-General	Chief Executive Officer		council
section 170	Publish a notice of the declaration of a rate or service charge in the Gazette and a newspaper circulating in the council area	Chief Executive Officer		council
section 173(5)	Determine a review of the outcome of a request to alter the assessment record	ND	Not Delegated to the CEO as this is a review of a decision of the CEO.	council
section 173(6)	Provide written notice of decision on review	ND	Not Delegated to the CEO as this is a review of a decision of the CEO.	council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 173(7)	Participate in a review of decision of council	ND	Not Delegated to the CEO as this is a review of a decision of the CEO.	council
section 174(1)	Provide the assessment record for inspection at the principal offices of the council	Chief Executive Officer		council
section 174(2)	Provide for the purchase of an entry in the assessment record	Chief Executive Officer		council
section 178(3)	Recover rates as a debt	Chief Executive Officer		council
section 178(4)	Provide written notice requiring a lessee or licensee of land to pay rent or other consideration to the council under the lease or licence in satisfaction of the liability for rates	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 178(6)	Remit a charge payable under section 178(5) of the Local Government Act in whole or in part	Chief Executive Officer		council
section 179(2)	Adopt a valuation of land	ND		council
section 179(5)	Refund rates that have been paid to a principal ratepayer if land ceases to be rateable land	Chief Executive Officer		council
section 180(1)	Provide a rates notice to the principal ratepayer	Chief Executive Officer		council
section 181(2)	Determine the day on which an instalment of rates falls due	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 181(3)	Adjust the months in which instalments of rates are payable	Chief Executive Officer		council
section 181(4)(b)	Agree with a principal ratepayer the dates on which instalments of rates are payable	Chief Executive Officer		council
section 181(5)	Provide rates notice to principal ratepayer	Chief Executive Officer		council
section 181(7a)	Agree with a principal ratepayer to vary the period for the provision of a rates notice	Chief Executive Officer		council
section 181(9)	Remit the whole or any part of an amount payable under section 181(8) of the Local Government Act	Chief Executive Officer	Sub delegate only has the delegation to waive or remit fines and interest on overdue rates	council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
			(administration error only) - to an amount of \$50.	
section 181(11)	Grant discounts or other incentives in relation to the payment of rates	ND		council
section 181(12)(b)	Impose a surcharge or administrative levy not exceeding 1 per cent of the rates payable in a particular financial year with respect to the payment of rates by instalments	ND		council
section 181(13)	Impose different requirements than those under section 181 of the Local Government Act in relation to the payment of separate rates or service rates	ND		council
section 181(15)	Determine that rates of a particular kind will be payable in more than four instalments in a particular financial year	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 182(1)(a)	Postpone payment of rates	Chief Executive Officer	Officers must abide by relevant policies and procedures.	council
section 182(1)(b)	Remit the whole or part payment of rates	ND		council
section 182(2)(a)	Impose a condition that the ratepayer pay interest on postponed rates	Chief Executive Officer	Officers must abide by relevant policies and procedures.	council
section 182(2)(b)	Impose other conditions on the postponement of rates	Chief Executive Officer	Officers must abide by relevant policies and procedures.	council
section 182(2)(c)	Revoke a postponement of rates	Chief Executive Officer	Officers must abide by relevant policies and procedures.	council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 182(3)	Postpone the payment of rates	Chief Executive Officer	Officers must abide by relevant policies and procedures.	council
section 182(4)	Grant a remission of rates	Chief Executive Officer	Officers must abide by relevant policies and procedures.	council
section 182(5)	Require a ratepayer to verify an entitlement to the remission of rates	Chief Executive Officer	Officers must abide by relevant policies and procedures.	council
section 182(6)	Revoke a determination under section 182(4) of the Local Government Act to remit rates	Chief Executive Officer	Officers must abide by relevant policies and procedures.	council
section 182A(1)	Receive an application for a postponement of the payment of the prescribed proportion of rates for the current or a future financial year	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
			Officers must abide by relevant policies and procedures.	
section 182A(2)	Determine the manner and form of an application under section 182A(1) of the Local Government Act	Chief Executive Officer		council
section 182A(3)(a)	Reject an application under section 182A(1) of the Local Government Act in accordance with the regulations	Chief Executive Officer		council
section 182A(3)(b)	Impose conditions on the postponement of rates in accordance with the regulations	Chief Executive Officer		council
section 183	Apply amount received in respect of rates in manner prescribed by section 183 of the Local Government Act	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 184(1)	Sell land where an amount of rates in respect of the land has been in arrears for more than three years	ND		council
section 184(2)	Send a notice to the principal ratepayer	Chief Executive Officer		council
section 184(3)	Send a copy of the notice sent to the principal ratepayer to any other owner of the land, any registered mortgagee, the holder of any caveat over the land and, if the land is held from the Crown under a lease, licence or agreement to purchase, to the Minister who is responsible for the administration of the Crown Lands Act 1929.	Chief Executive Officer		council
section 184(4)(a)	Place a copy of the notice sent to the principal ratepayer in a newspaper circulating throughout the State	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 184(4)(b)	Leave a copy of the notice sent to the principal ratepayer at a conspicuous place on the land	Chief Executive Officer		council
section 184(6)	Set a reserve price for the auction	Chief Executive Officer		council
section 184(7)	Seek the consent of the Minister who is responsible for the administration of the Crown Lands Act 1929 to have the land sold by public auction	Chief Executive Officer		council
section 184(8)	Advertise an auction to sell land under section 184 of the Local Government Act in a newspaper circulating throughout the State	Chief Executive Officer		council
section 184(9)	Call off an auction	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 184(10)	Sell land by private contract	Chief Executive Officer		council
section 184(11)	Apply money receive in respect of the sale of land under section 184 of the Local Government Act as prescribed in section 184(11)	Chief Executive Officer		council
section 184(12)	Deal with money under the Unclaimed Money Act 1891	Chief Executive Officer		council
section 185(1)	Apply to the Minister who is responsible for the administration of the Crown Lands Act 1929 for an order under section 185 of the Local Government Act	Chief Executive Officer		council
section 186(2)(a)	Repay an amount of overpaid rates	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 186(2)(a)	Credit an amount of overpaid rates against future liabilities for rates on the land subject to the overpaid rates	Chief Executive Officer		council
section 186(2)(b)	Take action to recover an additional amount in arrears payable on account of an alteration of the valuation or decision	Chief Executive Officer		council
section 186(2)(b)	Give notice to recover an additional amount in arrears payable on account of an alteration of the valuation or decision	Chief Executive Officer		council
section 186(5)	Refund an amount to a person ceasing to be a ratepayer	Chief Executive Officer		council
section 187(1)	Issue a certificate stating the amount of any liability for rates or charges on the land and any amount received on account of rates or charges that is held in credit against future liabilities for rates or charges on the land	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 187A(5)(b)	Receive a report from the Ombudsman	Chief Executive Officer		council
section 187B(5)	Receive a report from the Ombudsman	Chief Executive Officer		council
section 187B(6)	Provide a written response to the Ombudsman and complainant	Chief Executive Officer		council
section 187B(7)	Grant a rebate or remission of any rate or service charge, or of any charge, fine or interest	Chief Executive Officer		council
section 188(1)(a)	Impose fees and charges for the use of any property or facility owned, controlled, managed or maintained by the council	ND	Applicable only for the purpose of setting urgent or short term fees and charges, in consideration of budget and policy restrictions	council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
			and does not include the power to fix, vary or revoke a fee under section 188(1)(d) to (h)	
section 188(1)(b)	Impose fees and charges for services supplied to a person at his or her request	ND	Applicable only for the purpose of setting urgent or short term fees and charges, in consideration of budget and policy restrictions and does not include the power to fix, vary or revoke a fee under section 188(1)(d) to (h)	council
section 188(1)(c)	Impose fees and charges for carrying out work at a person's request	ND	Applicable only for the purpose of setting urgent or short term fees and charges, in consideration of budget and policy restrictions and does not include the power to fix, vary or revoke a fee under section 188(1)(d) to (h)	council
section 188(3)	Provide for: (a) specific fees and charges;	ND	Applicable only for the purpose of setting urgent or short term fees and charges, in	council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
	(b) maximum fees and charges and minimum fees and charges; (c) annual fees and charges; (d) the imposition of fees or charges according to specified conditions or circumstances; (e) the variation of fees or charges according to specified factors; (f) the reduction, waiver or refund, in whole or in part, of fees or charges.		consideration of budget and policy restrictions and does not include the power to fix, vary or revoke a fee under section 188(1)(d) to (h)	
section 188(5)(b)	Fix, vary or revoke fees and charges for the purposes of section 188(1)(a), 188(1)(b) and 188(1)(c) of the Local Government Act	ND	Applicable only for the purpose of setting urgent or short term fees and charges, in consideration of budget and policy restrictions and does not include the power to fix, vary or revoke a fee under section 188(1)(d) to (h)	council
section 188(7)	Take reasonable steps to bring a variation of a fee or charge to the notice of a person who may be affected	Chief Executive Officer	Applicable only for the purpose of setting urgent or short term fees and charges, in	council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
			consideration of budget and policy restrictions and does not include the power to fix, vary or revoke a fee under section 188(1)(d) to (h)	
section 190	Agree to acquire land	ND		council
section 191(1)	Seek the Minister's consent to acquire land compulsorily	ND		council
section 191(1)	Acquire land compulsorily	ND		council
section 191(2)	Acquire land compulsorily	ND		council
section 192(4)	Publish a copy of a resolution under section 192(1) of the Local Government Act in the Gazette	Chief Executive Officer		council
section 193(2)	Follow steps on public consultation policy in respect of a proposal to exclude land from classification as community land	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 193(3)	Obtain approval of owner of land to exclude land from classification as community land	ND		council
section 193(6)	Give notice in the Gazette of a resolution to exclude land from classification as community land or to classify land as community land	Chief Executive Officer		council
section 194(2)(a)	Prepare and make publicly available a report on a proposal to revoke the classification of community land	Chief Executive Officer		council
section 194(2)(b)	Follow steps on public consultation policy in respect of a proposal to revoke the classification of land as community land	Chief Executive Officer		council
section 194(3)(a)	Submit the proposal to revoke the classification of land as community land with a report on all submissions made in respect of the proposal to the Minister	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 194(4)	Participate in consultation with the Minister	Chief Executive Officer		council
section 195(2)	Give notice of the revocation of the classification of land as community land to the Registrar-General	Chief Executive Officer		council
section 196(1)	Prepare and adopt a management plan for community land	ND		council
section 196(1a)	Prepare and adopt a management plan for the Adelaide Park Lands	N/A		Adelaide City Council
section 196(4)	Consult with the owner of land at an appropriate stage in the preparation of a management plan	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 197(1)(a)	Make copies of a proposed management plan available or inspection of purchase at the council's principal office	Chief Executive Officer		council
section 197(1)(b)	Follow the relevant steps in the council's public consultation policy	Chief Executive Officer		council
section 197(3)	Give public notice of the adoption of the management plan	Chief Executive Officer		council
section 198(1)	Amend or revoke a management plan	ND		council
section 198(2)	Undertake public consultation of a proposal to amend or revoke a management plan	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 198(4)	Give public notice of the adoption of a proposal to amend or revoke a management plan	Chief Executive Officer		council
section 199	Manage community land in accordance with any relevant management plan	Chief Executive Officer		council
section 200(1)	Approve the use of community land for a business purpose	Chief Executive Officer		council
section 200(3)	Impose conditions on an approval to use community land for a business purpose	Chief Executive Officer		council
section 201(1)	Sell or otherwise dispose of an interest in land	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 202(1)	Grant a lease or licence over community land	Chief Executive Officer	Delegation limited to leases or licences for five (5) years or less only and in accordance with any relevant policy. Selling of land is not delegated.	council
section 202(2)	Follow the relevant steps in the councils public consultation policy in regard to granting a lease or licence relating to community land	Chief Executive Officer		council
section 207(1)	Keep a register of community land in the council area	Chief Executive Officer		council
section 207(2)(c)	Determine that the register of community land in the council area will consist of a computer record	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 208(4)	Cause a copy of a resolution declaring a road or land to be a public road or preserving an easement to be published in the Gazette	Chief Executive Officer		council
section 209(3)	Enter an agreement in regard to the ownership of fixture and equipment installed on a public road	Chief Executive Officer		council
section 210(1)	Declare a private road to be a public road	ND		council
section 210(2)(a)	Give written notice to the owner of the private road of a proposed declaration	Chief Executive Officer		council
section 210(2)(ab)	Give written notice to the holder of a registered interest over the private road of a proposed declaration	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 210(2)(b)	Give public notice to the owner of the private road of a proposed declaration	Chief Executive Officer		council
section 210(5)	Publish a declaration under section 210 of the Local Government Act in the Gazette	Chief Executive Officer		council
section 210(7)	Furnish a copy of a declaration under section 210 of the Local Government Act to the Registrar-General	Chief Executive Officer		council
section 211(1)(a)	Enter an agreement with the Commissioner of Highways or other authority that has the care, control and management of a highway	Chief Executive Officer		council
section 211(1)(b)	Act in accordance with a notice issued by the Commissioner of Highways	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 212(1)	Carry out roadwork in the council area	Chief Executive Officer		council
section 212(1)	Enter an agreement with another council to carry out roadwork in that other council's area	Chief Executive Officer		council
section 212(2)	Do anything reasonably necessary for, or incidental to, roadwork	Chief Executive Officer		council
section 212(3)(b)	Consult with the Commissioner of Highways	Chief Executive Officer		council
section 212(3)(c)(i)	Obtain the agreement of the owner of a private road	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 212(3)(c)(ii)	Give notice to the owner of a private road and a reasonable opportunity to make representations on proposed roadwork	Chief Executive Officer		council
section 212(3)(c)(ii)	Consider any representations by the owner of a private road on proposed roadwork	Chief Executive Officer		council
section 212(3)(d)	Obtain the agreement of the owner of private land	Chief Executive Officer		council
section 213(1)	Recover the whole cost or an agreed contribution to the cost of roadworks undertaken by agreement	Chief Executive Officer		council
section 213(2)	Recover the cost of roadwork to repair damage to a road from the person who damaged a road or is the owner of infrastructure which damaged the road	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 213(3)(a)	Recover the cost of roadwork on private land or a contribution to the cost of the work determined by the council as a debt from the owner of the private land	Chief Executive Officer		council
section 214(2)(a)	Agree the amount of contribution to roadwork with another council	Chief Executive Officer		council
section 214(2)(b)	Seek a determination by a court as to the amount of contribution to roadwork to be paid by another council	Chief Executive Officer		council
section 214(3)	Give notice to another council of proposed roadwork and provide reasonable opportunity to that other council to make representations	Chief Executive Officer		council
section 215(2)	Carry out roadwork to allow water from a road to drain into adjoining property	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 215(4)	Give notice to the owner of land in regard to the proposed action to drain water into the land	Chief Executive Officer		council
section 216(1)	Issue an order requiring the owner of private land to carry out specified road work or improve the road	Chief Executive Officer		council
section 217(1)	Issue an order requiring the owner of a structure or equipment installed in, on, across, under or over a road to carry out specified road work by way of maintenance or repair or move the structure or equipment to allow the council to carry out roadwork	Chief Executive Officer		council
section 217(2)(a)	Take action under an order issued under section 217(1) of the Local Government Act if it is not complied with by the owner of the structure or equipment	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 217(2)(a)	Recover the cost of taking action under section 217(2)(a) of the Local Government Act as a debt from the owner of the structure or equipment	Chief Executive Officer		council
section 218(1)	Issue an order requiring the owner of land adjoining a road to carry out specified work to construct, remove or repair a crossing place from the road to the land	Chief Executive Officer		council
section 219(1)	Assign a name to a public or private road, or to a public place, or change the name of a public or private road, or a public place	ND		council
section 219(1a)	Assign a name to a public road created by land division	ND		council
section 219(2)(a)	Give notice to an adjoining council of a proposed road name change where the road runs into the adjoining council	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 219(2)(b)	Consider any representations of an adjoining council in response to a notice under section 219(2)(a) of the Local Government Act	ND		council
section 219(3)(a)	Notify the Registrar-General, the Surveyor-General and the Valuer-General of the assignment of a road name or change of a road name	Chief Executive Officer		council
section 219(3)(b)	Provide information to the Registrar-General, the Surveyor-General and the Valuer-General about the name of roads and public places in the council area	Chief Executive Officer		council
section 219(4)	Provide public notice on the assigning or changing of a road name	Chief Executive Officer		council
section 219(5)	Prepare and adopt a policy on the assigning of road names	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 219(6)	Alter or substitute a policy on the assigning of road names	ND		council
section 219(7)	Publish notice of adopting or altering a policy on the assigning of road name in the Gazette, in a newspaper circulating within the council area and on a website determined by the chief executive	Chief Executive Officer		council
section 220(1)	Adopt a numbering system for buildings and allotments adjoining the road	Chief Executive Officer		council
section 220(1a)	Assign a number to all buildings and allotments adjoining a public road	Chief Executive Officer		council
section 220(2)	Alter or substitute a new numbering system	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 220(3)	Give public notice of the adoption, alteration or substitution of a numbering system for a particular road	Chief Executive Officer		council
section 220(4)	Notify the Valuer-General of a decision to adopt, alter or substitute of a numbering system	Chief Executive Officer		council
section 220(6)	Request the owner of land to ensure that the appropriate number for the owner's building or allotment is displayed in a form directed or approved by the council	Chief Executive Officer		council
section 221(1)	Grant an authorisation to alter a public road	Chief Executive Officer		council
section 222(1)	Grant a permit authorising the use of a public road for business purposes	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 223(1)	Follow the relevant steps in the council's public consultation policy	Chief Executive Officer		council
section 223(2)	Give written notice of the proposal to agencies prescribe by regulation	Chief Executive Officer		council
section 224(1)	Attach conditions to an authorisation or permit	Chief Executive Officer		council
section 224(2)	Comply with any requirements prescribed by the regulations in relation to attaching conditions under section 224(1) of the Local Government Act	Chief Executive Officer		council
section 225(1)	Cancel an authorisation or permit	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 225(2)(a)	Give the holder of an authorisation or permit written notice of the proposed cancellation of the authorisation or permit	Chief Executive Officer		council
section 225(2)(b)	Consider any representation by the holder of an authorisation or permit	Chief Executive Officer		council
section 225(3)	Determine a shorter period than one month for a response from the holder of an authorisation or permit	Chief Executive Officer		council
section 231(1)	Keep a register of public roads in the council area	Chief Executive Officer		council
section 232	Plant vegetation on a road	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 232	Authorise the planting of vegetation on a road	Chief Executive Officer		council
section 233(2)	Take action to recover damages from a person who without the council's permission intentionally or negligently damages a road or structure belonging to the councils associated with a road	Chief Executive Officer		council
section 234(1)	Remove and dispose of any structure, object or substance from a road	Chief Executive Officer	Delegates must have gained accreditation in the work zone traffic management training program.	council
section 234(2)	Recover the cost of acting under section 234(1) from the person who erected, placed or deposited the structure, object or substance on the road	Chief Executive Officer	Delegates must have gained accreditation in the work zone traffic management training program.	council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 234(3)	Clear a road of wreckage, objects or material on the road as a result of a vehicle accident	Chief Executive Officer	Delegates must have gained accreditation in the work zone traffic management training program.	council
section 234(3)	Recover the cost of clearing the road from a driver of a vehicle involved in the accident	Chief Executive Officer		council
section 234A(5)	Erect barricades or other traffic control devices as necessary to give effect to a resolution to exclude vehicles from a road or public place	Chief Executive Officer	Delegates must have gained accreditation in the work zone traffic management training program.	council
section 234A(6)	Give public notice of a resolution under section 234A(1) or 234A(2) of the Local Government Act	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 236(2)	Apply to the court for an order that a person convicted of the offence under section 236(1) of the Local Government Act pay any costs incurred by the council in removing or disposing of the abandoned vehicle	Chief Executive Officer		council
section 237(4)(a)	Notify the owner of a vehicle of the removal of the vehicle by written notice	Chief Executive Officer		council
section 237(4)(b)	Notify the owner of a vehicle of the removal of the vehicle by public notice published in a newspaper circulating generally within the State	Chief Executive Officer		council
section 237(5)	Sell a vehicle by public auction or public tender	Chief Executive Officer		council
section 237(6)	Dispose of a vehicle	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 237(7)	Apply the proceeds of the sale of a vehicle as prescribed in section 237(7) of the Local Government Act	Chief Executive Officer		council
section 238(3)	Erect a notice regarding access to or use of a particular piece of land under a council by-law in a prominent place or in the immediate vicinity of the land	Chief Executive Officer		council
section 242(3)	Notify an applicant in writing of a decision or presumptive decision on an application which is subject to section 242 of the Local Government Act	Chief Executive Officer		council
section 242(4)	Fix a date as the 'relevant date' for the purposes of section 242 of the Local Government Act	Chief Executive Officer		council
section 243(1)	Apply to the Registrar-General for the issue of a certificate of title for land which has vested in fee simple in the council under the Local Government Act	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 245(2)	Take reasonable action to respond to a request by the owner or occupier of property adjacent to a road to avert a risk of damage from a tree	Chief Executive Officer		council
section 245A(1)	Require a person to enter into an agreement with the council in regard to work under an approval under the Planning, Development and Infrastructure Act 2016 which could cause damage to any local government land (including a road) within the vicinity of the site of the development	Chief Executive Officer		council
section 245A(3)	Participate in the hearing of an appeal by a person against the requirements to enter and agreement of the terms or conditions of the agreement	Chief Executive Officer		council
section 246(4a)	Publish a notice of a determination under section 246(3)(b) in the Gazette and a newspaper circulating generally in the council area	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 246(5)(b)	Fix an expiation fee for alleged offences against the by-laws	ND		council
section 249(1)	Make copies of a proposed by-law (and any code, standard or other document proposed to be applied or incorporated by the by-law) available to the public in accordance with section 132(1)	Chief Executive Officer		council
section 249(2)	Consider submissions made on a proposed by-law	ND		council
section 249(4)	Obtain a certificate signed by a legal practitioner	Chief Executive Officer		council
section 249(5)	Publish a by-law in the Gazette	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 249(7)	Publish a notice of making a by-law	Chief Executive Officer		council
section 250(5)	Publish a resolution adopting a model by-law in the Gazette	Chief Executive Officer		council
section 250(7)	Publish a resolution adopting a model by-law in a newspaper circulating in the council area	Chief Executive Officer		council
section 252(1)	Maintain a register of the by-laws made or adopted by the council	Chief Executive Officer		council
section 252(5)	Provide for purchase a certified copy of a by-law	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 254(1)	Order a person to do or refrain from doing a thing prescribed in section 254(1) of the Local Government Act	Chief Executive Officer		council
section 255(1)	Provide a notice in writing prior to making an order under section 254(1) of the Local Government Act	Chief Executive Officer		council
section 255(2)	Serve a copy of a notice under section 255(1) of the Local Government Act on the owner of the land	Chief Executive Officer		council
section 255(3)	Consider any representations made in response to a notice under section 255(1) of the Local Government Act	Chief Executive Officer		council
section 255(3)(a)	Order a person to do or refrain from doing a thing prescribed in section 254(1) of the Local Government Act	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 255(3)(b)	Order a person to do or refrain from doing a thing prescribed in section 254(1) of the Local Government Act	Chief Executive Officer		council
section 255(3)(c)	Determine not to proceed to make an order to do or refrain from doing a thing prescribed in section 254(1) of the Local Government Act	Chief Executive Officer		council
section 255(7)	Serve an order to do or refrain from doing a thing prescribed in section 254(1) of the Local Government Act	Chief Executive Officer		council
section 255(8)	Serve a copy of a notice under section 255(1) of the Local Government Act on the owner of the land	Chief Executive Officer		council
section 255(11)	Vary an order	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 255(12)	Make an order	Chief Executive Officer		council
section 256(3)	Participate in a review of an order by the South Australian Civil and Administrative Tribunal	Chief Executive Officer		council
section 257(1)	Take action required by an order made under section 255 of the Local Government Act	Chief Executive Officer		council
section 257(2)	Authorise a person to take action under section 257(1) of the Local Government Act	Chief Executive Officer		council
section 257(3)	Recover the costs of taking action under section 257(1) of the Local Government Act	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 257(5)	Provide notice fixing a period in which a person must pay an amount recoverable by the council under section 257 of the Local Government Act	Chief Executive Officer		council
section 257(5)(b)	Impose a charge over land for an unpaid amount recoverable by the council under section 257 of the Local Government Act	Chief Executive Officer		council
section 259(1)	Prepare and adopt policies concerning the operation of Part 2, Chapter 12 of the Local Government Act	ND		council
section 259(2)(a)	Prepare a draft policy	Chief Executive Officer		council
section 259(2)(b)	Give notice in a newspaper circulating in the council area of the place or places where copies of the draft policy are available for inspection and purchase and invite written submissions	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 259(3)	Consider submissions	ND		council
section 259(4)	Amend a policy	ND		council
section 259(5)	Take steps in section 259(2) and 259(3) prior to amending a policy	Chief Executive Officer		council
section 260(1)	Appoint an authorised person	Chief Executive Officer		council
section 260(2)	Impose conditions or limitations on the appointment of an authorised person	Chief Executive Officer		council
section 260(3)	Issue an identity card to an authorised person	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 260(5)	Revoke the appointment of an authorised person	Chief Executive Officer		council
section 262A(3)	Deal with a complaint in accordance with the council's behavioural management policy	Chief Executive Officer		council
section 262B(1)	Prepare and adopt a behavioural management policy	ND		council
section 262B(6)	Alter or substitute a behavioural management policy	ND		council
section 262B(7)	Review the operation of the behavioural management policy	ND		council
section 262D	Provide complainant with written reasons for refusal or determination	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 262W(3)(b)(ii)	Provide report to the Panel detailing: <ul style="list-style-type: none"> • member's compliance with the Panel's requirement; or • council's compliance with Panel's requirement 	ND		council
section 263B(1)(a) and (3)	To act in accordance with a recommendation of the Ombudsman	ND		council
section 264(1)(a)	Authorise a person in writing for the purposes of this section to lodge a complaint with SACAT	ND		council
section 270(a1)	Develop and maintain policies, practices and procedures for dealing with requests for the provision of services by the council or complaints about the activities of the council, employees of the council or person acting on behalf of the council	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 270(1)	Establish procedures for the review of decisions	ND		council
section 270(2a)(b)	Allow an application to be made more than 6 months after the reviewable decision	Chief Executive Officer	Officers must abide by relevant policies and procedures.	council
section 270(3a)	Reduce, waive or refund a fee	Chief Executive Officer	Officers must abide by relevant policies and procedures.	council
section 270(4)	Refuse an application for the review of a decision	Chief Executive Officer		council
section 270(6)	Amend policies, practices and procedures applying under section 270 of the Local Government Act	ND		council
section 270(8)	Initiate and consider a report for the purpose of section 270(8) of the Local Government Act	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 271(1)	Make provision in a procedure under section 270 of the Local Government Act for disputes between a person and the council to be dealt with under a scheme involving mediation, conciliation or neutral evaluation	ND		council
section 271(2)	Constitute panels of mediators, conciliators and evaluators	Chief Executive Officer		council
section 271(7)	Pay costs of mediation, conciliation and evaluation	Chief Executive Officer		council
section 271A(1)	Provide requested information to the Minister	Chief Executive Officer		council
section 271B(1)(a)	Obtain an independent assessment of the council's probity or compliance with any requirements placed on the council under legislation	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 271B(1)(b)	Take specified action to meet standards in the conduct or administration of the affairs of the council identified by the Minister	Chief Executive Officer		council
section 272(3)	Provide an explanation and make submissions to the Minister	Chief Executive Officer		council
section 272(5)	Make submissions to the Minister in relation to the subject matter of an interim report	Chief Executive Officer		council
section 273(3)	Make submissions to the Minister in relation to a report under section 273(1) of the Local Government Act	Chief Executive Officer		council
section 275(2)	Make submissions to the Minister in relation to a report under section 274 of the Local Government Act	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 276(2)(a)	Bring proceedings under section 276(1) of the Local Government Act	Chief Executive Officer		council
section 276(5)(b)	Take necessary steps for and hold a ballot or poll in accordance with an order of the District Court	Chief Executive Officer		council
section 276(5)(f)	Produce or deliver books, voting-paper or documents in accordance with an order of the District Court	Chief Executive Officer		council
section 279(1)	Serve a document	Chief Executive Officer		council
section 281(1)	Notify a lessee or licensee of land to pay the council rent or other consideration payable under the lease or licence in satisfaction of the landowner's liability to the council	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 281(2)(b)	Notify the owner of land of the imposition of a requirements under section 281(1) of the Local Government Act	Chief Executive Officer		council
section 282(1)	Approve an occupier of land undertaking work	Chief Executive Officer		council
section 294(1a)	Provide notice to an owner or occupier of land	Chief Executive Officer		council
section 294(3)(a)	Pay rent to the owner of occupier of land as determined by agreement or the Supreme Court	Chief Executive Officer		council
section 294(3)(b)	Pay to the owner of occupier of land reasonable compensation for damage to any crops on land	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 294(3)(c)(i)	Remedy damage to land caused by the council	Chief Executive Officer		council
section 294(3)(c)(ii)	Pay compensation for any other loss or damage caused by the council	Chief Executive Officer		council
section 294(5)	Erect a fence	Chief Executive Officer		council
section 294(7)	Comply with the relevant requirements of the Mining Act 1971	Chief Executive Officer		council
section 296(1)	Recover the cost or a portion of the costs of works as a debt	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 296(3)	Give notice of a valuation to the owner of land	Chief Executive Officer		council
section 296(5)	Participate in an objection or review to a valuation	Chief Executive Officer		council
section 297	Sell or dispose of rubbish collected by the council	Chief Executive Officer		council
section 298(1)	Order action in response to flooding or imminent flooding	Chief Executive Officer		council
section 300(1)	Pay the cost of advertising	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 13(c), Schedule 1A	Enter an arrangement with the Stormwater Management Authority to make use of council staff, equipment or facilities	Chief Executive Officer		council
clause 17(1), Schedule 1A	Prepare a stormwater management plan	ND		council
clause 18(1), Schedule 1A	Prepare a stormwater management plan or revise an existing stormwater management plan	ND		council
clause 18(2), Schedule 1A	Provide a stormwater management plan to the Stormwater Management Authority for approval	Chief Executive Officer		council
clause 19(3), Schedule 1A	Take action required by the Stormwater Management Authority as a condition of approving a stormwater management plan	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 20(1), Schedule 1A	Comply with an order issued by the Stormwater Management Authority under clause 20(1), Schedule 1A of the Local Government Act	Chief Executive Officer		council
clause 20(5), Schedule 1A	Make submissions to the Stormwater Management Authority	Chief Executive Officer		council
clause 20(6), Schedule 1A	Enter into an agreement with the Stormwater Management Authority for the repayment of costs and expenses of the authority by the council	Chief Executive Officer		council
clause 24(1), Schedule 1A	Take action consistent with the provisions of an approved stormwater management plan or a condition imposed on approval of a stormwater management plan or action required by an order under clause 20(a), schedule 1B of the Local Government Act by: (a) entering and occupying any land; (b) constructing, maintaining or removing any infrastructure;	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
	(c) excavating any land; (d) inspecting, examining or surveying any land and for that purpose: (i) fixing posts, stakes or other markers on the land; (ii) digging trenches or sink test holes in the land to determine the nature of the top soil and underlying strata; and (iii) removing samples for analysis; and (e) altering water table levels, stopping or reducing the flow of water in a watercourse, diverting water flowing in a watercourse to another watercourse or to a lake or controlling the flow of water in any other manner; (f) holding water in a watercourse or lake or by any other means; (g) diverting water to an underground aquifer, disposing of water to a lake, underground aquifer or the sea, or dealing with water in any other manner;			

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
	(h) deepening, widening or changing the course of a watercourse, deepening or widening a lake or taking action to remove any obstruction to the flow of water; (i) undertaking any other form of work (including work undertaken for the purposes of stormwater management or flood mitigation); (j) undertaking any testing, monitoring or evaluation; and (k) undertaking any other activity of a prescribed kind.			
clause 24(2)(a), Schedule 1A	Enter into an agreement with the owner of private land	Chief Executive Officer		council
clause 24(2)(b), Schedule 1A	Acquire an easement or other appropriate interest over land by agreement with the owner or in accordance with the Land Acquisition Act 1969 and any other applicable laws	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 24(3), Schedule 1A	Acquire land by agreement for the purposes of constructing any infrastructure or performing any work	Chief Executive Officer		council
clause 25(2), Schedule 1A	Provide notice to the occupier of land of an intention to enter, or to enter and occupy, land in accordance with clause 24	Chief Executive Officer		council
clause 25(3)(b), Schedule 1A	Provide notice to the occupier of land of an intention to enter, or to enter and occupy, land in accordance with clause 24	Chief Executive Officer		council
clause 26(3), Schedule 1A	Make submissions to the Minister regarding the vesting of the care, control and management of infrastructure or land in the council	ND		public authority
clause 26(4), Schedule 1A	Maintain and repair infrastructure and maintain land vested in the council	Chief Executive Officer		public authority

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 2(1), Schedule 1B	Enter a building upgrade agreement	Chief Executive Officer		council
clause 2(4), Schedule 1B	Agree to other parties entering a building upgrade agreement	Chief Executive Officer		council
clause 4, Schedule 1B	Agree to vary or terminate a building upgrade agreement	Chief Executive Officer		council
clause 6(1), Schedule 1B	Declare a building upgrade charge	Chief Executive Officer		council
clause 6(2), Schedule 4B	Provide written notice of the declaration of a building upgrade charge	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 6(4), Schedule 1B	Give notice of each payment of a building upgrade charge	Chief Executive Officer		council
clause 7(2), Schedule 1B	Deduct and retain any service fee and late payment fee	Chief Executive Officer		council
clause 7(3)(a), Schedule 1B	Hold money pending payment to the finance provider	Chief Executive Officer		council
clause 7(3)(b), Schedule 1B	Pay money to the finance provider	Chief Executive Officer		council
clause 9(1), Schedule 1B	Sell land if a building upgrade charge remains outstanding for more than 3 years	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 9(2), Schedule 1B	Apply money received on the sale of land as prescribed by clause 9(2), schedule 1B of the Local Government Act	Chief Executive Officer		council
clause 9(3), Schedule 1B	Deal with unclaimed money in accordance with the Unclaimed Moneys Act 1891	Chief Executive Officer		council
clause 10(2)(a), Schedule 1B	Adjust a building upgrade charge	Chief Executive Officer		council
clause 10(2)(a), Schedule 1B	Give notice to the building owner of the adjustment of a building upgrade charge	Chief Executive Officer		council
clause 10(3)(d), Schedule 1B	Refund excess payments to the building owner	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 11(1), Schedule 1B	Recover a building upgrade charge in accordance with a building upgrade agreement	Chief Executive Officer		council
clause 13(1), Schedule 1B	Keep a register of building upgrade agreements	Chief Executive Officer		council
clause 13(3), Schedule 1B	Provide the register of building upgrade agreements for inspection at the principal office of the council	Chief Executive Officer		council
clause 13(4), Schedule 1B	Provide an extract of the register of building upgrade agreements	Chief Executive Officer		council
clause 1(4), Schedule 2	Publish a copy of the charter of a subsidiary in the Gazette	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 3(1), Schedule 2	Prepare a charter for a subsidiary	ND		council
clause 3(4), Schedule 2	Review a charter for a subsidiary	ND		council
clause 3(5)(a), Schedule 2	Furnish a copy of an amended charter for a subsidiary to the Minister	Chief Executive Officer		council
clause 3(5)(b), Schedule 2	Publish a copy of an amended charter for a subsidiary on a website determined by the chief executive officer	Chief Executive Officer		council
clause 3(5)(c), Schedule 2	Publish a notice in the Gazette of the fact of the amendment and website address at which the charter is available for inspection	Chief Executive Officer		council
clause 4(1), Schedule 2	Determine the membership of the board of management of a subsidiary	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 4(2), Schedule 2	Appoint members of the board of management of a subsidiary	ND		council
clause 4(6), Schedule 2	Appoint a deputy of a board member	ND		council
clause 4(8), Schedule 2	Give directions in relation to an actual or potential conflict of duty and duty between offices held concurrently, or in relation to some other incompatibility between offices held concurrently	Chief Executive Officer		council
clause 5(9), Schedule 2	Act on advice of a board of management that the subsidiary owes a duty of confidence in regard to a matter	Chief Executive Officer		council
clause 5(12), Schedule 2	Direct the board of management as to procedures	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 8(1), Schedule 2	Participate in consultation with a subsidiary on the preparation and adoption of the subsidiary's business plan	Chief Executive Officer		council
clause 8(4), Schedule 2	Participate in consultation with a subsidiary in an annual review of the subsidiary's business plan	Chief Executive Officer		council
clause 8(5), Schedule 2	Participate in consultation with a subsidiary on the amendment of the subsidiary's business plan	Chief Executive Officer		council
clause 9(2)(d), Schedule 2	Fix a date by which a subsidiary's budget must be adopted	ND		council
clause 9(3), Schedule 2	Approve the amendment by a subsidiary of an adopted budget	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 9(5), Schedule 2	Participate in consultation with a subsidiary on the subsidiary incurring spending before the adoption of its budget for the year	ND		council
clause 10(1), Schedule 2	Give a direction to a subsidiary	ND		council
clause 10(2), Schedule 2	Make a copy of a direction given to a subsidiary available at the principal office of the council	Chief Executive Officer		council
clause 11(1), Schedule 2	Request a subsidiary to furnish information or records in the possession or control of the subsidiary	Chief Executive Officer		council
clause 11(2), Schedule 2	Act on advice of a board of management that information or a record should be treated as confidential	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 12(1), Schedule 2	Request a subsidiary to report on a matter to the council	Chief Executive Officer		council
clause 12(2), Schedule 2	Receive a report on the work and operations of the subsidiary	Chief Executive Officer		council
clause 12(4), Schedule 2	Incorporate a report made under clause 12(2), Schedule 2 into the annual report of the council	Chief Executive Officer		council
clause 13(3), Schedule 2	Determine or approve members of the audit committee of the subsidiary	ND		council
clause 14(2), Schedule 2	Approve borrowing by a subsidiary	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 16(1)(a), Schedule 2	Request the Minister wind up a subsidiary	ND		council
clause 17(4), Schedule 2	Publish (in conjunction with the other constituent councils) a copy of the charter of a subsidiary in the Gazette	Chief Executive Officer		council
clause 19(1), Schedule 2	Prepare (in conjunction with the other constituent councils) a charter of a subsidiary	ND		council
clause 19(4), Schedule 2	Review (in conjunction with the other constituent councils) a charter of a subsidiary	ND		council
clause 19(5)(a), Schedule 2	Furnish (in conjunction with the other constituent councils) a copy of an amended charter of a subsidiary to the Minister	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 19(5)(b), Schedule 2	Publish (in conjunction with the other constituent councils) a copy of the amended charter of a subsidiary on a website determined by the chief executive officer	Chief Executive Officer		council
clause 20(1), Schedule 2	Determine (in conjunction with the other constituent councils) the membership of the board of management of a subsidiary	ND		council
clause 20(7), Schedule 2	Give directions in relation to an actual or potential conflict of duty and duty between offices held concurrently, or in relation to some other incompatibility	ND		council
clause 21(8), Schedule 2	Authorise a person to attend a meeting of the board of management and have access to the papers provided to board members for the meeting	Chief Executive Officer		council
clause 21(9), Schedule 2	Act on advice of a board of management that a matter should be treated confidentially	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 21(12), Schedule 2	Direct (in conjunction with the other constituent councils) procedures for the board of management	ND		council
clause 24(1), Schedule 2	Participate (in conjunction with the other constituent councils) in consultation with the subsidiary in the preparation and adoption of a business plan	ND		council
clause 24(4), Schedule 2	Participate (in conjunction with the other constituent councils) in consultation with the subsidiary in an annual review of the subsidiary's business plan	ND		council
clause 24(5), Schedule 2	Participate (in conjunction with the other constituent councils) in consultation with the subsidiary on the amendment of the subsidiary's business plan	ND		council
clause 25(2)(d), Schedule 2	Fix (in conjunction with the other constituent councils) a date before which a budget must be adopted by the subsidiary	ND		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 25(3), Schedule 2	Approve (in conjunction with the other constituent councils) the amendment of a budget adopted by the subsidiary	ND		council
clause 25(5), Schedule 2	Participate (in conjunction with the other constituent councils) in consultation with the subsidiary on incurring spending prior to the adoption of a budget	ND		council
clause 26, Schedule 2	Issue (in conjunction with the other constituent councils) a direction to the subsidiary	ND		council
clause 27(1), Schedule 2	Request the subsidiary to furnish information or records in the possession or control of the subsidiary to the council	Chief Executive Officer		council
clause 27(2), Schedule 2	Act on advice of a board of management that information or a record should be treated as confidential	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 28(1), Schedule 2	Fix (in conjunction with the other constituent councils) a date before which a subsidiary must furnish to the constituent councils report on the work and operations of the subsidiary	Chief Executive Officer		council
clause 28(3), Schedule 2	Incorporate a report under clause 28(1), Schedule 2 of the Local Government Act in the annual report of the council	Chief Executive Officer		council
clause 30(3), Schedule 2	Determine or approve (in conjunction with the other constituent councils) the members of the subsidiary's audit committee	ND		council
clause 33(1), Schedule 2	Request (in conjunction with the other constituent councils) the Minister to wind up a regional subsidiary	ND		council
clause 2(1), Schedule 6	Deliver a notice to the Registrar-General for the purpose of registering a charge over land	Chief Executive Officer		council

Adelaide Plains Council

Local Government Act 1999				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
clause 3(1)(b), Schedule 6	Exercise the powers of a mortgagee given by the Real Property Act 1886 under a mortgage in respect of which default has been made in payment of money secured by the mortgage	Chief Executive Officer		council
clause 4(1), Schedule 6	Provide notice to the Registrar-General that the amount a charge relates to has been repaid and apply for the discharge of the charge	Chief Executive Officer		council

Adelaide Plains Council

Instrument of Delegation under the Road Traffic Act 1961

Road Traffic Act 1961				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 17(1)	Install, maintain, alter or operate, or cause to be installed, maintained, altered or operated, a traffic control device on, above or near a road	Chief Executive Officer		road authority
section 17(2)	Remove a traffic control device or cause a traffic control device to be removed	Chief Executive Officer		road authority
section 17(3)	Install, display, alter, operate or remove traffic control device: (a) in relation to an area where persons are engaged in work or an area affected by works in progress; (b) in relation to a part of a road temporarily closed to traffic under this or any other Act; or (c) for any temporary purposes.	Chief Executive Officer		road authority

Adelaide Plains Council

Road Traffic Act 1961				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 17(5)	Apply to the Minister for approval to take action under section 17 of the Road Traffic Act	Chief Executive Officer		road authority
section 18(5)	Comply with a direction of the Minister to install, maintain, alter, operate or remove a traffic control device on, above or near a road	Chief Executive Officer		road authority
section 18(6)	Carry out a direction with which a road authority has failed to comply at the direction of the Minister	Chief Executive Officer		council
section 18(7)	Recover as a debt from a defaulting road authority any expenses incurred in carrying out a direction under section 18(6)	Chief Executive Officer		council
section 19(6)	Maintain a traffic control device for which the council is liable to bear the costs in good order	Chief Executive Officer		council

Adelaide Plains Council

Road Traffic Act 1961				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 19A(3)	Recover any amount due under a requirement under section 19A as a debt	Chief Executive Officer		road authority
section 20(3)	Place speed limit signs on road	Chief Executive Officer		public authority
section 20(4)(b)	Place speed limit signs on road	Chief Executive Officer		public authority
section 20(5)	Close road pursuant to a permit	Chief Executive Officer		public authority
section 20(6)	Apply to the Minister for a road works permit	Chief Executive Officer		public authority

Adelaide Plains Council

Road Traffic Act 1961				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 20(9)	Apply to the Minister for an extension of time	Chief Executive Officer		public authority
section 20(13)	Engagement of a contractor to undertake works on behalf of the public authority	Chief Executive Officer		public authority
section 20A(1)	Appeal a decision of the Minister under section 17 or section 20 to the District Court	Chief Executive Officer		public authority
section 20A(2)	Request the Minister to provide reasons in writing for a decision under section 17 or section 20	Chief Executive Officer		public authority
section 21(2)	Certify that there was not proper authority for the installation or display of a specified sign, signal, marking, structure or other device or thing as a traffic control device on, above or near a specified part of a road	Chief Executive Officer		road authority

Adelaide Plains Council

Road Traffic Act 1961				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 21(3)	Comply with conditions of approval under section 17 or a permit under section 20	Chief Executive Officer		road authority
section 31(2)	Remove any false traffic control device or any device, structure or thing that might constitute a hazard to traffic.	Chief Executive Officer		road authority
section 32(1)	<p>Cause a notice of a proposal to close a road or part of a road to all vehicles or vehicles of a specified class or to cause a road as a through road for motor vehicles to be:</p> <p>(a) published both in a newspaper circulating generally in the State and a newspaper circulating within the area of the council;</p> <p>(b) to be given by post to each ratepayer of land immediately abutting the road, or portion of road, the subject of the proposal;</p> <p>(c) if the road is a prescribed road, to be given to each affected council; and</p> <p>(e) if the road is a highway, or runs into or intersects with a highway, to be given to the Commissioner of Highways.</p>	Chief Executive Officer		public authority

Adelaide Plains Council

Road Traffic Act 1961				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 32(2)	Consider written submissions made	Chief Executive Officer		public authority
section 32(6)	<p>Cause a notice of a decision to close a road or part of a road to all vehicles or vehicles of a specified class or to cause a road as a through road for motor vehicles to be:</p> <p>(a) published both in a newspaper circulating generally in the State and a newspaper circulating within the area of the council;</p> <p>(b) to be given by post to each ratepayer of land immediately abutting the road, or portion of road, the subject of the proposal;</p> <p>(c) if the road is a prescribed road, to be given to each affected council; and</p> <p>(e) if the road is a highway, or runs into or intersects with a highway, to be given to the Commissioner of Highways.</p>	Chief Executive Officer		public authority
section 33(2)	Consent to the closure of a road for an event	Chief Executive Officer		council

Adelaide Plains Council

Road Traffic Act 1961				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 40P(3)	Offer a vehicle for sale by public auction	Chief Executive Officer		council
section 40P(4)	Dispose of a vehicle as the council thinks fit	Chief Executive Officer		council
section 40P(6)	Make reasonable enquiries to locate the owner of a vehicle	Chief Executive Officer		council
section 86(a)	Determine that a ticket must be obtained for parking in a length of road or area without the payment of a fee	Chief Executive Officer		council
section 86(a)	Vary or revoke a determination under section 86(a)	Chief Executive Officer		council

Adelaide Plains Council

Road Traffic Act 1961				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 163ZC(2)	Apply for a compensation order	Chief Executive Officer		road authority
section 163ZD(2)(c)	Certify that the road authority maintains a road	Chief Executive Officer		road authority
section 163ZD(2)(c)	Certify other matters including: (a) estimating the monetary value of all or any part of the road infrastructure or of the damage to it; (b) estimating the cost of remedying the damage; or (c) estimating the extent of the offender's contribution to the damage	Chief Executive Officer		road authority
section 163ZE(1)	Serve a certificate referred to in section 163ZD on the defendant	Chief Executive Officer		road authority

Adelaide Plains Council

Road Traffic Act 1961				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 163ZH(1)(b)	Repay payments under an order to the extent that the order is void	Chief Executive Officer		road authority
section 174A(4)	Issue notice inviting the owner of a vehicle issued with an expiation notice or expiation reminder notice under the Expiation of Offences Act 1996 to provide a nomination setting out the name and address of the driver or the details of the transfer of the vehicle	Chief Executive Officer		council
section 174A(4a)	Form belief a nomination has been made in error and permit nomination to be withdrawn and new nomination made	Chief Executive Officer		council
section 174A(5a)	Require person to verify information by statutory declaration	Chief Executive Officer		council
section 174C(1)	Exempt a person or a person of a specified class or any vehicle or any vehicle of a specified class from compliance within the council areas with a prescribed provision of the Road Traffic Act	Chief Executive Officer		council

Adelaide Plains Council

Road Traffic Act 1961				
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations	Capacity of Council
section 174C(2)	Specify conditions to apply to the granting of an exemption under section 174C(1)	Chief Executive Officer		council

14.3 POLICY REVIEW - COMMUNICATION POLICY

Record Number: D24/2777

Author: Manager Governance

Authoriser: Acting Director Corporate Services

Attachments: 1. Current - Council Members Communication Policy [↓](#) 
2. Proposed - Communication Policy [↓](#) 

EXECUTIVE SUMMARY

- Council's current *Council Member Communication Policy* was last reviewed 2019.
- Council's *Information Management Policy* and *Information Technology Policy* have also been taken into consideration as part of this review. These policies will be brought back to Council separately for review in the ensuing months.
- Council's current *Council Member Communication Policy* is presented as **Attachment 1** and the proposed *Communication Policy* is presented as **Attachment 2** to this report.

RECOMMENDATION 1 (OPTION 1)

"that Council, having considered Item 14.3 – *Policy Review - Communication Policy*, dated 26 February 2024, receives and notes the report and in doing so:

1. Revokes the *Council Member Communication Policy*, adopted on 25 March 2019; and
2. Adopts the *Communication Policy* presented as Attachment 2 to this report."

RECOMMENDATION 1 (OPTION 2)

"that Council, having considered Item 14.3 – *Policy Review - Communication Policy*, dated 26 February 2024, receives and notes the report and in doing so:

1. Revokes the *Council Member Communication Policy*, adopted on 25 March 2019; and
2. Adopts the *Communication Policy* presented as Attachment 2 to this report with the following amendments:
.....; and
3. Authorises the Chief Executive Officer to make any necessary final amendments to the document."

BUDGET IMPACT

Estimated Cost:	Nil
Future ongoing operating costs:	Nil
Is this Budgeted?	Not applicable

RISK ASSESSMENT

The adoption of this *Communication Policy* clearly sets out Council's expectations relating to communication between Council Members and Council employees, and relates to Council Member duties and responsibilities under the *Local Government Act 1999*.

DETAILED REPORT

Purpose

The purpose of this report is to endorse the reviewed and amended *Communication Policy*.

Background

Council's current *Council Member Communication Policy* was endorsed by Council in 2019. The policy covers the communication between Council Members and Council employees.

Council currently has in place the following policies relating to communications from Council Members:

- Council Members Communication Policy
- Council Members Information Technology Policy
- Council Members Information Management Policy

The above policies have been taken into account as part of this review and will be scheduled to come to Council for review in the next coming months.

Discussion

While there is no legislative requirement for councils to have a policy in relation to Council Member communications, the implementation of a policy outlining Council's expectations relating to communications from Council Members (including expectations regarding general behaviour and requests) assists both Council Members and employees in the day-to-day operations of Council.

Provisions surrounding the way in which Council will channel information and requests received by Council Members help to ensure the smooth functioning of Council. This includes allocating the necessary resources/employee to matters while ensuring the provision and level of services is maintained. This policy also assists with ensuring that Council's strategic direction and core business is given due consideration.

The *Communication Policy* stems from, and further expands on, many provisions relating to Council Member duties and responsibilities under the *Local Government Act 1999* and the mandatory Behavioural Standards, thereby assisting Members to fulfil these duties.

Council's current *Council Member Information Technology Policy* and *Council Members Information Management Policy* have also both been taken into account when reviewing the *Communication Policy*. Relevant provisions from these policies have been reflected, where appropriate, within the *Communication Policy* to ensure consistency. These other policies will also be brought to Council for review in the coming months.

In addition to incorporating minor administrative/formatting changes, a summary of the more notable changes as per the reviewed *Communication Policy* is provided below:

- Removal of repetition of information that is found in other policies such as requests for services, information management and information technology. Where this has been removed it has been noted where to find that information as you will see in **Attachment 2**.
- Amendments to "purpose" and scope" to clearly and simply outline the purpose of the policy and who/what it applies to.
- Inclusion of core values that the policy is underpinned by.

- Footnoting for reference of legislation. Removing clause 5 of **Attachment 1** and simply including a brief summary in the purpose and scope whilst footnoting the section of the Local Government Act where you can go to further understand and read.
- Removing code of conduct section as this has been revoked. Council now has Behavioural Standards as gazetted which has been mentioned in related documents in **Attachment 2**.
- Simplify any other necessary sections that are required to help Council Members understand who, when and how to communicate with Council employees.

Conclusion

In light of Council's values, and with a focus on ensuring Council Members and employees understand their obligations and the importance of a strong working relationship, it is recommended that the *Communication Policy* be adopted by Council, subject to any amendments it may wish to make.

References

Legislation


Local Government Act 1999 (SA)

Council Policies/Plans

Behavioural Standards for Council Members

Council Members Information Management Policy

Council Member Information Technology Policy

 Adelaide Plains Council	Council Members Communication Policy	
	Adoption by Council: 25 March 2019 Resolution Number: 2019/106 Current Version: V3	
	Administered by: Chief Executive Officer	Last Review Date: 2019 Next Review Date: 2021
Document No: D19/10490	Strategic Objective: 4.5 Accountable & Sustainable Governance	

1. Objective

The purpose of this policy is to:-

- 1.1 Strengthen the working relationships between Council Members and Council staff, particularly Council's Management Team.
- 1.2 Ensure that Council Members receive advice to assist them in the performance of their civic duty in an orderly, courteous and regulated manner.
- 1.3 Ensure Council Members have clarity on which staff they can communicate with and the processes for contacting and communicating with staff.
- 1.4 Ensure staff understand their obligations with regard to communicating with and providing information to Council Members and the set service standards.

2. Scope

Adelaide Plains Council acknowledges that Council Members require access to Council information and staff in order to exercise their civic duties under the *Local Government Act 1999* (the Act). Interactions and communications between Council Members and staff are necessary to facilitate well-formed policies and decisions and to provide optimum service delivery.

This policy applies to all Council Member requests for information from staff. It governs the interaction of Council Members and Council staff, and as such is an enforceable part of the Code of Conduct.

If a query or request relates to a matter not covered by this policy, particularly if it is requiring access to information or requesting services beyond those already provided, the request should be sent to the Mayor, Deputy Mayor and Chief Executive Officer for discussion at their regular meetings. The Council Member should be advised of the outcome of their request.

Note: Electronic version in TRIM is the controlled version. Printed copies are considered uncontrolled.
Before using a printed copy, verify that it is the current version.

Interactions and communications that are not conducted in accordance with this policy are not considered appropriate and will likely constitute a breach of Council's Code of Conduct. The Mayor, Deputy Mayor, Council Members, Chief Executive Officer (CEO) and General Managers are responsible for the implementation and monitoring of this Policy and associated processes.

This Policy does not derogate from requirements and obligations under the *Local Government Act*, in particular, section 58(1) which provides that the role of the Mayor is to act as the principal spokesperson of the Council.

3. Definitions

Act – refers to the *Local Government Act 1999*;

Business Day – Monday to Friday, excluding public holidays;

Complaint – A complaint is an expression of dissatisfaction with a product or service provided. A complaint to Council may relate to service standards, actions or lack thereof, decisions by Council or its staff which may affect a rate payer, community member, organisation or business. A complaint is not a request for service or enquiry;

Council – refers to the Adelaide Plains Council;

Council Business – means the official functions and duties related to the performance or discharge of the roles or duties of a Council Member;

Digital or Electronic Documents/Records – A record created, and/or maintained by means of digital computer technology. Includes records that are 'born digital' or have undergone conversion from a non-digital format (such as hardcopy).

Council Member – refers to a Council Member, elected in accordance with the Act;

Staff – includes any person employed by Council and persons providing services to, or on behalf of the Council;

Electronic Document Records Management System (EDRMS) – An automated system used to manage the creation, use, management and disposal of physical and electronically created records for the purposes of supporting and improving the workflow of digital records and providing continuing evidence of Council's business activities.

Feedback – may take the form of comments, both positive and negative, about services provided by Council without necessarily forming the basis of a complaint;

Record – Information created, received and maintained as evidence and information by an agency or person, in the pursuance of legal obligations or in the transaction of business (e.g. email, letters, image, memos, notes, text messages, social media posts). The *State Records Act 1997* defines an "official record" as a record made or received by an agency in the conduct of its business.

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Request for Service – is an application to have Council take some form of action to provide a Council service or Private Works.

4. Policy Statement

Good governance and effective service delivery are dependent on a good working relationship between the Council Members and staff. Working as a team to achieve the community's aspirations for the region is critical to the success of the organisation. This requires mutual respect of both staff and Council Members of each other's roles and responsibilities.

This Policy outlines the commitment and principles of good conduct, maturity respectability, and ethical and behavioural standards that can be reasonably expected, both personally and professionally, amongst Council Members and staff when communicating with each other.

This Policy supports the Vision, Core Values and Priorities of Council's Strategic Plan and reinforces the intent and obligations of Council's Codes of Conduct, Customer Service Standards and associated policies and procedures.

The operations of Council are based on a range of planned actions, many of which have been the subject of community consultation processes. The annual budget is set to fund a specific range of activities and functions which includes responding to reasonable requests as well as the completion of public works. Requests for service, including any request made by a Council Member, should be considered in this context. Any request for service will also be carried out in accordance with Council's Customer Service standards and will depend on available resources.

5. Legislation and Compliance – Council Member Requests

Section 61 of the Act 'Access to Information by Members of Councils' states:-

- (1) A member of a council is entitled at any reasonable time, in connection with the performance or discharge of the functions or duties of the member (whether under this or another Act), without charge, to have access to any relevant council document, including (but not limited to)—
 - (a) a copy of a written contract entered into by the council, or a copy of a document relating to a contract that is proposed to be entered into by the council;
 - (b) accounting records kept by the council;
 - (c) financial statements and other documents prepared by the council under Chapter 8.

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- (2) A request for access to a document under subsection (1) should be directed to the Chief Executive Officer, or another officer specified by the Chief Executive Officer for the purposes of this section.
- (3) The Chief Executive Officer or another officer providing access to a document under subsection (1) may indicate to the member that information contained in the document is, or should be considered as, confidential.

Section 62(3),(4) and (4a) of the Act states:-

- (3) A member or former member of a council must not, whether within or outside the State, make improper use of information acquired by virtue of his or her position as a member of the council to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the council.
- (4) A member of a council must not, whether within or outside the State, make improper use of his or her position as a member of the council to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the council.
- (4a) A member or former member of a council must not disclose information or a document in relation to which there is an order of a council or council committee in effect under section 90 requiring the information or document to be treated confidentially.

Maximum penalty: \$10 000 or 2 years imprisonment.

In addition, the Mandatory Code of Conduct for Council Members stipulates that Council Members must:-

- 2.11 Not bully or harass Council staff.
- 2.12 Direct all requests for information from the Council administration to the Council's Chief Executive Officer or nominated delegate/s.
- 2.13 Direct all requests for work or actions by Council staff to the Council's Chief Executive Officer or nominated delegate/s.
- 2.14 Refrain from directing or influencing Council staff with respect to the way in which these Staff perform their duties.

Personal information regarding Council staff will not be provided to Council Members. However, Council Members have the ability to apply to the Chief Executive Officer to inspect a Staff Register of Interest (Section 118 of the Act).

6. Appropriate Staff Contacts

In accordance with the Mandatory Code of Conduct for Council Members, as Gazetted by the South Australian Government, the Chief Executive Officer authorises the following staff communication/interaction:-

- 6.1 Contact between Council Members and General Managers is appropriate for matters specific to that General Manager's area of individual responsibility.
- 6.2 Contact with Council's Governance and Executive staff is appropriate for Council Member requests and enquiries addressed to the Chief Executive Officer, and other matters of a governance nature.
- 6.3 In some instances, a General Manager or the Chief Executive Officer will direct/authorise individual staff to contact Council Members to provide specific information or clarification relating to a specific matter.

Apart from the instances above, all communication with Council Members is to be made via the Chief Executive Officer or relevant General Manager.

7. Personal Interaction Between Council Members and Staff

While this Policy, and the Code of Conduct, governs the interactions between Council Members and staff, it does not prevent Council Members and staff from communicating generally. From time to time, Council Members and staff may be present at social or community events. In such situations, both parties should avoid discussing matters relating to Council business.

8. Communication Requirements – General

- 8.1 In accordance with the *State Records Act 1997*, all records must be captured in Council's Electronic Document Records Management System (also refer to Council's Records Management Policies).
- 8.2 Council Members must, at all times, use their Council-issued email address for all Council business. The use of personal/private email addresses for Council business is prohibited and will of itself constitute a breach of the *Code of Conduct* (noting that any such use will result in emails being discoverable under the *Freedom of Information Act 1991*).
- 8.3 All correspondence between Council Members or sent/received by Council Members from the public or other external stakeholders (i.e. not involving staff) must be forwarded to Council.
 - 8.3.1 If hardcopy, to PO Box 18, Mallala SA 5502 or 2a Wasleys Road, Mallala SA 5502.

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- 8.4 If via email, Council Members must copy in ("cc") Council via info@apc.sa.gov.au. Correspondence between Council Members and staff (i.e. involving staff) is not required to be separately forwarded by Council Members to Council as it will be captured internally by staff.
- 8.5 Council Members must copy in all other Council Members to correspondence relating to all general requests, a request for information or clarification on policies and procedures. To provide guidance, some examples of the types of requests where Council Members are required to copy in all other Council Members are provided below:-
- Queries regarding Council's strategic or financial documents, policies or procedures (implementation, reviews, interpretation etc).
 - Requests for services or information (also refer clause 10), including general queries regarding meetings or workshops.
- 8.5.1 When a Council Member has copied in all other Council Members (in accordance with clause 8.5), staff, in their response, will also copy in all Council Members.
- 8.6 Council Members are not required to copy in other Council Members to correspondence of a confidential nature, for example, in relation to complaints or matters concerning the personal affairs of a particular Council (or staff) Member. In this instance, staff, in their response, are not required to copy in other Council Members.
- 8.7 Council Members must avoid copying in members of the community who are not directly associated with the request/query (also refer clause 15 below).

9. Requests for Service

- 9.1 Council Members are strongly encouraged (and indeed it is preferred) to promote residents to report issues or requests for services direct to Council via the Customer Service staff and in line with Council's procedures in order for their issues to be accurately reported, monitored and promptly attended to.
- 9.1.1 If, however, a Council Member lodges a request on behalf of a resident, the Council Member must provide sufficient information to enable staff to respond, for example, name and contact details of a resident. Anonymous requests for service will not be dealt with.

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- 9.2 Requests for service from Council Members (e.g. routine works, services or operational matters) must be made in the same manner as requests for service from residents (i.e. as a customer request), and will be handled and responded to in the same way as a request from a customer.
 - 9.2.1 Council Members must not direct or influence Council staff with respect to the way in which staff perform their duties.
- 9.3 Service requests can be made by:-
 - 9.3.1 Contacting our Customer Service Team either in person at one of Council's offices or by telephone (08) 8527 0200; or
 - 9.3.2 Submitting the request in writing to our Principal Office, by email (info@apc.sa.gov.au) or by completing the 'Customer Request Form' on Council's website (www.apc.sa.gov.au).
- 9.4 All customer service requests are logged and forwarded to the relevant staff member for actioning.
- 9.5 Where a Council Member request requires the allocation of non-budgeted resources or expenditure of non-budgeted funds, the Council Member will be requested to consider putting forward a Notice of Motion.

10. Requests for Information/Documentation

- 10.1 Council Members will be provided access to all documents held by Council that are relevant to the performance of the Member's functions or duties.
- 10.2 All Council Member requests for Council information or documents must be directed to the Chief Executive Officer or relevant General Manager and will be recorded in Council's Electronic Document Records Management System. The request may be made in person, by phone or by email.
- 10.3 Members are required, where practical, to make any requests for information/documents in a timely and considerate manner to minimise the impact on staff/public resources.
- 10.4 The requests should:-
 - 10.4.1 Identify the document/s or information being sought with enough detail for the document/s or information to be identified and retrieved.
 - 10.4.2 State the reason(s) for the request.
 - 10.4.3 State the form of access preferred by the Member, e.g. read/inspect only, copies provided, and electronic pdf.
- 10.5 Unless there is a clear and valid reason to the contrary, a Council Member will be provided access to information or document(s) if they are held by Council.

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- 10.6 The form of access to the document(s) will be negotiated with the Council Member taking into consideration the particular needs of the Member, administrative efficiency and the degree of sensitivity in relation to the document. Access to information will be in accordance with statutory requirements and best practice from a probity and process perspective. In some cases, access may be limited to 'read only' at a mutually convenient time at the Council office.
- 10.7 The Chief Executive Officer has complete discretion in relation to whether to provide access to a document or other information of a sensitive nature. Where access is granted to a document or other information of a sensitive nature, a copy of the email advice will also be sent to other Council Members. The general principle is that advice or information to one Member should be available to all.
- 10.8 The Chief Executive Officer should indicate to Council Members if information contained in the document is, or should be, considered as confidential.
- 10.9 Council Members must not use confidential information to gain advantage for themselves, or for any other person or body, in ways which are inconsistent with their obligation to act impartially, or to improperly cause harm or detriment to any person or organisation.
- 10.10 Where a Council Member requires an update on a project or issue that does not fall under a usual customer service request, they should contact the relevant General Manager or the Chief Executive Officer during business hours. The relevant staff member will provide the Council member with the information (if known to the staff member) at their earliest opportunity.
- 10.11 Where a request for information is covered by current confidentiality provisions all requests must be made in writing to the Chief Executive Officer, or delegate. Dependant on the nature of the request, the Council Member may be directed to the requirements of the *Freedom of Information Act 1991* and required to undertake a Freedom of Information Application to apply for access to the requested information. Alternatively, the Council Member may be entitled to the information in accordance with Section 61 of the Act.

Before Management considers any request, an emphasis should be placed on:

- Health, Safety and Welfare requirements of staff and the community;
- Legislative responsibilities;
- Emergency services requirements;
- Council's Strategic, Annual Business and Long Term Financial Plans;
- On-going insurance and maintenance requirements;
- Efficient use and availability of Council resources;
- Council policies, procedures and codes of practice; and
- Established service standards for Council activities.

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11. Council Agenda and Report Enquiries

Council reports are the formal means for providing advice to Council Members and provide relevant data, issues, options and advice to enable Members to consider the matter and make a decision at the Council Meeting.

Where a Council Member has a query, or is seeking clarification in respect to an Agenda, Report, Minutes or other related Council communication, the Council Member is encouraged to contact the relevant General Manager for clarification of the document's content. If the General Manager cannot be reached or is unable to provide a response, the Chief Executive Officer should be contacted.

Basic communications regarding Council Meetings, such as queries regarding commencement time or sending in an apology, may be directed to Council's Governance and Executive staff (refer clause 6.2 above).

12. Personal Enquiries

Council Members must follow the same process as all other members of the public if they require information, action or advice in relation to a personal or private matter.

Council Members should be mindful of the public perception of their request and direct all general enquiries to the Customer Service Team as appropriate.

If the Chief Executive Officer is not satisfied that the request relates to the Council member's civic duties, the Chief Executive Officer is entitled to refuse to action the request or advise the Council Member of the normal process for members of the public to make such requests.

13. Unreasonable Requests

Council Members must be aware that staff have a legitimate right and responsibility to maintain professional integrity and should not be subject to undue pressure. Council Members must avoid placing staff in difficult positions with unreasonable requests for information or services. Council Members should also consider access to information from other sources publicly available, for example, the internet.

Occasionally a request for information or service may be unreasonable. This may take the form of unreasonable persistence, demands, lack of cooperation, arguments, or behaviour. Unreasonable requests can consume an unwarranted amount of Council resources or impede core Council business. Any request for information or service will be carried out in accordance with Council's Customer Service standards and will take into account Council's budget and the resources available.

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14. Conflict of Interest

Council Members must be committed to making decisions without bias and in the best interest of the whole community and comply with the relevant conflict of interest provisions in the Act.

15. Confidentiality

The information provided for Council Members is generally intended for their information only and emails must not be copied/provided to residents without the author's consent (also refer clause 8.7 above). Council staff provide support to Council Members with the responses provided for the information of Council Members only, in accordance with the provisions of the Act.

Staff will endeavour to indicate to Council Members if a response contains confidential information and it is not in the public interest to circulate to residents.

Confidentiality must be maintained to:

- prevent victimisation or defamation of the parties involved;
- facilitate prompt resolution of the grievance.

It is a breach of confidentiality to:

- discuss the matter with individuals not legitimately involved in the process;
- unnecessarily disclose information pertaining to any enquiry or grievance.

16. Grievance Procedure

16.1 Should Council Members be dissatisfied with the response provided in relation to their request or the time taken to respond they should, in the first instant, raise the issue with the relevant General Manager. If after this approach, they are still dissatisfied with the outcome, the issue should be raised with the Chief Executive Officer.

16.2 Council Members are encouraged to advise the Chief Executive Officer where an interaction is inappropriate.

16.3 Staff are empowered to advise Council Members where an interaction is inappropriate and to refer them to this policy. Alternatively, staff should inform their General Manager or the Chief Executive Officer of any inappropriate actions.

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17. Related Documents

Code of Conduct for Council Members
Code of Conduct for Council Employees
Complaints Handling Procedure under Council Members' Code of Conduct
Information Technology Policy
Records Management Policy
Internal Review of Council Decision Policy
Annual Business Plan
Asset Management Plans
CDAP Complaints Handling Policy
Long Term Financial Plan
Strategic Plan
Whistleblowers Policy

18. Records Management

All requests for information and service and all documents relating to this Policy will be entered into Council's Electronic Document Records Management System and remain confidential where identified.

19. Document Review

This Policy should be reviewed periodically to ensure legislative compliance and that it continues to meet the requirements of Council, its activities and programs.

20. References

Independent Commissioner Against Corruption 2012
Freedom of Information Act 1991
Local Government Act 1999
Workers Health and Safety Act 2012

21. Further Information

Members of the public may inspect this Policy free of charge on Council's website at www.apc.sa.gov.au or at Council's Principal Office at:

2a Wasleys Rd, Mallala SA 5502

On payment of a fee, a copy of this Policy may be obtained.

Any queries in relation to this Policy must be in writing and directed to the General Manager Governance and Communications.

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Communication Policy

Adoption by Council:	DD Month YYYY
Resolution number:	YYYY/###
Current version:	1
Administered by:	Chief Executive Officer
Last review date:	2024
Next review date:	2026
Document number:	D24/2123
Strategic outcomes:	Proactive Leadership

Related documents:	Behavioural Standards for Council Members Community Requests, Complaints & Feedback Policy Information Technology Policy Information Management Policy
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1. Purpose

- 1.1. The purpose of this policy is to provide clarity on the appropriate communication process for Council business between Council Members and employees, and ensure Council Members, in the performance of their duties, are assisted by employees in a consistent, courteous and appropriate manner.
- 1.2. Council is committed to creating strong working relationships between Council Members and employees, in particular EMT.

2. Scope

- 2.1. This policy applies to all Council Members. Council business communications not conducted in accordance with this policy are considered inappropriate and will likely constitute a breach of the Act and **Behavioural Standards for Council Members**.¹
- 2.2. This policy also applies to employees who may communicate with Council Members.

3. Definitions

- 3.1. **Act** means the *Local Government Act 1999*;
- 3.2. **CEO** means the Chief Executive Officer of Council;
- 3.3. **communication** means the transmission or exchange of information, knowledge or ideas, whether such interaction is by speech, writing, mechanical or electronic media;
- 3.4. **Council** means Adelaide Plains Council;
- 3.5. **Council business** means official business conducted on behalf of, and/or approved by Council. Council business also includes where a Council Member is required to undertake tasks to satisfy legislative requirements or achieve business continuity for the Council;
- 3.6. **Council Member** means a member of Council elected in accordance with the Act;
- 3.7. **employee** means any person carrying out duties or performing tasks for and on behalf of Council, whether they are paid or unpaid, including staff, contractors, consultants, trainees, volunteers, students and any other person who has access to Council's systems and services in a full-time, part-time or casual capacity;
- 3.8. **EMT** means Council's Executive Management Team.

4. Our Core Values

- 4.1. Our approach to communication is underpinned by Council's core values:

					
Honesty and Integrity	Innovative and Open-minded	Leadership and Diplomacy	Professionalism	Respect	Teamwork
Building trust and loyalty with the community and within Council.	Being proactive in continually improving our services.	By acting strategically and effectively managing our relationships.	Through commitment, quality and timeliness of work delivered.	For others, acting with humility and empathy.	Through unity, cooperation and support.

¹ Section 62 (4c), (4d) of the Act.

5. Appropriate communication with employees

- 5.1. The CEO is the default contact for Council Members. However, the CEO authorises Council Members to communicate with the listed contacts in the following circumstances:²
- 5.1.1. *EMT* for matters specific to the relevant Department;
 - 5.1.2. *Executive Office* for requests and enquiries addressed to the CEO; and
 - 5.1.3. *Governance* for matters of a governance nature;
 - 5.1.4. In any instance *where the CEO or EMT member have directly authorised an individual employee* to contact Council Members to provide specific information or clarification relating to a matter.³
- 5.2. Except for authorised communication, or communication identified within the listed exemptions, all Council Member communication is to be through the CEO.

6. Exceptions to authorised communication with employees

- 6.1. Council Members may communicate with employees, other than those authorised communications, in the following circumstances:
- 6.1.1. Council (and Special) Meetings;
 - 6.1.2. Council Committee (or Panel) Meetings;
 - 6.1.3. Regional networks and partnerships (as endorsed by Council/CEO);
 - 6.1.4. Employee/Council Member Forums;
 - 6.1.5. Employee/Council Member Workshops;
 - 6.1.6. Any event organised by Council for the purpose of undertaking Council business;⁴
 - 6.1.7. Where a Council Member is a ratepayer (and will be treated in the same manner as a ratepayer);⁵
- 6.2. In instances where a Council Member and employee may be present at social or community events, both parties must avoid discussing matters relating to Council business.

7. Other policies related to communication

- 7.1. Information relating to requests for service, complaints and feedback, refer to ***Community Requests, Complaints & Feedback Policy***.
- 7.2. Information relating to information technology, refer to ***Information Technology Policy***.
- 7.3. Information related to management of and access to information, refer to ***Information Management Policy***.

² Section 62(4c), (4d) of the Act.

³ e.g., *Communication with Customer Service Officers to collect documents in-person or be transferred to appropriate employees via telephone.*

⁴ e.g., *Australia Day, Remembrance Day, Anzac Day.*

⁵ e.g., *Development applications or library customers.*

8. References

Local Government Act 1999

9. Records management

All documents relating to this Policy will be registered in Council's Record Management System and remain confidential where identified.

10. Document review

This Policy will be reviewed in accordance with Council's *Policy Review Schedule* to ensure legislative compliance and its continued relevance to Council's needs, activities and programs.

11. Further information

Public Access:	Members of the public may inspect this policy (or any other related documents) free of charge at: Council's website: www.apc.sa.gov.au ; or Council's Principal Office: 2a Wasleys Rd, Mallala SA 5502. <i>A copy of this policy may be obtained on payment of a fee.⁶</i>
Queries:	Any queries in relation to this policy must be in writing to info@apc.sa.gov.au , marked: <i>Attention: Manager Governance</i>

⁶ As outlined in Council's *Fees & Charges Schedule*.

14.4 POLICY REVIEW - PUBLIC CONSULTATION POLICY**Record Number:** D24/8002**Author:** Manager Governance**Authoriser:** Acting Director Corporate Services**Attachments:**
1. Current - Public Consultation Policy [↓](#) 
2. Proposed - Draft Public Consultation Policy [↓](#) **EXECUTIVE SUMMARY**

- Councils current *Public Consultation Policy* was last reviewed in 2020.
- The current *Public Consultation Policy* is shown as **Attachment 1** and the draft *Public Consultation Policy* is presented as **Attachment 2** for Council's consideration.

RECOMMENDATION 1 (OPTION 1)

"that Council, having considered Item 14.4 – *Policy Review - Public Consultation Policy*, dated 26 February 2024, receives and notes the report and in doing so endorses the draft *Public Consultation Policy* for consultation presented as Attachment 2 to this report."

RECOMMENDATION 1 (OPTION 2)

"that Council, having considered Item 14.4 – *Policy Review - Public Consultation Policy*, dated 26 February 2024, receives and notes the report and in doing so:

1. endorses the draft *Public Consultation Policy* for consultation presented as Attachment 2 to this report, with the following amendments:

(a); and

2. authorises the Chief Executive Officer to make any necessary final amendments to the document."

BUDGET IMPACT

Estimated Cost:	Nil
Future ongoing operating costs:	Nil
Is this Budgeted?	Not applicable

RISK ASSESSMENT

The adoption of this draft *Public Consultation Policy* clearly sets out Council's expectations relating to public consultation and ensure Council are compliant with legislative obligations.

DETAILED REPORT

Purpose

The purpose of this report is to endorse the reviewed and amended draft *Public Consultation Policy*.

Background

Council's current *Public Consultation Policy* was endorsed by Council in 2020. This policy covers the process and outlines criteria needed for public consultation.

Discussion

The *Local Government Act 1999* requires Council to adopt a Public Consultation Policy that prescribes minimum consultation standards. The policy review has been undertaken in accordance with current legislative requirements and in line with the practice and standards across the sector.

In addition to incorporating minor administrative/formatting changes, a summary of the more notable changes as per the reviewed policy is provided below:

- Amendments to “purpose” and scope” to clearly and simply outline the purpose of the policy and who/what it applies to.
- Inclusion of core values that the policy is underpinned by.
- Inclusion of flowchart for simple reference and understanding of process.
- Footnoting for reference of legislation. This is able to condense paragraphs from clauses 5, 6 and 7 from **Attachment 1** and ensure information is relevant and easy to read.
- Simplify any other necessary sections.

Conclusion

It is recommended Council endorse the draft *Public Consultation Policy* to be published for public consultation.


References

Legislation

Local Government Act 1999

Council Policies/Plans

Strategic Plan 2020-2024

	Public Consultation Policy	
	Version Adoption by Council:	27 April 2020
	Resolution Number:	2020/109
	Current Version:	V5
	Administered by:	Last Review Date: 2020
	General Manager – Governance and Executive Office	Next Review Date: 2022
Document No: D20/16625	Strategic Outcome: 4.5 Accountable & Sustainable Governance	

1. Objective

The purpose of this policy is to:-

- ensure that Adelaide Plains Council ('Council') complies with the mandatory consultation steps prescribed by the Local Government Act 1999 ('the Act') (class 1 decisions);
- outline the standard consultation steps that Council will follow in cases where Council must comply with its Public Consultation Policy as required by the Act (class 2 decisions); and
- ensure that Council complies with the standard consultation steps contained in its Public Consultation Policy as required by the Act (class 2 decisions).

2. Scope

This Policy applies to public consultation requirements prescribed by the Act.

This Policy does not apply to public consultation requirements under other legislation. Public consultation prescribed by other legislation affecting local government will be undertaken in accordance with the specific requirements set out in that legislation.

3. Definitions

Communication – refers to the exchange of information from Council to the community, and the views from the community to Council;

Community – all people who live, work, pay rates, conduct private / government business, visit, utilises services, facilities and public space within the Council. They may be referred to as stakeholders, or comprise stakeholders;

Consultation – a process of community engagement where information is provided, and the community is formally invited to comment about matters on which Council will deliberate.

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Council – Adelaide Plains Council;

Engagement – describes varying levels of participation in public consultation processes.

4. Policy Statement

Council is committed to open, accountable and responsive decision making, which is informed by public consultation. Council is committed to genuine, effective and timely community consultation encouraging the public to participate in policy development and planning, the management and evaluation of services and in identifying areas of concern.

Council will endeavour to take into account the views and consideration of the community balancing those views with factors such as infrastructure, financial constraints, health and safety and legislative requirements in order to make decisions compatible with Council's strategic direction and providing accurate information while maintaining financial viability and confidentiality.

Council appreciates that the community seeks to be involved and consulted with respect to decisions that affect the community culturally, financially, environmentally and socially. Council understands that the consultation process can identify a range of issues, ideas and solutions, providing a balanced outcome for the community within the parameters set by Council.

5. Local Government Act Requirements

Section 50 of the Act provides that Council must prepare and adopt a Public Consultation Policy ('PC Policy') that sets out the steps the council will follow when exercising certain powers and functions and making certain decisions.

The Act contemplates three (3) classes of decisions as follows:-

- Classes of decisions for which the Act prescribes mandatory consultations steps (class 1 decisions);
- Classes of decisions for which the Act requires a council to follow the standard consultation steps set out in its public consultation policy:-
 - On their own (class 2a decisions); and
 - In addition to minimum statutory requirements (class 2b decisions)
(together, class 2 decisions)
- Classes of decisions for which the Act is silent in relation to consultation but for which a council may nevertheless determine to undertake optional consultation steps in its absolute discretion (class 3 decisions).

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6. Class 1 decisions – mandatory consultation steps (prescribed by the Act)

In the matters listed in the table below, Council will undertake mandatory consultation steps in accordance with the relevant section of the Act. For example, Section 13 – Status of a council or change of various names prescribes that, in addition to other requirements, prescribes a public consultation period of at least six (6) weeks (see the relevant sections of the Act for details of the mandatory consultation steps):-

Table 1

Topic	Act Reference
Representation Reviews – Composition and Wards	Section 12
Change of Status or Name of Council	Section 13
Commercial Activities – Prudential requirements	Section 48
Adopting or varying a Public Consultation Policy	Section 50
Strategic Management Plans	Section 122
By-Laws – the making of	Section 249
Order Making Policy	Section 259

7. Class 2 decisions – standard consultation steps (as per Council's PC Policy)

As outlined in the Act, Council will undertake the standard consultation steps outlined in its PC Policy (refer clause 8 – Standard Consultation Steps):-

Table 2 (class 2a decisions)

Topic	Act Reference
Principal Office operating hours	Section 45
Code of Practice – Access to Meetings and Documents	Section 92
Annual Business Plan and Budgets	Section 123
Changes to Basis of Rating	Section 151
Rating – Differential Rates	Section 156
Community Land – Revocation of Classification	Section 194
Community Land – Management Plans	Section 197
Amendment or Revocation of Community Land Management Plans	Section 198
Community Land – Alienation by Lease or Licence	Section 202
Roads - Permits restricting access or for use of activity requiring public consultation under regulations	Section 223
Trees – Planting Trees and Vegetation.	Section 232

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In some instances, the Act requires that the public consultation policy provide for minimum statutory requirements. These requirements, which will be observed by Council are as follows:-

Table 3 (class 2b decisions)

Topic	Act Reference	Minimum statutory requirements to be included in policy
Annual business plans and budgets	Section 123(4)(a)	Publication of a notice in a newspaper and on a website describing the draft annual business plan and inviting interested persons to attend a public meeting or a meeting of council or to make written submissions in relation to the matter within a period (at least 21 days).
Annual business plans and budgets	Section 123(4)(b)	Hold a public meeting or a meeting of council and consideration of any submissions made at the meeting or written submissions.
Changes to Basis of Rating	Section 151(7)(a)	Publication of a notice in a newspaper and on a website describing the proposed change and informing of the preparation of the report and inviting interested persons to attend a public meeting or to make a written submissions within a period (at least 21 days).
Changes to Basis of Rating	Section 151(7)(b)	Hold a public meeting and consideration of any submissions made at the meeting or written submissions.
Differential Rates	Section 156(14d)(a)	Publication of a notice in a newspaper describing the proposed change and informing of the preparation of the report and inviting interested persons to attend a public meeting or to make written sub missions within a period (at least 21 days).
Differential Rates	Section 156(14d)(b)	Hold a public meeting and consideration of any submissions made at the meeting or written submissions.

Note: Electronic version in Council's EDRMS is the controlled version. Printed copies are considered uncontrolled.
Before using a printed copy, verify that it is the current version.

8. Standard Consultation Steps

8.1 Where Council is required to follow its PC Policy (refer matters listed in clause 7, table 2), the following minimum steps will be followed in accordance with Section 50(4) of the Act:-

- A notice will be published in local newspapers – The Bunyip and The Plains Producer and on Council's website describing the matter under consideration and inviting interested persons to make submissions in relation to the matter within a period being **at least twenty-one (21) days** from the date of the notice;
- Council will consider any submissions received as part of its decision making process and will also have regard to any relevant legislation.

8.2 Other options *may* be utilised to enhance communications (in addition to the minimum steps outlined in clause 8.1 above). These options may include, but are not limited to, the following:-

- Article in Council's newsletter, the 'Communicator';
- Flyers included in rates notices;
- Letters to residents and/or other stakeholders ;
- Advertisement in local newspaper, 'The Echo' and other township newsletters;
- Media releases; Community engagement forums; informal workshops and stakeholder meetings, as identified;
- Market research or surveys;
- Fixed displays, noticeboards within Council's Principal Office, Two Wells Service Centre, Two Wells Public Library and Dublin General Store Noticeboard; and
- A flyer in local business premises throughout the District.

The additional consultation options outlined above are at the absolute discretion of Council (or the CEO) in observance of the principles set out within Section 8 of the Act, with consideration given to the particular topic under deliberation, the resources available to Council and the level of interest that the topic is likely to generate. There is no obligation on Council, or the CEO, to undertake or give consideration whether or not to undertake any of these additional options.

Note: Electronic version in Council's EDRMS is the controlled version. Printed copies are considered uncontrolled.
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9. Class 3 decisions – optional consultation steps (Council discretion)

Where there is no legislative requirement to undertake public consultation, Council has the discretion as to whether it resolves to undertake public consultation in accordance with this Policy. This may include specific matters of interest to the community or specific stakeholder groups. Some examples of discretionary consultations are listed below:-

- **Targeted policies, strategies and initiatives**

This includes policy and strategy development on issues that impact particular groups and/or areas.

- **Operational matters**

This includes activities undertaken to identify community needs and establish community interests in the discretionary services and day to day operation matters of Council.

- **Performance evaluation/customer satisfaction**

This includes council-wide and individual service/issue assessment of community perceptions of council performance (otherwise known as satisfaction surveys or market research).

Undertaking consultation in these circumstances is at the Council's, or the CEO's absolute discretion. When Council elects to consult beyond the minimum statutory requirements, Council staff will approach and undertake consultation in a manner that is consistent with the scope and principles of the PC Policy. There is no obligation for Council, or the CEO, to undertake non-statutory consultation in any given case.

10. Related Documents

Code of Practice – Meeting Procedures

Community Engagement Strategy (Forums across Adelaide Plains Council)

Public Consultation Letter Template

11. Records Management

All documents relating to this Policy will be registered in Council's Electronic Records Management System and remain confidential where identified.

12. Document Review

This Policy will be reviewed every two (2) years in accordance with Council's Policy Review Schedule to ensure legislative compliance and that it continues to meet the requirements of Council, its activities and programs. To review its PC Policy, Council must submit the proposal to a public consultation process, unless it determines that the alteration is of only minor significant that would attract little (or no) community interest.

Note: Electronic version in Council's EDRMS is the controlled version. Printed copies are considered uncontrolled.
Before using a printed copy, verify that it is the current version.

13. References

Local Government Act 1999

14. Further Information

Members of the public may inspect this Policy free of charge on Council's website at www.apc.sa.gov.au or at Council's Principal Office at:

2a Wasleys Rd, Mallala SA 5502

On payment of a fee, a copy of this policy may be obtained.

Any queries in relation to this Policy must be in writing and directed to Council's General Manager – Governance and Executive Office via info@apc.sa.gov.au.

Note: Electronic version in Council's EDRMS is the controlled version. Printed copies are considered uncontrolled.
Before using a printed copy, verify that it is the current version.



Public Consultation Policy

As required under section 50 of the Act

Adoption by Council:	DD Month YYYY
Resolution number:	YYYY/###
Current version:	1
Administered by:	Director Corporate Services
Last review date:	2024
Next review date:	2026
Document number:	D24/4098
Strategic outcomes:	Proactive Leadership

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1. Purpose

- 1.1. The purpose of this policy is to comply with Council's legislative requirements,¹ and ensure Council are using appropriate, cost-effective methods relevant to the specific circumstances of a consultation topic, are informing and involving the community, and using community feedback to enhance decision-making.²

2. Scope

- 2.1. This policy applies to all employees and Council Members.
- 2.2. This policy only applies to matters relating to the Act. Where other legislative requirements for consultation are applicable, the specific processes of those prevail over this policy, to the extent of the inconsistency.³

3. Definitions

- 3.1. **Act** means the *Local Government Act 1999*;
- 3.2. **CEO** means Chief Executive Officer of Council;
- 3.3. **Council** means Adelaide Plains Council;
- 3.4. **community** means any person who lives, works, pays rates, conducts private or government business, visits, utilises services, facilities and public space within the Council area or may otherwise be interested in, or impacted by Council's decision making or actions (may also be referred to as a stakeholder);
- 3.5. **consultation** means a process of community engagement where information is provided, and the community is formally invited to comment and make submissions to Council;
- 3.6. **Council Meeting** means formal meetings of Council Members open to the public (under certain conditions, Council Meetings can be closed to the public under provisions of the Act);
- 3.7. **Council Member** means a member of Council elected in accordance with the Act;
- 3.8. **employee** means any person carrying out duties or performing tasks for and on behalf of Council, whether they are paid or unpaid, including staff, contractors, consultants, trainees, volunteers, students and any other person who has access to Council's electronic systems and services in a full-time, part-time or casual capacity;

4. Council's Core Values

Our approach to undertaking public consultation is underpinned by Council's core values:

					
Honesty and Integrity	Innovative and Open-minded	Leadership and Diplomacy	Professionalism	Respect	Teamwork
Building trust and loyalty with the community and within Council.	Being proactive in continually improving our services.	By acting strategically and effectively managing our relationships.	Through commitment, quality and timeliness of work delivered.	For others, acting with humility and empathy.	Through unity, cooperation and support.

¹ Section 50 of the Act.

² Section 8 of the Act.

³ e.g., the *Planning, Development and Infrastructure Act 2016*.

5. Types of Public Consultation

Type A: Matters requiring consultation in accordance with the Act

5.1. Type A consultation requirements are those which the Act prescribes *mandatory* consultation steps. Council may also undertake additional consultation in accordance with section 7 of this policy. Council will (but is not limited to) undertake Type A public consultation for:

- (a) Representation Reviews;⁴
- (b) Status of Council or change of various names;⁵
- (c) Prudential requirements for certain activities;⁶
- (d) Public Consultation Policy;⁷
- (e) Strategic Management Plans;⁸
- (f) Passing of by-laws;⁹ and
- (g) Order Making Policy.¹⁰

Type B: Matters requiring consultation in accordance with section 7 of this policy

5.2. Type B consultation requirements are those the Act requires Council to follow consultation steps set out in this policy, alongside any other requirements under the Act. Council will (but is not limited to) undertake Type B public consultation for:

- (a) Principal office operating hours;¹¹
- (b) Access to meetings and documents–Code of Practice;¹²
- (c) Annual Business Plan and Budgets;¹³
- (d) Changes to basis of rating;¹⁴
- (e) Rating–differential rates;¹⁵
- (f) Community land–revocation of classification;¹⁶
- (g) Community land–management plans;¹⁷
- (h) Community land–amendment or revocation of management plans;¹⁸
- (i) Community land–alienation of lease or licence;¹⁹
- (j) Control of work on roads–authorisation or permit;²⁰ and
- (k) Trees–planting, authorising or permitting planting of vegetation on a road.²¹

Type C: Matters where the Act is silent in relation to requirements for consultation

5.3. Type C requirements are those where consultation is not required to be undertaken, but Council may, on a case-by-case basis, nevertheless determine to undertake consultation. This consultation is at the absolute discretion of Council, and may be for a project or matter which Council considers:

- (a) Involves significant expenditure on large scale capital works;
- (b) Is of economic, social, environmental or cultural importance;
- (c) Is, or is likely to be, of significant community interest; or
- (d) Is likely to be enhanced through engagement with the community.

⁴ Section 12 of the Act.

⁵ Section 13 of the Act.

⁶ Section 48 of the Act.

⁷ Section 50 of the Act.

⁸ Section 122 of the Act.

⁹ Section 249 of the Act.

¹⁰ Section 259 of the Act.

¹¹ Section 45 of the Act.

¹² Section 92 of the Act.

¹³ Section 123 of the Act.

¹⁴ Section 151 of the Act.

¹⁵ Section 156 of the Act.

¹⁶ Section 194 of the Act.

¹⁷ Section 197 of the Act.

¹⁸ Section 198 of the Act.

¹⁹ Section 202 of the Act.

²⁰ Section 223 of the Act.

²¹ Section 232 of the Act.

6. Consultation Steps–Type A & B Matters

- 6.1. Council will (as a minimum) consult with the community as set out below:²²
- 6.1.1. Prepare a document outlining the proposed community consultation plan.²³
 - 6.1.2. A proposed community consultation plan will be obtained by line manager, CEO or by resolution in a Council Meeting (Council Members can request a summary of the community consultation plan be presented at a Council Meeting).
 - 6.1.3. Consultation will then be conducted in accordance with the community consultation plan, including but not limited to:
 - 6.1.3.1. Publication of notice (describing matter under consideration and inviting interested persons to make written submissions);
 - (a) In the local newspapers: The Bunyip and Plains Producer;
 - (b) On Council's website;
 - (c) On Council's corporate social media channels; and
 - (d) Available for inspection (including associated documents) and purchase at Council's Principal Office;
 - 6.1.3.2. Submissions will be open for a period of at least 21 days (from date of notice).
 - 6.1.4. Council will also implement any other consultation requirements (if any) under the Act.
- 6.2. In addition to the steps set out in 6.1., in circumstances where Council is conducting consultation in accordance with sections 123(4)(b), 151(7)(a)(b) and 156(14d)(a)(b) of the Act, a public meeting will be held in relation to the matter.
- 6.3. At the conclusion of the submissions period, Council will collate and analyse all submissions to the extent necessary (determined on a case-by-case basis) and prepare a Consultation Report to be presented at a Council Meeting which:
- (a) Summarises the consultation process and outcome (including broader context of matter under consideration); and
 - (b) Makes a recommendation for Council Members to consider when determining the matter.
- 6.4. Council Members will then consider the report, the recommendation and make a decision.²⁴
- 6.5. Following such decision, the outcome will be communicated to the community on Council's website.

²² Along with any other requirements under the Act.

²³ The plan may be informed or guided by the Local Government Association SA's Community Engagement Handbook; refer to section 8 of this policy.

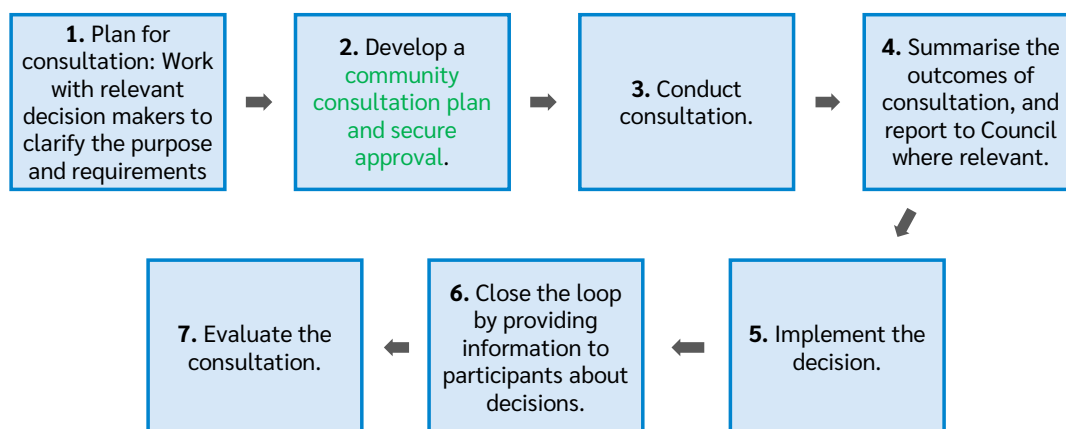
²⁴ The community can request to address Council by way of deputation in support of any submissions. Refer to the **Code of Practice – Meeting procedures and documentation** for more information on deputations.

7. Consultation Steps–Type C Matters

- 7.1. Council may, on a case-by-case basis, determine to undertake consultation for other decisions, activities and processes where there is no legislative requirement to undertake public consultation. Undertaking consultation in these circumstances is at the Council's, or the CEO's, absolute discretion. When Council elects to consult beyond the minimum statutory requirements, Council staff will approach and undertake consultation in a manner that is consistent with the purpose of this Policy.
- 7.2. Council will (as a minimum) consult with the community on Type C Matters as set out below:²⁵
- 7.2.1. Prepare a document outlining the proposed community consultation plan.²⁶
 - 7.2.2. A proposed community consultation plan will be obtained by line manager, CEO or by resolution in a Council Meeting (Council Members can request a summary of the community engagement plan be presented at a Council Meeting).
 - 7.2.3. Consultation will then be conducted in accordance with the community consultation plan.
 - 7.2.4. At the conclusion of the submissions period, Council will collate and analyse all submissions to the extent necessary (determined on a case-by-case basis) and prepare a report which:
 - 7.2.4.1. Summarises the consultation process and outcome (including broader context of matter under consideration); and
 - 7.2.4.2. Makes a recommendation for Council Members CEO or body with delegated authority to consider when determining the matter and making a decision.

8. Consultation plan

- 8.1. A consultation plan will identify, at a minimum:
- (a) Purpose and objectives for consultation;
 - (b) Legislative requirements;
 - (c) Parameters: what is negotiable and non-negotiable;
 - (d) Key stakeholders and their level of influence or impact;
 - (e) Timeframes;
 - (f) Consultation methods; and
 - (g) Risk assessment
- 8.2. The following flowchart outlines the general consultation steps:



²⁵ Along with any other requirements under the Act.

²⁶ The plan may be informed or guided by the Local Government Association SA's Community Engagement Handbook.

9. References

Local Government Act 1999

10. Records management

All documents relating to this policy will be registered in Council's Record Management System and remain confidential where identified.

11. Document review

This policy will be reviewed in accordance with Council's *Policy Review Schedule* to ensure legislative compliance and its continued relevance to Council's needs, activities and programs.

12. Further information

Public Access:

Members of the public may inspect this policy (or any other related documents) free of charge at:
Council's website: **www.apc.sa.gov.au**; or
Council's Principal Office: **2a Wasleys Rd, Mallala SA 5502.**

A copy of this policy may be obtained on payment of a fee.²⁷

Queries:

Any queries in relation to this policy must be in writing to info@apc.sa.gov.au, marked:

Attention: Manager Governance

²⁷ As outlined in Council's *Fees & Charges Schedule*.

14.5 POLICY REVIEW - COMMUNITY REQUESTS SERVICES, COMPLAINTS & FEEDBACK POLICY**Record Number:** D24/7924**Author:** Acting Director Corporate Services**Authoriser:** Chief Executive Officer

Attachments:

1. **Proposed - Community Requests, Complaints & Feedback Policy** [!\[\]\(f4f151ed39e270ebd3fdb51d016397b5_img.jpg\)](#) [!\[\]\(440cc9b6ec8039643f9d8fabedfdc3fc_img.jpg\)](#)
2. **Draft - Requests for Service Procedure** [!\[\]\(9ca274155a5fff54ff91338fc37ff750_img.jpg\)](#) [!\[\]\(da7cc265afe24b0e45faa13bbb6b596b_img.jpg\)](#)
3. **Draft - Complaints & Feedback Procedure** [!\[\]\(82a52a7b3adb02ec9f55b942afbfd09f_img.jpg\)](#) [!\[\]\(58ec9524a3cb98458bea70aa2bc2ae81_img.jpg\)](#)
4. **Draft - Internal Review of Decision Procedure** [!\[\]\(6359fac19eb30331016ffa2083befe35_img.jpg\)](#) [!\[\]\(13fe40968d393942250dd5c4d8cab481_img.jpg\)](#)
5. **Current - Requests for Service Policy** [!\[\]\(70a295a7bb0b20e0bd5d047fe61d9c1b_img.jpg\)](#) [!\[\]\(b99bd25b88ad16ea6e867f4e6caa59f7_img.jpg\)](#)
6. **Current - Complaints Handling Policy** [!\[\]\(94e0353fe66b47c1ad9590e365f00157_img.jpg\)](#) [!\[\]\(8e9b5b57bdaf59e7fc31f389a011ce66_img.jpg\)](#)
7. **Current - Internal Review of Council Decisions Policy** [!\[\]\(dd4c2a68c4f78d1b8e96ba70b3153cf2_img.jpg\)](#) [!\[\]\(2579260e5d1e57ee7cc1b8d6f7b957f0_img.jpg\)](#)
8. **Current - Internal Review of Decision Procedure** [!\[\]\(500449d7e1f43c6cdb27c8123d4571d6_img.jpg\)](#) [!\[\]\(80d09d7266b8ba2d3c4a04f20349865e_img.jpg\)](#)

EXECUTIVE SUMMARY

- The purpose of this report is for Council to review the current *Request for Service Policy* (**Attachment 5**), *Complaints Handling Policy* (last reviewed in 2018) (**Attachment 6**) and *Internal Review of Council Decisions Policy* (**Attachment 7**) and *Internal Review of Council Decisions Procedure* (last reviewed in 2022) (**Attachment 8**) to ensure legislative compliance and comply with Councils *Policy Review Schedule*.
- For ease of reference, the revised policy and procedures are presented as 'clean' copies (no mark-up/tracked changes) to compare against the current policies and procedure.
- The revised *Community Requests, Complaints & Feedback Policy* (**Attachment 1**), draft *Requests for Service Procedure* (**Attachment 2**), draft *Complaints & Feedback Procedure* (**Attachment 3**) and revised draft *Internal Review of Decision Procedure* (**Attachment 4**) are presented for Council's consideration, noting final amendments will be made to the procedures (such as insertion of flow charts as an example) by Council administration before they are published to Council's website.
- Note, Council's *Information Management Policy* (and a proposed *Privacy Policy*) is currently under review. These policies will be brought back to Council separately for review in the ensuing months.

RECOMMENDATION 1 (OPTION 1)

"that Council, having considered Item 14.5– *Policy Review - Community Requests Services, Complaints & Feedback Policy*, dated 26 February 2024, receives and notes the report and in doing so:

1. **revokes the *Requests for Services Policy* and *Complaints Handling Policy* adopted in 2018, and *Internal Review of Decision Policy* adopted in 2022; and**
2. **adopts the *Community Requests, Complaints & Feedback Policy* as presented as Attachment 1 to this report."**

RECOMMENDATION 2 (OPTION 2)

"that Council, having considered Item 14.5 – *Policy Review - Community Requests Services, Complaints & Feedback Policy*, dated 26 February 2024, receives and notes the report and in doing so:

1. revokes the *Requests for Services Policy* and *Complaints Handling Policy* adopted in 2018, and *Internal Review of Decision Policy* adopted in 2022; and
2. adopts the *Community Requests, Complaints & Feedback Policy* presented as Attachment 1 to this report with the following amendments:
 - (a); and
3. 2. Authorises the Chief Executive Officer to make any necessary final amendments to the document.”

RECOMMENDATION 3

“that Council, having considered Item 14.5 – *Policy Review - Community Requests Services, Complaints & Feedback Policy*, dated 26 February 2024, receives and notes the draft *Requests for Service Procedure*, draft *Complaints & Feedback Procedure* and revised draft *Internal Review of Decision Procedure* as presented as Attachment 2, Attachment 3 and Attachment 4 to this report respectively.”

BUDGET IMPACT

Estimated Cost:	Nil
Future ongoing operating costs:	Nil
Is this Budgeted?	Not applicable

RISK ASSESSMENT

The adoption of this revised *Community Requests, Complaints & Feedback Policy*, *Requests for Service Procedure*, *Complaints & Feedback Procedure* and *Internal Review of Decision Procedure* will ensure Council complies with legislative requirements, and aligns with *Councils Policy Review Schedule* and its continued relevance to Council’s needs, activities and programs.

The *Community Requests, Complaints & Feedback Policy* will assist Council Members and employees understanding of Council position and processes in relation to receiving, processing, managing, considering or determining community requests, complaints and feedback.

DETAILED REPORT

Purpose

The purpose of this report is to endorse the reviewed and amended *Community Requests, Complaints & Feedback Policy (Attachment 1)*, and receive and note Council's *Requests for Service Procedure (Attachment 2)*, *Complaints & Feedback Procedure (Attachment 3)* and *Internal Review of Decision Procedure (Attachment 4)*.

Background

The current *Request for Service Policy, Complaints Handling Policy* was last reviewed in 2018. Council's *Internal Review of Council Decisions Policy* and *Internal Review of Council Decisions Procedure* were last reviewed in 2022.

Community Requests, Complaints & Feedback Policy

The *Community Requests, Complaints & Feedback Policy (Attachment 1)* provides clarity and guidance on timely, fair and transparent management of reasonable requests for service, complaints, feedback and review of decisions by Council.

This policy will combine Council's current *Request for Service Policy, Complaints Handling Policy* and *Internal Review of Council Decisions Policy*.

Requests for Service Procedure, Complaints & Feedback Procedure and Internal Review of Decision Procedure

The *Requests for Service Procedure (Attachment 2)*, *Complaints & Feedback Procedure (Attachment 3)* and *Internal Review of Decision Procedure (Attachment 4)*, note the application form is currently under review and will be uploaded to Council's website in due course) outlines Council processes for the *Community Requests, Complaints & Feedback Policy*. These policies have been included for Council Members information. Council should note final amendments will be made to the procedures (such as insertion of flow charts as an example) by Council administration before they are published to Council's website.

Discussion

The policy has been revised by updating and combining the current *Request for Service Policy, Complaints Handling Policy* and *Internal Review of Council Decisions Policy* into the *Community Requests for Services, Complaints & Feedback Policy* to comply with Council's legislative requirements, and provide guidance on timely, fair and transparent management of reasonable requests for service, complaints, feedback and review of decisions by Council.

This policy applies to all employees who may be involved in receiving, processing, managing, considering or determining reasonable requests for service, complaints, feedback and review of decisions in the course of their official functions and duties. Council Members who may receive such requests, complaints, feedback and review of decisions from the community must refer to the appropriate employee to process, manage, consider and determine.

This policy does not apply to other Council processes or matters outside Council's jurisdiction. Such requests, complaints, feedback and review of decisions from the community will be redirected where applicable.

Accepted methods for requests, complaints and feedback

The policy and procedures entail accepted methods of submitting service requests, complaints and feedback, including in-person, phone, email, social media communication, My Local Services App and Council webpage submissions. Snap Send Solve is not an appropriate method of submitting requests, complaints or feedback, namely as:

- Snap Send Solve is a third party, external subscription-based application
- Substantial costs to manage the application; the platform cannot be managed effectively without cost
- Currently Council has no way of closing out the request or viewing the full report; access to reports is limited
- No interface with IT environment, Council is unable guarantee the safety of data and cyber security risks as it is not managed by council
- Resourcing is limited and application requires manually inputting data into EDRMs system

Conclusion

Revisions have been made to *Community Requests, Complaints & Feedback Policy, Requests for Service Procedure, Complaints & Feedback Procedure* and *Internal Review of Decision Procedure*. It is recommended that all revised policies and procedures be adopted by Council, to comply with Council legislative requirements.

ReferencesLegislation

Local Government Act 1999

Council Policies/Plans

Strategic Plan 2020 – 2024 – Proactive Leadership

Request for Service Policy

Complaints Handling Policy

Internal Review of Council Decisions Policy



Community Requests, Complaints & Feedback Policy

As required by section 270 of the Act

Adoption by Council:	DD Month YYYY
Resolution number:	YYYY/###
Current version:	1
Administered by:	Director Corporate Services
Last review date:	2024
Next review date:	2026
Document number:	D23/44412
Strategic outcomes:	Proactive Leadership
Related documents:	Requests for Service Procedure Complaints & Feedback Procedure Internal Review of Decision Procedure

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1. Purpose

- 1.1. The purpose of this policy is to comply with Council's legislative requirements,¹ and provide guidance on timely, fair and transparent management of reasonable requests for service, complaints, feedback and review of decisions by Council.
- 1.2. Interacting with, and providing services to, the community is a key component of Council operations.² Council encourages community feedback (both positive and negative) to assist in the constant improvement of Council's services and operations.

2. Scope

- 2.1. This policy applies to all employees who may be involved in receiving, processing, managing, considering or determining reasonable requests for service, complaints, feedback and review of decisions in the course of their official functions and duties. Council Members who may receive such requests, complaints, feedback and review of decisions from the community must refer to the appropriate employee to process, manage, consider and determine.
- 2.2. This policy does not apply to other Council processes or matters outside Council's jurisdiction. Such requests, complaints, feedback and review of decisions from the community will be redirected where applicable.

¹ Section 270 of the Act.

² Section 6(b) and 8 of the Act.

3. Definitions

- 3.1. **Act** means *Local Government Act 1999*;
- 3.1. **business day** means a day that is not a Saturday, a Sunday or a public holiday;
- 3.1. **community** means any person who lives, works, pays rates, conducts private or government business, visits, utilises services, facilities and public space within the Council area (may also be referred to as a stakeholder);
- 3.2. **complainant** means the person making the complaint;
- 3.2. **complaint** means an expression of dissatisfaction with a product or service delivered by Council, or its representative, that has failed to reach the standard stated, implied or expected;
- 3.3. **Council** means Adelaide Plains Council;
- 3.4. **Council Member** means a member of Council elected in accordance with the Act;
- 3.5. **Customer Request Management System (CRMS)** means the system used to manage workflow and processes for community requests for service across Council;
- 3.6. **Electronic Document and Records Management System (EDRMS)** means a system used to manage records across Council;
- 3.7. **employee** means any person carrying out duties or performing tasks for and on behalf of Council, whether they are paid or unpaid, including staff, contractors, consultants, trainees, volunteers, students and any other person who has access to Council's electronic systems and services in a full-time, part-time or casual capacity;
- 3.8. **feedback** means comments, both positive and negative, about services provided by Council without necessarily requiring a corrective action, change of services or formal review of a decision. Feedback may, however, influence future service reviews and delivery methods;
- 3.9. **request for service** means an application to have Council or its representatives take some form of action to provide or improve a Council Service;
- 3.10. **review of decision** means a process in which Council can reconsider/review the decision-making process and all the evidence relied on to make a decision, including new evidence if relevant;
- 3.11. **unreasonable** means an idea, attitude or action that is not guided by, or based upon, reason, good sense or sound judgment. Unreasonable behaviour that is frivolous, vexatious, misconceived, lacking in substance or has no reasonable prospect of success will not be considered by Council.

4. Council's Core Values

Our approach to interacting with the community is underpinned by Council's core values:

					
Honesty and Integrity	Innovative and Open-minded	Leadership and Diplomacy	Professionalism	Respect	Teamwork
Building trust and loyalty with the community and within Council.	Being proactive in continually improving our services.	By acting strategically and effectively managing our relationships.	Through commitment, quality and timeliness of work delivered.	For others, acting with humility and empathy.	Through unity, cooperation and support.

5. Requests for Service³

5.1. Council can receive requests for service from the community in the following ways:

- (a) Council Members;⁴
- (b) *Request for Service Form* on Council's website—www.apc.sa.gov.au;
- (c) Email: info@apc.sa.gov.au;
- (d) Telephone: (08) 8527 0200;
- (e) Mail: PO Box 18, Mallala SA 5502;
- (f) In Person:
 - Principal Office—2a Wasley Road, Mallala SA 5002;
 - Two Wells Service Centre—69 Old Port Wakefield Road, Two Wells SA 5501;
- (g) Petition to Council;
- (h) My Local Services application⁵; and
- (i) Social Media communication.⁶

5.2. For most requests for service; contact names, addresses or phone numbers are required.⁷ Council may not accept or investigate anonymous requests for service; our ability to process such requests depends on the nature of the information provided and the severity of the situation or the service requested.

5.3. Council will, within 2 business days, *acknowledge* receipt of the request in the same means the request was made (for clarity, requests for service received in person or via telephone are verbally acknowledged at the time of receiving the request by the receiving employee).⁸

5.4. Council will provide an update on all requests for service, excluding anonymous requests, (if required) within 10 business days, advising of Council's *intentions* with regard to the request.

5.5. In determining how to respond to a request for service, Council will consider: Council's Strategic Management Plans, Asset Plans, Annual Budget, Business Plan, the resources required, associated risk, and any legislative obligations.

6. Feedback⁹

6.1. Council can receive feedback from the community in the following ways:

- (a) Council Members;¹⁰
- (b) *Complaints & Feedback Form* on Council's website: www.apc.sa.gov.au;
- (c) Email: info@apc.sa.gov.au;
- (d) Telephone: (08) 8527 0200;
- (e) Mail: PO Box 18, Mallala SA 5502;
- (f) In Person:
 - Principal Office—2a Wasley Road, Mallala SA 5502;

³ Refer to Council's **Requests for Service Procedure** for more information.

⁴ Council Members must forward all written requests for service to info@apc.sa.gov.au for the requests to be created within EDRMS, and be assigned to an actioning officer. Verbal requests received by Council Members should be discussed with the CEO (or nominated delegate) for further action.

⁵ My Local Services application is developed and maintained by the Local Government Association South Australia. Other third party or subscription-based applications, including Snap Send Solve will not be an accepted method of making a request for service, complaint or feedback.

⁶ Refer to Council's **Social Media Policy** for more information.

⁷ Council's **Information Management Policy** and **Privacy Policy** provides further information on how we collect, use and store personal information.

⁸ If there are extenuating circumstances that prevent the acknowledgement of receipt within that time, the actioning officer will acknowledge receipt as soon as possible and include an explanation of why the acknowledgement was not sent within the time frame.

⁹ Refer to Council's **Complaints & Feedback Procedure** for more information.

¹⁰ Council Members refer to footnote 4 for action upon receiving feedback.

- Two Wells Service Centre–69 Old Port Wakefield Road, Two Wells SA 5501;
 - (g) Petition to Council;
 - (h) My Local Services application¹¹; and
 - (i) Social Media communication.¹²
- 6.2. Council will, within 2 business days, *acknowledge* receipt of feedback in the same means the feedback was given (for clarity, feedback received in person or via telephone is verbally acknowledged at the time of receiving feedback by the receiving employee).¹³
- 6.3. At intervals determined by feedback received, the data on such feedback may be reported to Council's Executive Management Team to ensure that needs of the community are identified and considered.

7. Complaint Process

Complaints may vary greatly in their level of complexity and seriousness. Wherever possible, complaints will be resolved when first reported, but, if necessary, will be escalated as necessary:

- (a) Immediate response to resolve the complaint;
- (b) Complaint escalated to a more senior employee;¹⁴
- (c) Internal review of a Council decision by statutory process.

7.1. Complaints¹⁵

- 7.1.1. Council can receive complaints from the community in the following ways:
- (a) Council Members;¹⁶
 - (b) *Complaints & Feedback Form* on Council's website – www.apc.sa.gov.au;
 - (c) Email: info@apc.sa.gov.au;
 - (d) Telephone: (08) 8527 0200;
 - (e) Mail: PO Box 18, Mallala SA 5502;
 - (f) In Person:
 - Principal Office–2a Wasley Road, Mallala SA 5502;
 - Two Wells Service Centre–69 Old Port Wakefield Road, Two Wells SA 5501;
 - (g) Petition to Council;
 - (h) My Local Services application¹⁷; and
 - (i) Social Media communication.¹⁸
- 7.1.2. Council will, within 2 business days, *acknowledge* receipt of a complaint in the same means the complaint was made (for clarity, complaints received in person or via telephone are verbally acknowledged at the time of receiving the complaint by the receiving employee).¹⁹
- 7.1.3. In determining how to respond to a complaint, Council will consider: Council's Strategic Management Plans, Asset Plans and Annual Budget and Business Plan; the resources required; associated risk; and legislative obligations.

¹¹ Refer to footnote 5.

¹² Refer to Council's *Social Media Policy* for more information.

¹³ Refer to footnote 7.

¹⁴ This may occur, for example, where an employee has been involved in the matter that is the subject of the complaint, where the complaint is about an issue that requires a decision to be made at a more senior level, or where a complaint concerns a matter that ranges across more than one Council work area.

¹⁵ Refer to Council's *Complaints & Feedback Procedure* for more information.

¹⁶ Council Members refer to footnote 4 for action upon receiving complaints.

¹⁷ ¹⁷ Refer to footnote 5.

¹⁸ Refer to Council's *Social Media Policy* for more information.

¹⁹ Refer to footnote 7.

- 7.1.4. Council will provide an update to a complainant, excluding anonymous complainants, (if required) within 10 business days, advising of Council's *intentions* with regard to the complaint.
- 7.1.5. When advising a complainant of the outcome of an investigation of a complaint (if required), Council will provide information about alternative remedies, including any rights of appeal and the right to make a complaint to an external agency.
- 7.1.6. Council will treat all complaints received seriously and endeavor to be consistent, fair, and amicable in facilitating an outcome to community complaints. Outcomes will be proportionate and appropriate to the circumstances and will be determined in accordance with Council's supporting processes. If Council deems a complainant's conduct is unreasonable, Council may limit or cease communication and take reasonable action as required.

7.2. Internal Review of Decision²⁰

- 7.2.1. Where Council is unable to satisfactorily address a complaint, a complainant may exercise their right to request an internal review of Council's decision. This process is established by legislation and enables Council to reconsider a decision made. It is generally a *last resort* in the complaint process, but may also be used in situations which are not able to be resolved by other means, such as a complaint about a decision of the CEO.
- 7.2.2. Council is unable to accept or investigate anonymous requests for review of decision.
- 7.2.3. Council will within 2 business days, *acknowledge* receipt of the application for review of decision in writing.
- 7.2.4. Council will ensure that a review of decision is completed within 21 business days. However, in some circumstances, the review process may take longer than 21 business days, applicants will be notified if this is the case.

²⁰ Refer to Council's *Review of Decision Procedure* for more information.

8. References

Local Government Act 1999

9. Records management

All documents relating to this policy will be registered in Council's Record Management System and remain confidential where identified.

10. Document review

This policy will be reviewed in accordance with Council's *Policy Review Schedule* to ensure legislative compliance and its continued relevance to Council's needs, activities and programs.

11. Further information

Public Access:

Members of the public may inspect this policy (or any other related documents) free of charge at:

Council's website: **www.apc.sa.gov.au**; or

Council's Principal Office: **2a Wasleys Rd, Mallala SA 5502.**

A copy of this policy may be obtained on payment of a fee.²¹

Queries:

Any queries in relation to this policy must be in writing to info@apc.sa.gov.au, marked:

Attention: Manager Governance

²¹ As outlined in Council's *Fees & Charges Schedule*.



Requests for Service Procedure

As required under section 270 of the Act

Current version:	1
Administered by:	Director Corporate Services
Last review date:	2024
Next review date:	2026
Document number:	D24/695
Strategic outcomes:	Proactive Leadership
Related documents:	Community Requests, Complaints & Feedback Policy Complaints & Feedback Procedure Internal Review of Decision Procedure

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1. Purpose

This procedure is to be read in conjunction with the **Community Requests, Complaints & Feedback Policy** to ensure requests for service, as a key component of Council's operations, are managed timely, fairly and transparently.¹

2. Scope

- 2.1. This procedure applies once a request for service is received by Council.
- 2.2. This procedure applies to all employees who may be involved in receiving, processing, managing, considering or determining reasonable requests for service in the course of their official functions and duties.² Council Members who may receive such requests, complaints, feedback and review of decisions from the community must refer to the appropriate employee to process, manage, consider and determine.
- 2.3. This procedure does not apply to other Council processes or matters outside Council's jurisdiction. Requests for service will be redirected where applicable.

3. Definitions

- 3.1. **Act** means *Local Government Act 1999*;
- 3.2. **actioning officer** means the officer assigned responsibility within CRMS to the work area, to process the request;
- 3.3. **business day** means a day that is not a Saturday, a Sunday or a public holiday;
- 3.4. **community** means any person who lives, works, pays rates, conducts private or government business, visits, utilises services, facilities and public space within the Council area (may also be referred to as a stakeholder);
- 3.5. **CEO** means Chief Executive Officer of Council;
- 3.6. **Council** means Adelaide Plains Council;
- 3.7. **Council Member** means a member of Council elected in accordance with the Act;
- 3.8. **Customer Request Management System (CRMS)** means the system used to manage workflow and processes for community requests for service across Council;
- 3.9. **Electronic Document and Records Management System (EDRMS)** means a system used to manage records across Council;
- 3.10. **employee** means any person carrying out duties or performing tasks for and on behalf of Council, whether they are paid or unpaid, including staff, contractors, consultants, trainees, volunteers, students and any other person who has access to Council's electronic systems and services in a full-time, part-time or casual capacity;
- 3.11. **request for service** means an application to have Council or its representatives take some form of action to provide or improve a Council Service.

¹ Section 270 of the Act.

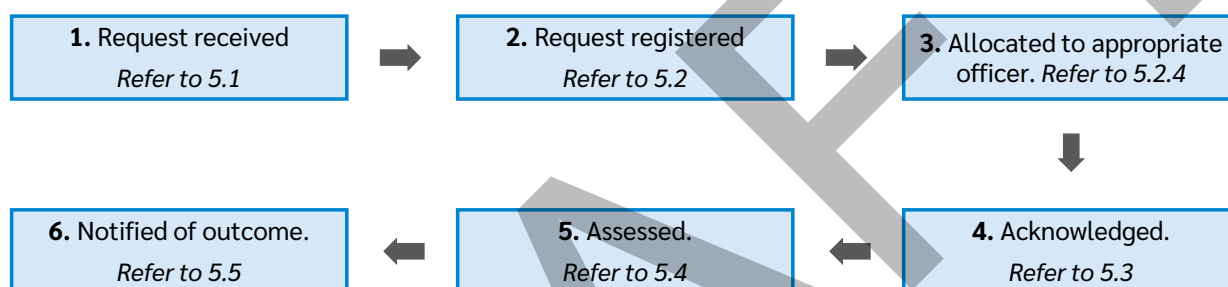
² Employees whose role does not include receiving requests/do not have access to CRMS, must forward/direct such requests to Council's Customer Service Team.

4. Council's Core Values

Our approach to processing requests for service is underpinned by Council's core values:

 Honesty and Integrity	 Innovative and Open-minded	 Leadership and Diplomacy	 Professionalism	 Respect	 Teamwork
Building trust and loyalty with the community and within Council.	Being proactive in continually improving our services.	By acting strategically and effectively managing our relationships.	Through commitment, quality and timeliness of work delivered.	For others, acting with humility and empathy.	Through unity, cooperation and support.

5. Process for Request for Service



5.1. Making a request for service

5.1.1. Council can receive requests for service from the community in the following ways:

- (a) Council Members;³
- (b) *Request for Service Form* on Council's website—www.apc.sa.gov.au;
- (c) Email: info@apc.sa.gov.au;
- (d) Telephone: (08) 8527 0200;
- (e) Mail: PO Box 18, Mallala SA 5502;
- (f) In Person:
 - Principal Office—2a Wasley Road, Mallala SA 5502;
 - Two Wells Service Centre—69 Old Port Wakefield Road, Two Wells SA 5501;
- (g) Petition to Council;
- (h) My Local Services application⁴; and
- (i) Social media communication.⁵

³ Council Members must forward all written requests for service to info@apc.sa.gov.au for the requests to be created within EDRMS, and be assigned to an acting officer. Verbal requests received by Council Members should be discussed with the CEO (or nominated delegate) for further action.

⁴ My Local Services application is developed and maintained by the Local Government Association South Australia. Other third party or subscription-based applications, including Snap Send Solve will not be an accepted method of making a request for service, complaint or feedback.

⁵ Refer to Council's **Social Media Policy** for more information.

5.2. Registering a request⁶

- 5.2.1. All requests for service must be recorded in CRMS.⁷ However, if the request is received via: (b) *Request for Service Form*, (c) Email or (e) Mail, the request for service is to be recorded in EDRMS and actioned in CRMS.⁸
- 5.2.2. When a request is registered into CRMS, the following details must be included:⁹
- (a) date and time of call, email or other correspondence as outlined in item 5.1.1;
 - (b) name of the employee who recorded the request;
 - (c) community member name, address and contact details (phone and/or email);
 - (d) comprehensive information about the nature of the request;
 - (e) whether the community member wishes to be advised of the outcome of the request;
 - (f) any documents, notes, photographs, correspondence or other information provided by the community member to help support their request.
- 5.2.3. Council may not accept or investigate anonymous requests for service; our ability to process such requests depends on the nature of the information provided and the severity of the situation or the service requested.
- 5.2.4. The request will then be allocated to the appropriate actioning officer and prioritised appropriately.

5.3. Acknowledgement of receipt

Where the request for service has been made, the actioning officer will, within 2 business days, *acknowledge* receipt of the request in the same means the request was made (for clarity, requests for service received in person or via telephone are verbally acknowledged at the time of receiving the request by the receiving employee).¹⁰

5.4. Assessing a request

- 5.4.1. The circumstances of individual requests for service will vary greatly. Each request must be assessed at the first instance to determine how Council will action the request. This process will vary depending on the nature of the request for service.
- 5.4.2. In determining how to respond to a request for service, Council will consider: Council's Strategic Management Plans, Asset Plans, Annual Budget, Business Plan, the resources required, associated risk, and any legislative obligations.

5.5. Notification of outcome

Council will provide an update for all requests for service, excluding anonymous requests, (if required) within 10 business days, advising of Council's *intentions* with regard to the request.

⁶ Also refer to section 9 of this procedure.

⁷ All requests for service received by an employee are to be entered into CRMS by the receiving employee (if able), or forwarded to info@apc.sa.gov.au.

⁸ In accordance with Council's *Information Management Policy*. Council Members refer to footnote 3 for action upon receiving requests for service.

⁹ Refer to Council's *Social Media Policy and Digital Media Strategy* for information on management of Social Media communication.

¹⁰ If there are extenuating circumstances that prevent the acknowledgement of receipt within that time, the actioning officer will acknowledge receipt as soon as possible and include an explanation of why the acknowledgement was not sent within the time frame.

6. Complex requests

Some requests may require direction from the CEO or occasionally, a decision of our Council Members. These complex requests will be promptly forwarded accordingly.

7. Service improvement

At intervals determined by the number of requests for service received, the data on such requests may be reported to Council's Executive Management Team to ensure that needs of the community are identified and considered.

8. References

Local Government Act 1999

9. Records management

All documents relating to this procedure will be registered in Council's Record Management System and remain confidential where identified.

10. Document review

This procedure will be reviewed in accordance with Council's *Procedure Review Schedule* to ensure legislative compliance and its continued relevance to Council's needs, activities and programs.

11. Further information

Public Access:

Members of the public may inspect this procedure (or any other related documents) free of charge at:
Council's website: www.apc.sa.gov.au; or
Council's Principal Office: **2a Wasleys Rd, Mallala SA 5502.**

A copy of this procedure may be obtained on payment of a fee.¹¹

Queries:

Any queries in relation to this procedure must be in writing to info@apc.sa.gov.au, marked:

Attention: Manager Governance

¹¹ As outlined in Council's *Fees & Charges Schedule*.



Complaints & Feedback Procedure

As required under section 270 of the Act

Current version:	1
Administered by:	Director Corporate Services
Last review date:	2024
Next review date:	2026
Document number:	D24/733
Strategic outcomes:	Proactive Leadership
Related documents:	Community Requests, Complaints & Feedback Policy Requests for Service Procedure Internal Review of Decision Procedure

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1. Purpose

This procedure is to be read in conjunction with the **Community Requests, Complaints & Feedback Policy** to ensure complaints and feedback are managed timely, fairly and transparently.¹

2. Scope

- 2.1. This procedure applies once a complaint or feedback is received by Council.
- 2.2. This procedure applies to all employees who may be involved in receiving, processing, managing, considering or determining complaints and feedback in the course of their official function and duties.² Council Members who may receive complaints and feedback from the community must refer to the appropriate employee to process, manage, consider and determine.
- 2.3. This procedure does not apply to other Council processes or matters outside Council's jurisdiction. Complaints and feedback will be redirected where applicable.

3. Definitions

- 3.1. **Act** means *Local Government Act 1999*;
- 3.2. **actioning officer** means the officer assigned responsibility within CRMS to the work area, to process the request;
- 3.3. **business day** means a day that is not a Saturday, a Sunday or a public holiday;
- 3.4. **CEO** means Chief Executive Officer of Council;
- 3.5. **community** means any person who lives, works, pays rates, conducts private or government business, visits, utilises services, facilities and public space within the Council area (may also be referred to as a stakeholder);
- 3.6. **complainant** means the person making the complaint;
- 3.7. **complaint** means an expression of dissatisfaction with a product or service delivered by the Council, or its representative, that has failed to reach the standard stated, implied or expected;
- 3.8. **Council** means Adelaide Plains Council;
- 3.9. **Council Member** means a member of Council elected in accordance with the Act;
- 3.10. **Customer Request Management System (CRMS)** means the system used to manage workflow and processes for community requests for service across Council;
- 3.11. **Electronic Document and Records Management System (EDRMS)** means a system used to manage records across Council;
- 3.12. **employee** means any person carrying out duties or performing tasks for and on behalf of Council, whether they are paid or unpaid, including staff, contractors, consultants, trainees, volunteers, students and any other person who has access to Council's electronic systems and services in a full-time, part-time or casual capacity;
- 3.13. **feedback** means comments, both positive and negative, about services provided by Council without necessarily requiring a corrective action, change of services or formal review of a decision. Feedback may, however, influence future service reviews and delivery methods;
- 3.14. **unreasonable** means an idea, attitude or action that is not guided by, or based upon, reason, good sense or sound judgment. Unreasonable behaviour that is frivolous, vexatious, misconceived, lacking in substance or has no reasonable prospect of success will not be considered by Council.

¹ Section 270 of the Act.

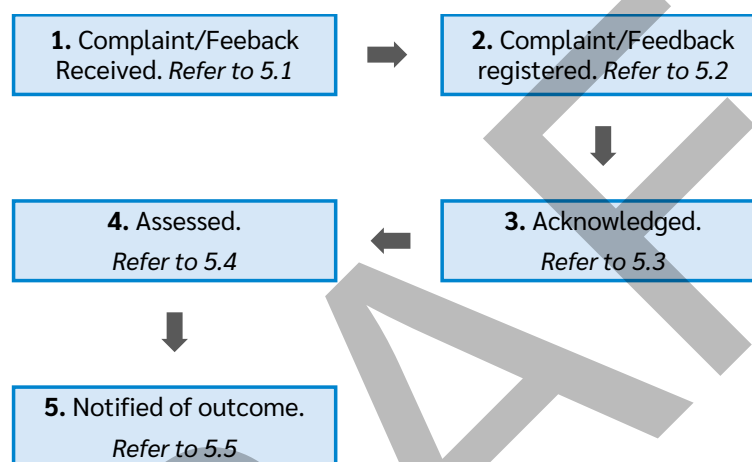
² Employees whose role does not include receiving complaints/do not have access to CRMS, must forward/direct such requests to Council's Customer Service Team.

4. Council's Core Values

Our approach to managing complaints and feedback is underpinned by Council's core values:

 Honesty and Integrity	 Innovative and Open-minded	 Leadership and Diplomacy	 Professionalism	 Respect	 Teamwork
Building trust and loyalty with the community and within Council.	Being proactive in continually improving our services.	By acting strategically and effectively managing our relationships.	Through commitment, quality and timeliness of work delivered.	For others, acting with humility and empathy.	Through unity, cooperation and support.

5. Complaint & feedback process



5.1. Making a complaint or providing feedback

5.1.1. Council can receive complaints and feedback from the community in the following ways:

- Council Members;³
- Complaints & Feedback Form* on Council's website—www.apc.sa.gov.au;
- Email: info@apc.sa.gov.au;
- Telephone: (08) 8527 0200;
- Mail: PO Box 18, Mallala SA 5502;
- In Person:
 - Principal Office—2a Wasley Road, Mallala SA 5502;
 - Two Wells Service Centre—69 Old Port Wakefield Road, Two Wells SA 5501;
- Petition to Council;
- My Local Services application⁴; and
- Social media communication.⁵

³ Council Members must forward all written requests for service to info@apc.sa.gov.au for the requests to be registered within CRMS, and be assigned to an actioning officer. Verbal requests received by Council Members should be discussed with the CEO (or nominated delegate) for further action.

⁴ ⁴ My Local Services application is developed and maintained by the Local Government Association South Australia. Other third party or subscription-based applications, including Snap Send Solve will not be an accepted method of making a request for service, complaint or feedback.

⁵ Refer to Council's **Social Media Policy** for more information. Complaints and feedback made through social media will be assessed on a case by case basis and will be forwarded for action where necessary.

5.2. Registering a complaint or feedback⁶

- 5.2.1. All complaints and feedback must be recorded in CRMS.⁷ However, if the complaint or feedback is received via: (b) *Complaints & Feedback Form*, (c) Email or (e) Mail, the complaint or feedback is to be recorded in EDRMS and actioned in CRMS.⁸
- 5.2.2. When a complaint or feedback is registered into CRMS, the following details must be included:
- (a) date and time of call, email or other correspondence as outlined in item 5.1.1;
 - (b) name of the employee who recorded the complaint or feedback;
 - (c) name, address and contact details (phone and/or email) of complainant;
 - (d) comprehensive information about the nature of the complaint or feedback;
 - (e) whether the complainant wishes to be advised of the outcome of the complaint or feedback;
 - (f) any documents, notes, photographs, correspondence or other information provided by the complainant to help support the complaint or feedback.
- 5.2.3. The complaint or feedback will then be allocated to the appropriate actioning officer and prioritised appropriately.

5.3. Acknowledgement of receipt

Where the complaint or feedback has been made, the actioning officer will, within 2 business days, *acknowledge* receipt of the complaint or feedback in the same means the complaint or feedback was made (for clarity, complaints or feedback received in person or via telephone are verbally acknowledged at the time of receiving the complaint or feedback by the receiving employee).⁹

5.4. Assessing a complaint

- 5.4.3. The circumstances of individual complaints and feedback will vary greatly. Each complaint or feedback must be assessed at the first instance to determine how Council will action. This process will vary depending on the nature of the complaint or feedback, and in some instance, investigation may be required.
- 5.4.4. In determining how to respond to a complaint, Council will consider: Council's Strategic Management Plans, Asset Plans and Annual Budget and Business Plan; the resources required; associated risk; and legislative obligations.

5.5. Notification of outcome

- 5.5.1. Council will provide an update on all complaints or feedback, excluding anonymous complaints and feedback, (if required) within 10 business days, advising of Council's *intentions* with regard to the complaint or feedback.
- 5.5.2. When advising a complainant of the outcome of an investigation of a complaint or feedback, Council will provide information about alternative remedies.

⁶ Also refer to section 9 of this procedure.

⁷ All complaints and feedback received by an employee are to be entered into CRMS by the receiving officer (if able), or forwarded to info@apc.sa.gov.au.

⁸ In accordance with Council's **Information Management Policy**. Council Members refer to footnote 3 for action upon receiving complaints or feedback.

⁹ If there are extenuating circumstances that prevent the acknowledgement of receipt within that time, the actioning officer will acknowledge receipt as soon as possible and include an explanation of why the acknowledgement was not sent within the time frame.

(a) Alternative Remedies;

When advising a community member of an investigation outcome for a complaint or feedback, Council will provide information about alternative remedies, including any rights of appeal and the right to make a complaint to an external agency. While Council prefers to address complaints directly, you may choose to raise your complaint with the following agencies (but may not be limited to):

- Ombudsman SA;¹⁰
- Office of Public Integrity;
- Minister for Local Government;
- Water Industry Ombudsman;
- Court or Tribunal;
- South Australian Civil & Administrative Tribunal; or
- any other relevant authority.

6. Unreasonable Behaviour

6.1. All complaints received by Council will be treated seriously and courteously. Council acknowledges the process of making a complaint can be stressful and/or emotional for a complainant. However, employees are not expected to tolerate threatening, abusive or otherwise unreasonable behaviour in any form. When faced with a situation where an employee considers a complainant's behaviour to be threatening, abusive or otherwise unreasonable, an employee may:

- (a) Identify the behaviour and request the behaviour stops;
- (b) Remove themselves from the situation and/or cease communication;
- (c) Restrict correspondence/contact with the complainant;¹¹
- (d) Advise their manager immediately, and where required contact Police;

6.1.1. Where an employee is required to take action in these instances, they will be required to report the incident to their manager and complete an incident report.

6.2. Any decision to suspend action on a complaint will be made by the CEO or his/her delegate and communicated in writing to the complainant.

7. Service improvement

At intervals determined by the number of complaints or feedback received, the data on such complaints and feedback may be reported to Council's Executive Management Team to ensure that needs of the community are identified and considered.

¹⁰ Note: As a general rule, Ombudsman SA prefers a complaint to be addressed by Council in first instance, unless this is not appropriate in the circumstances.

¹¹ Before making any decision to restrict correspondence/contact, the complainant will be warned that, if the specified behaviour(s) or actions continue, restrictions may be applied.

8. References

Local Government Act 1999

9. Records management

All documents relating to this procedure will be registered in Council's Record Management System and remain confidential where identified.

10. Document review

This procedure will be reviewed in accordance with Council's *Procedure Review Schedule* to ensure legislative compliance and its continued relevance to Council's needs, activities and programs.

11. Further information

Public Access:

Members of the public may inspect this procedure (or any other related documents) free of charge at:

Council's website: **www.apc.sa.gov.au**; or

Council's Principal Office: **2a Wasleys Rd, Mallala SA 5502.**

A copy of this procedure may be obtained on payment of a fee.¹²

Queries:

Any queries in relation to this procedure must be in writing to info@apc.sa.gov.au, marked:

Attention: Manager Governance

¹² As outlined in Council's *Fees & Charges Schedule*.



Internal Review of Decision Procedure

As required under section 270 of the Act

Current version:	1
Administered by:	Director Corporate Services
Last review date:	2024
Next review date:	2026
Document number:	D24/3131
Strategic outcomes:	Proactive Leadership
Related documents:	Community Requests, Complaints & Feedback Policy Requests for Service Procedure Complaints & Feedback Procedure

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1. Purpose

This procedure is to be read in conjunction with the **Community Requests, Complaints & Feedback Policy** to ensure applications for review of decision are managed in a timely, fairly and transparent manner.¹

2. Scope

- 2.1. This procedure applies once an application for review of decision, and the prescribed fee, is received by Council. An application for review of decision should only be made once the other appropriate mechanisms under the **Community Requests, Complaints & Feedback Policy** have been undertaken.
- 2.2. This procedure applies to all employees who may be involved with receiving, processing, managing, considering or determining review of decisions in the course of their official functions and duties (including, but not limited to, any employee nominated as the IRCO by the CEO). Council Members must refer such requests for review of decision to the CEO.
- 2.3. This procedure does not apply to other Council processes or matters outside Council's jurisdiction. Applicants will be redirected where applicable.

3. Definitions

- 3.1. **Act** means the *Local Government Act 1999*;
- 3.2. **business day** means a day that is not a Saturday, a Sunday or a public holiday;
- 3.3. **applicant** means the person (from the community) lodging the request for review of decision under section 270 of the Act;
- 3.4. **application** means the formal request for a review of Council decision;
- 3.5. **CEO** means Chief Executive Officer of Council;
- 3.6. **community** means any person who lives, works, pays rates, conducts private or government business, visits, utilises services, facilities and public space within the Council area (may also be referred to as a stakeholder);
- 3.7. **Council** means Adelaide Plains Council;
- 3.8. **Council Member** means a member of council elected in accordance with the Act;
- 3.9. **employee** means any person carrying out duties or performing tasks for and on behalf of Council, whether they are paid or unpaid, including staff, contractors, consultants, trainees, volunteers, students and any other person who has access to Council's electronic systems and services in a full-time, part-time or casual capacity;
- 3.10. **Internal Review Contact Officer (IRCO)** means an employee appointed by the CEO as the point of contact for applicants, appointed on a case-by-case basis;
- 3.11. **review of decision** means a process in which Council can reconsider/review the decision-making process and all the evidence relied on to make a decision, including new evidence if relevant;
- 3.12. **prescribed fee** means the prescribed fee of \$20.00 as set in the *Local Government (Application for Review Fee) Notice 2021* and applies to all section 270 applications for review of decision;
- 3.13. **procedural fairness** means that the applicant will be given the right to put their case forward, and have an opportunity to provide all documentary evidence, rather than given an oral hearing.

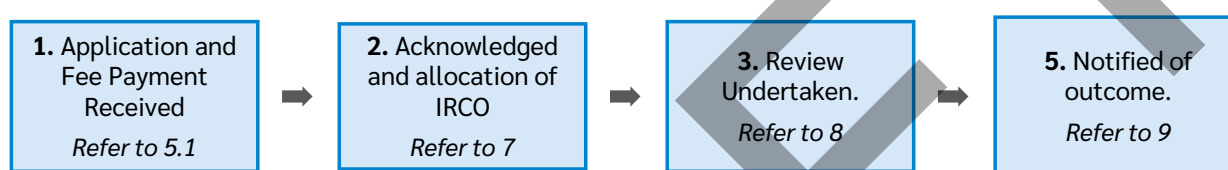
¹ Section 270 of the Act.

4. Council's Core Values

Our approach to undertaking review of decisions is underpinned by Council's core values:

 Honesty and Integrity	 Innovative and Open-minded	 Leadership and Diplomacy	 Professionalism	 Respect	 Teamwork
Building trust and loyalty with the community and within Council.	Being proactive in continually improving our services.	By acting strategically and effectively managing our relationships.	Through commitment, quality and timeliness of work delivered.	For others, acting with humility and empathy.	Through unity, cooperation and support.

5. Application Process



5.1 Making an application²

5.1.1. An application for a review of decision provides Council with an opportunity to revisit a decision which has aggrieved an interested party, depending on the particular circumstances, it may also include a person who is not the direct subject of the decision. Council will determine whether a person has sufficient interest to apply for a review of decision on a case-by-case basis.

5.1.2. An application for review of decision must be made in writing, by email or letter correspondence, and received by Council within 6 months of the making of the original decision (of which review is sought)³ and include:

- date of application;
- applicant name/contact information;
- a statement clearly indicating the applicant wishes to have a decision reviewed under section 270 of the Act;
- detail of the decision to be reviewed;
- the reason for applying for the review (that is, why the applicant believes the decision is wrong);
- resolution sought by applicant;
- any other relevant information;

and payment of the prescribed fee of \$20.00.⁴

5.1.3. Council is unable to accept or investigate anonymous requests for review of decision.

² Section 270(2)(a) of the Act.

³ Section 270(2a)(a)(b) of the Act; Council may allow a late application in appropriate cases (at the discretion of the CEO).

⁴ Section 270 (3)(3a) of the Act; Council may reduce, waive or refund (whole or in part) the prescribed fee (at the discretion of the CEO). An application will not be considered 'officially received' until payment has been received, or the prescribed fee has been waived by Council.

5.1.4. Applicants are strongly encouraged to use the application form found as Attachment 1, addressed to the CEO (an application for review of decision by CEO should be addressed to the Mayor) and submitted via:

(a) Post: Adelaide Plains Council, PO Box 18, Mallala SA 5502;

(b) Email: info@apc.sa.gov.au; or

(c) In person:

- Mallala Principal Office–2a Wasleys Road, Mallala SA 5502 or;
- Two Wells Service Centre–69 Old Port Wakefield Road, Two Wells SA 5501;

5.1.5. Assistance will be provided to applicants where necessary.⁵

5.1.6. Applications that relate to the impact that any declaration of rates or service charges may have on ratepayers will be dealt with promptly and if appropriate addressed through the provision of relief or concessions under the Act.⁶

6. Refusal to consider application for review of decision⁷

6.1. Council may refuse an application for review of decision if:

- (a) The application is made by an employee and relates to issues concerning their employment;
- (b) It appears the application is frivolous or vexatious;
- (c) The applicant does not have sufficient interest in the matter; or
- (d) The subject matter of the application has been or is already the subject of a review by the Council or an investigation, inquiry or review by another authority.

6.2. If an application for review of decision is refused, reasons for the refusal will be provided to the applicant in writing.

7. Acknowledgement of receipt and appointment of IRCO⁸

7.1. The CEO will appoint an employee to act as the point of contact for the applicant, on a case-by-case basis. All applications will be referred to the IRCO upon receipt.

7.2. The role of the IRCO is to:

- (a) Explain this procedure to the applicant and explore options available to resolve the matter, such as alternative dispute resolution before a formal request for review is lodged (where possible and appropriate);
- (b) Acknowledge receipt of the application for review of decision within 2 business days;
- (c) Outline the timeframes involved, and action to be taken in first instance;
- (d) Undertake a preliminary investigation to determine what (if any) actions have already been taken to resolve the matter;
- (e) Ensure adequate records of the review process, findings and outcome are produced and maintained, including maintenance of a register of all applications for review and their outcome;
- (f) Assist the CEO in making an initial determination whether to accept or refuse the application for review of decision;⁹
 - i. After initial assessment of the application, the IRCO may (if deemed necessary) invite the applicant to provide further information to assist in understanding the applicant's

⁵ If necessary, employees will arrange for access to interpreters, aids or advocates to ensure an applicant is treated equitably.

⁶ Section 270(2)(ca) of the Act.

⁷ Section 270(4) of the Act.

⁸ Section 270(2)(b) of the Act.

⁹ Section 6 of this procedure for refusing applications.

- concerns, the issue to be investigated and the outcome or remedy sought;
- (g) Determining how the review will be considered and the suitable person to reconsider the decision under review;¹⁰
 - (h) Keep the applicant informed as to the progress of the review of decision.
 - (i) Where matters are referred to Council Members for consideration, provide a report(s) to Council at intervals through the review process and a final report at the conclusion of the process.

8. Undertaking Review of Decision

- 8.1. In undertaking the review of decision, the CEO, Council or delegate will review the decision to ensure the original decision-making process having regard to:
- (a) if the decision-maker had power to make the decision;
 - (b) if the process was free from bias;
 - (c) if the decision was reasonable;
 - (d) if the decision was made on facts and evidence;
 - (e) if relevant legislation, policies and procedures were considered;
 - (f) if matters relevant to the decision were considered and were not influenced by extraneous factors;
 - (g) if the decision-maker did not exercise a discretion or power in bad faith or for an improper purpose;
 - (h) if the decision-maker did not exercise a discretionary power at the discretion of another person; and
 - (i) if applicant was afforded procedural fairness.
- 8.2. Where the review of decision is referred to Council, the CEO (or delegate/or Mayor) will prepare a report(s) to Council which will include all relevant information about the decision being reviewed to ensure Council can make an informed decision to affirm, vary or revoke the decision under review.
- 8.3. If the reviewer is an employee who does not have delegation enabling the making of a decision or an external body, the reviewer should report the outcome of review to Council Members (or delegate) for a determination as to whether the decision should be affirmed, varied or revoked.

9. Notification of outcome

- 9.1. Council will use its best endeavors to ensure that a review of the original decision will be completed within 21 business days. However, in some circumstances, the review process may take longer than 21 business days, applicants will be notified if this is the case.
- 9.2. The applicant will be notified of the outcome of the review of decision in writing.
- 9.3. When advising a community member of the outcome for review of decision, Council will provide information about alternative remedies, including any rights of appeal and the right to make a complaint to an external agency. While Council prefers to address complaints directly, you may choose to raise your complaint with the following agencies:
- Ombudsman SA;¹¹
 - Office of Public Integrity;
 - Minister for Local Government;
 - Water Industry Ombudsman;

¹⁰ Wherever possible, and appropriate, the IRCO may involve an external person or panel to assist with the review of decision.

¹¹ Note: As a general rule, Ombudsman SA prefers a complaint to be addressed by Council in first instance, unless this is not appropriate in the circumstances.

- Court or Tribunal;
- South Australian Civil & Administrative Tribunal; or
- any other relevant authority.

10. Service improvement

At intervals determined by the number of complaints received, the data on such requests may be reported to Council's Executive Management Team to ensure that needs of the community are identified and considered.

11. References

Local Government Act 1999

12. Records management

All documents relating to this procedure will be registered in Council's Record Management System and remain confidential where identified.

13. Document review

This procedure will be reviewed in accordance with Council's *Procedure Review Schedule* to ensure legislative compliance and its continued relevance to Council's needs, activities and programs.


14. Further information

Public Access:

Members of the public may inspect this procedure (and other related documents) free of charge at:
Council's website: www.apc.sa.gov.au; or
Council's Principal Office: **2a Wasleys Rd, Mallala SA 5502.**

Queries:

A copy of this procedure may be obtained on payment of a fee.
Any queries in relation to this procedure must be in writing to info@apc.sa.gov.au, marked:
Attention: Manager Governance

 Adelaide Plains Council	Requests for Services Policy	
	Adoption by Council:	2018
	Resolution Number:	2018/309
	Current Version:	V1.0
	Administered by:	Last Review Date: 2018
	Chief Executive Officer	Next Review Date: 2020
DOCUMENT NO: D17/22154	Strategic Outcome:	
	5.3 Customer focused Council services	

1. Objective

Local Government delivers an extensive range of services and infrastructure to communities, and discharges obligations under many pieces of legislation. Providing services to the community is a key component of Council's operations and requests for work to be undertaken or a service provided are a daily occurrence.

Adelaide Plains Council is committed to the provision of quality service to customers and aims to provide services fairly and efficiently. It also monitors requests to identify ways in which it can proactively improve its services.

Section 270 of the *Local Government Act 1999* requires Council to develop and maintain a policy about "any reasonable request for the provision of a service by the Council or for the improvement of a service provided by the Council."

This policy aims to:-

- 1.1 provide guidance on what may constitute a reasonable request for a service or an improvement to a service
- 1.2 distinguish between requests, complaints and feedback to Council and give direction on management of requests
- 1.3 establish a standardized process for assessing and processing requests including the collation of information which can be used to directly inform service improvements

2. Scope

The Executive Management Team and Coordinators are responsible for the implementation and monitoring of Council's Request for Service Policy and any associated processes, however responsibilities addressing a specific enquiry or request for service may be delegated to specific employees or external agencies depending on the nature of the enquiry or request.

3. Principles Underlying the Policy

This policy is based on five principles, which will be fundamental in the way Council approaches requests for service. They are:-

- 3.1 Fairness: treating customers fairly requires impartiality, confidentiality and transparency at all stages of the process
- 3.2 Accessibility: to be accessible there must be broad public awareness about Council's policy and a range of contact options
- 3.3 Responsiveness: this will be achieved by providing sufficient resources, well trained staff and review and improvement of the systems
- 3.4 Efficiency: customer requests will be dealt with as quickly as practical while adhering to this policy
- 3.5 Integration of different areas of Council where the customer request overlaps functional responsibilities

In processing requests for service emphasis will be placed on:-

- Public safety and emergencies
- Fulfilling Council's strategic and business plans
- Using Council resources effectively
- Guidelines and conditions of externally funded programs (e.g. Home and Community Care)

4. Definitions

Act means to the *Local Government Act 1999 (SA)*.

Business Day means a day where Council is normally open for business i.e. Monday to Friday excluding public holidays.

Council means Adelaide Plains Council.

Employee means a person employed directly by the Council in a full time, part time or casual capacity (whether that position is permanent or contractual) and a person providing services to, or on behalf of, the Council even though they may be employed by another party.

5. What is a Request for Service?

A **Request for Service** is an application to have Council or its representative take some form of action to provide or improve a Council service.

Council also receives complaints and feedback across all areas of operations and clarification may be necessary to make the distinction for the purposes of this policy.

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A **Complaint** is an expression of dissatisfaction with a product or service delivered by the Council or its representative that has failed to reach the standard stated, implied or expected. This includes complaints about a service that has been, or should have been, delivered.

Where Council has failed to meet the normal standards for a service which has been, or should have been, delivered the **Complaints Handling Policy** will apply. Where ambiguity exists, Council will deal with a matter as a request for service, rather than a complaint, in the first instance.

Feedback can take the form of comments, both positive and negative, about services provided by Council without necessarily requiring a corrective action, change of services or formal review of a decision. Feedback may, however, influence future service reviews and delivery methods.

6. Policy Statement

Requests for service will be assessed in the context of the services and work provided for in the Council's annual business plan and budget and according to the conditions of externally funded programs.

7. Reasonable Request for Service

In determining how to respond to a request for service Council will consider:

- An assessment of risk
- Statutory responsibilities
- The content of Council's Strategic Management Plans, Annual Business Plans, annual works program and Annual Budget
- Relevant Council policies and codes
- Established service standards and response times for regular Council activities.

8. Processing a Request for Service

In Council's experience, most requests fit within well established guidelines which will be explained to an applicant at the outset. Council aims to manage requests efficiently and effectively. Employees are provided with a level of authority to advise applicants of the likely timeframe to complete the action required. Where further evaluation is necessary before committing Council to undertake the work the applicant will be informed accordingly. If a request cannot be fulfilled in a reasonable timeframe the applicant will be advised, including an explanation of why this decision was taken.

Where an applicant is not satisfied with the Council's decision, it is open to the applicant to lodge a complaint against the decision under Council's Complaints Handling Policy.

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9. Timeframes for Response

The circumstances of individual requests for service will vary greatly. In the majority of cases requests will be processed promptly and the applicant advised verbally or by return post/email.

Routine requests are often subject to service response standards. For example, the assessment of public safety concerns will occur, where practicable, on the same day as the request is received. Other requests may be best suited to scheduling to coincide with work in a particular suburb or season. Examples of this include tree pruning on Council streets and attention to minor drainage problems. Requests for major works or new services will be referred to Council for consideration as part of the next annual cycle of review and public consultation.

Council staff will respond to all requests within ten (10) business days, advising of Council's intentions in regard to the request.

10. Recording Requests for Service

A person can make application for a service in a number of ways:

- Request for Services Form on Council's website – www.apc.sa.gov.au
- Email – info@apc.sa.gov.au
- Letter – PO Box 18, Mallala 5502
- Telephone – (08) 8527 0200
- Visit a Council Office
 - Principal Office - 2a Wasleys Road, Mallala
 - Two Wells Service Centre - 69 Old Port Wakefield Rd, Two Wells
- Petition to Council

All requests will be recorded in Council's records management system in such a way that the information can also be analyzed for service improvement opportunities.

11. Rejected Requests

All rejected requests will be recorded and may be reconsidered at a future date, such as in conjunction with the preparation of an Annual Business Plan and associated budget. Council will receive a report on the number and nature of requests, including the percentage of rejected requests, at least twice a year.

12. Related Documents

Customer Service Charter
Annual Business Plan
Asset Management Plans
Complaints Handling Policy
Complaints Handling Procedure
Code of Conduct for Council Members
Human Resource Management Policy
Internal Review of Council's Decision Policy
Long Term Financial Plan
Strategic Plan
Whistleblowers Policy

13. Records Management

All documents relating to this Charter will be registered in Council's Electronic Document and Record Management System (EDRMS) and remain confidential where identified.

14. Document Review

This Policy will be reviewed periodically to ensure legislative compliance and that it continues to meet the requirements of Council, its activities and programs.

15. References

Development Act 1993
Freedom of Information Act 1991
Local Government Act 1999

16. Further Information

Members of the public may inspect this Policy free of charge on Council's website at www.apc.sa.gov.au or at Council's Principal Office at:

2a Wasleys Rd, Mallala SA 5502

On payment of a fee, a copy of this Policy may be obtained.

Any queries in relation to this Policy must be in writing and directed to the General Manager
- Governance and Communications.

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	Complaints Handling Policy	
	Adoption by Council:	2018
	Resolution Number:	2018/309
	Current Version:	V1.0
	Administered by:	Last Review Date: 2018
	Chief Executive Officer	Next Review Date: 2020
DOCUMENT NO: D18/27702	Strategic Outcome:	
	5.3 Customer focused Council services	

1. Objective

Adelaide Plains Council is committed to providing service excellence and transparency. This is achieved by applying an efficient, consistent, fair and accessible approach to customer service.

Council provides an extensive range of services and infrastructure to the community and discharges obligations under many pieces of legislation.

Council is committed to the provision of quality service to customers and regards complaints as an opportunity to improve practices and procedures as well as resolve the matter. The aim of this policy is to provide a fair, consistent and structured process for Council's customers if they are dissatisfied with a Council action, decision or service. Lessons learnt from complaint investigations will be used to directly inform service improvements.

Emphasis will be placed on resolving complaints as quickly as possible. However where complaints cannot be settled in the first instance Council will ensure that they are dealt with through appropriate, more formal procedures by staff with the authority to make decisions. This procedure is broadly consistent with the Australian Standard for complaint handling.

2. Scope

The Executive Management Team and Coordinators are responsible for the implementation and monitoring of Council's Complaints Handling Policy and any associated processes, however responsibilities addressing a specific complaint may be delegated to specific employees or external agencies depending on the nature of the complaint.

3. Principles Underlying the Policy

This Policy is based on five principles, which will be fundamental in the way Council approaches complaint handling.

They are:

- 3.1 Fairness: treating complainants fairly requires impartiality, confidentiality and transparency at all stages of the process
- 3.2 Accessibility: to be accessible there must be broad public awareness about Council's policy and a range of contact options
- 3.3 Responsiveness: this will be achieved by providing sufficient resources, well trained staff and review and improvement of the systems
- 3.4 Efficiency: complaints will be resolved as quickly as possible, while ensuring that they are dealt with at a level that reflects their level of complexity
- 3.5 Integration of different areas of Council where the complaint overlaps functional responsibilities.

4. Definitions

Business Day means a day when the Council is normally open for business i.e. Monday to Friday, excluding public holidays.

Council means Adelaide Plains Council.

Council Member refers to a Council Member, elected in accordance with the *Local Government Act 1999 (SA)*.

Employee means a person employed directly by the Council in a full time, part time or casual capacity (whether that position is permanent or contractual) and a person providing services to, or on behalf of, the Council even though they may be employed by another party.

5. What is a Complaint?

For the purposes of this Policy, a complaint is defined as:

An expression of dissatisfaction with a product or service delivered by the Council or its representatives that has failed to reach the standard stated, implied or expected. This includes complaints about a service that has been, or should have been delivered.

Council also receives service requests and feedback across all areas of operations and clarification may be necessary to make the distinction for the purposes of this policy.

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.

A **Request for Service** is an application to have Council or its representative take some form of action to provide a Council service. Refer to **Request for Service Policy** for further information.

Feedback can take the form of comments, both positive and negative, about services provided by Council without necessarily requiring a corrective action, change of services or formal review of a decision. Feedback may, however, influence future service reviews and delivery methods.

Where Council has failed to meet the normal standards for a service which has been, or should have been, delivered this Policy and the associated procedures apply.

6. Council's Commitment to Complaint Handling

Council welcomes complaints as a way of improving its services and programs as well as providing an opportunity to put things right.

This policy will be made widely accessible to ensure that customers are fully aware of their right to complain. Information about how to lodge a complaint will be placed in a prominent position on Council's website.

Except for minor level 1 responses (See paragraph 9 - Procedures for Resolving Complaints below), Council will try to ensure that, whenever possible, complaints will be handled independently of the original decision-maker or officer involved in the matter that is the subject of the complaint.

A person can make a complaint in a number of ways:

- Complaint Form on Council's website – www.apc.sa.gov.au
- Email – info@apc.sa.gov.au
- Letter – PO Box 18, Mallala 5502
- Telephone – (08) 8527 0200
- Visit a Council Office
 - Principal Office - 2a Wasleys Road, Mallala
 - Two Wells Service Centre - 69 Old Port Wakefield Rd, Two Wells

All complaints will be recorded in Council's records management system in such a way that the information can also be analysed for service improvement opportunities.

Complainants will be advised of the likely timeframe required to investigate and resolve a complaint and regularly updated as to progress where necessary.

Employees will be trained to manage complaints efficiently and effectively, and provided with a level of delegated authority appropriate for the nature of complaints they are expected to resolve.

7. Seven Steps of the Complaint Handling Process

The following steps will be followed by employees to ensure complaints are dealt with efficiently and effectively:

- 7.1 Acknowledge complaints promptly
- 7.2 Assess the complaint - simple problems may not need to be investigated
- 7.3 Plan the investigation where one is warranted
- 7.4 Investigate the complaint
- 7.5 Respond to the complainant with a clear decision
- 7.6 Follow up any customer service concerns
- 7.7 Consider whether there are systemic issues which need correction.

8. Timeframes for Response

Where a complaint cannot be resolved immediately the complainant will be advised of the process to be undertaken. Council will respond within four (4) business days, acknowledging receipt of the complaint and, where possible, resolving it at that time. If a resolution is not possible at that time, the complainant will be kept regularly informed of progress, either by email, letter or personal contact.

9. Procedures for Resolving Complaints

Complaints may vary greatly in their level of complexity and seriousness. Wherever possible complaints will be resolved when first reported, but if necessary officers will escalate complaint handling as set out below.

The complaints procedure consists of a three tiered scheme.

1. Immediate response to resolve the complaint

All staff are empowered to handle complaints in the first instance and it is preferable that they are dealt with promptly at the initial point of contact and at the appropriate officer level.

2. Complaint escalated to a more senior officer

A complaint will be directed to a more senior officer in the Council, where circumstances indicate that the complaint would be more appropriately handled at a higher level. This may occur, for example, where an officer has been involved in the matter that is the subject of the complaint, where the complaint is about an issue that requires a decision

to be made at a more senior level, or where a complaint concerns a matter that ranges across more than one Council work area.

3. Internal review of a Council decision by statutory process

Internal review of a Council decision is available under section 270 of the *Local Government Act 1999* [see *Internal Review of Council Decisions Procedure*]. This is a process established by legislation that enables a Council to reconsider all the evidence relied on to make a decision, including new evidence if relevant. This process is generally a last resort in the complaint handling process, but may also be used in situations which are not able to be resolved by other means, such as a complaint about a decision of the CEO.

Council's Complaints Handling Procedure is available for viewing on the APC website (www.apc.sa.gov.au).

While Council prefers to work with its customers to resolve complaints quickly and effectively, a complainant will always retain the right to seek other forms of resolution, such as contacting the Ombudsman, or taking legal action at any time. Note however that as a general rule, the Ombudsman prefers a complaint to be addressed by Council in the first instance, unless this is not appropriate in the circumstances.

Alternative Procedures

There are also other complaint procedures which apply to particular types of complaints. If the complaint would be more properly dealt with by another process this will be explained to the complainant at the outset. For example:

- Complaints against a Councillor or the Chief Executive Officer
- Freedom of Information applications
- Insurance claims
- Decisions made under legislation other than the *Local Government Act 1999*, such as the *Development Act 1993* or *Expiation of Offences Act 1996*.

In some instances, it may be appropriate to consider mediation, conciliation or neutral evaluation under the Council's scheme authorised by section 271 of the *Local Government Act*. Costs and expenses of the appointment and work of a mediator, conciliator or evaluator will be shared equally between the Council and the other party.

10. Unreasonable Complainant Conduct

All complaints received by Council will be treated seriously and complainants will be treated courteously. However, occasionally the conduct of a complainant can be unreasonable. This may take the form of unreasonable persistence, unreasonable demands, lack of cooperation, argumentative or threatening behaviour. What can be termed 'unreasonable' will vary

depending on a number of factors and Council aims to manage these situations in a fair and equitable manner.

Where a complainant's behaviour consumes an unwarranted amount of Council resources or impedes the investigation of their complaint, a decision may be made to apply restrictions on contact with the person. Before making any decision to restrict contact, the complainant will be warned that, if the specified behaviour(s) or actions continue, restrictions may be applied.

Council acknowledges that the process of making a complaint can be stressful and/or emotional for a complainant. Despite this, employees are not expected to tolerate threatening, abusive or otherwise inappropriate behaviour in any form. When faced with a situation where an employee considers a complainant's behaviour to be threatening, abusive or otherwise inappropriate, an employee may:

- Identify the behaviour and request that the behaviour stops
- Advise their manager immediately and where required contact Police
- Remove themselves from the situation and/or cease a telephone conversation

Where an employee is required to take action in these instances they will be required to report the incident to their manager and complete an incident report.

Any decision to suspend action on a complaint will be made by the Chief Executive Officer or his/her delegate and communicated in writing to the complainant.

11. Using Complaints to Improve Service

Quality of service is an important measure of Council's effectiveness. Learning from complaints is a powerful way of helping to develop the Council and increase trust among the people who use our services.

In addition to making changes to procedures and practices where appropriate, Council will review and evaluate the information gained through its complaints handling system on an annual basis to identify systemic issues and improvements to service. Council will receive a report on the number and nature of complaints received, including the percentage of unresolved complaints, at least once a year.

Where appropriate, complainants will be provided with an explanation of changes proposed or made as a result of the investigation of their complaint.

12. Privacy and Confidentiality

Complainants have a right to expect that their complaint will be investigated in private, to the extent possible. The identity of complainants will be made known only to those who need to know in the process of investigating and resolving the complaint. The complaint will not be revealed or made public by the Council, except where required by law.

All complaints lodged with Council are subject to the *Freedom of Information Act 1991* and confidentiality cannot be guaranteed under the provisions of that legislation.

13. Remedies

Where complaints are found to be justified Council will, where practicable, remedy the situation in a manner which is consistent and fair for both Council and complainants. The solution chosen will be proportionate and appropriate to the circumstances.

As a general principle the complainant should, so far as possible, be put in the position he or she would have been in, had things not gone wrong. This may mean providing the desired service or changing a decision. Sometimes, however, it may only be possible to offer an apology.

Compensation will only be offered in cases where the loss or suffering is considered substantial. The Elected Council and the CEO are the only representatives authorised to offer financial compensation and may consult with the Local Government Association Mutual Liability Scheme before taking any such action.

14. Alternative Remedies

Council may seek to use alternative dispute resolution methods such as mediation to resolve a complaint in circumstances where the CEO or his/her delegate deems such a course of action appropriate and the complainant is amenable to that process.

When advising a complainant of the outcome of an investigation of a complaint, Council will provide information about alternative remedies, including any rights of appeal and the right to make a complaint to an external agency such as the SA Ombudsman.

15. Related Documents

Complaints Handling Procedure

Requests for Services Policy

Internal Review of Council's Decision Policy and Procedure

Whistleblowers Policy

16. Records Management

All documents relating to this Policy will be registered in Council's Electronic Document and Record Management System, and remain confidential where identified.

17. Document Review

This Policy will be reviewed every two (2) years, including within six (6) months following a Council general election.

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18. Further Information


Members of the public may inspect this Policy free of charge on Council's website at www.apc.sa.gov.au or at Council's Principal Office at:

2a Wasleys Rd, Mallala SA 5502

On payment of a fee, a copy of this Policy may be obtained.

Any queries in relation to this Policy must be in writing and directed to the General Manager

- Governance and Communications.

	Internal Review of Council Decisions Policy	
	Version Adoption by Council: 22 August 2022 Resolution Number: 2022/283 Current Version: V4	
	Administered by: General Manager - Governance and Executive Office	Last Review Date: 2022 Next Review Date: 2024
Document No: D22/41559	Strategic Outcome: Proactive Leadership	

1. Objective

Adelaide Plains Council (Council), which includes its committees, employees and contractors, make decisions every day which impact on members of the community. It is imperative that these decisions are fair, objective and subject to review.

Council is committed to open, responsive and accountable government. This includes providing processes by which those who believe they have been adversely affected by a Council decision can have their complaints considered.

The purpose of this Policy and Council's *Internal Review of Council Decisions Procedure* (the Procedure), both of which are available for inspection on Council's website, is to:-

- provide guidelines for how Council will deal with formal requests for internal reviews of Council decisions; and
- ensure a fair, consistent and structured process for any review of a decision which has been made by Council.

2. Policy Statement

Section 270 of the *Local Government Act 1999* (the Local Government Act) requires Council to maintain "policies, practices and procedures" for dealing with requests for service and complaints including a procedure about "the review of decisions of:

- the council;
- employees of the council;
- other persons acting on behalf of the council."

Council has a **three tier process** for managing customer complaints, as set out below, which includes immediate, informal resolution as well as established processes for review by senior staff.

Note: Electronic version in Council's EDRMS is the controlled version. Printed copies are considered uncontrolled.
Before using a printed copy, verify that it is the current version.

1

Tier 1 – Immediate response to resolve the complaint

All staff are empowered to handle complaints in the first instance and it is preferable that they are dealt with promptly at the initial point of contact and at the appropriate officer level.

Tier 2 – Complaint escalated to a more senior officer

A complaint will be directed to a more senior officer in the Council, where circumstances indicate that the complaint would be more appropriately handled at a higher level. This may occur, for example, where an officer has been involved in the matter that is the subject of the complaint, where the complaint is about an issue that requires a decision to be made at a more senior level, or where a complaint concerns a matter that ranges across more than one Council work area.

Tier 3 – Internal review of a Council decision by statutory process

Internal review of a Council decision is available under Section 270 of the Local Government Act. This is a process established by legislation that enables a Council to reconsider all the evidence relied on to make a decision, including new evidence if relevant. This process is generally a last resort in the complaint handling process, but may also be used in situations which are not able to be resolved by other means, such as a complaint about a decision of the CEO.

3. Scope**3.1 Application of the Policy and the Procedure**

This Policy and the Procedure apply when:-

- Tier 1 & 2 of the complaint handling process has already been undertaken and the issue of concern has not been resolved; or
- An Internal Review of Council Decision Application is received in accordance with the Procedure and the issue of concern cannot be resolved satisfactorily by alternate means.

3.2 Matters outside the scope of the Policy and the Procedure

Some decisions made by Council, its employees or on behalf of Council are subject to other review or appeal processes set out in legislation. This Policy cannot override or operate inconsistently with those legislative processes.

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Where legislation provides for the review of, or appeal from, a type of decision, a decision of that type will not be reviewed under this Policy.

Examples include:-

- objections to valuations made by a Council and appeals against orders made pursuant to section 254 of the Local Government Act;
- appeals against the issuing of litter abatement notices under the *Local Nuisance and Litter Control Act 2016*; appeals against destruction and control orders issued under the *Dog and Cat Management Act 1995*;
- review of an expiation notice under the Expiation of Offences Act 1996; and
- external review process under the *Development Act 1993* and the *Freedom of Information Act 1991*.

While Council prefers to work with its customers to resolve requests for review quickly and effectively, an applicant will always retain the right to seek other forms of resolution, such as contacting the Ombudsman, or taking legal action at any time. It is, however, noted that as a general rule, the Ombudsman prefers that matters be addressed by Council in the first instance, unless this is not appropriate in the circumstances.

4. Council's Commitment

Council, its committees, staff and contractors make decisions every day which impact on members of the community. It is imperative that these decisions are fair, objective and subject to review.

Everyone will be treated equally, in accordance with good administrative practice. This Policy and the Procedure are designed to ensure that:-

- Every applicant has the opportunity to make an application for review of a decision covered by this procedure;
- An unbiased assessment is undertaken;
- Decisions are based on sound evidence; and
- Applicants receive information about the outcome of the review.

5. Definitions

Applicant is the party lodging the request for review. Examples include residents, ratepayers, members of a community group, users of the Adelaide Plains Council facilities and visitors to the area.

Council refers to the Adelaide Plains Council.

Decision is a position adopted by the Adelaide Plains Council or its employees. It will generally be a judgement reached after consideration of relevant information.

Employee includes a person employed directly by the Adelaide Plains Council in a full time, part time or casual capacity (whether that position is permanent or contractual) and persons providing services to, or on behalf of, the Council even though they may be employed by another party.

The Procedure refers to Council's *Internal Review of Council Decisions Procedure*, available on Council's website.

6. Key Principles

This Policy and the Procedure are based on five principles, which are fundamental in the way Council approaches requests for service, complaint handling and reviews of decisions. They are:-

- Fair treatment: which requires impartiality, confidentiality and transparency at all stages of the process;
- Accessibility: to be accessible there must be broad public awareness about Council's policies and procedures and a range of contact options;
- Responsiveness: this will be achieved by providing sufficient resources, well trained staff and ongoing review and improvement of the systems;
- Efficiency: requests and complaints will be resolved as quickly as possible, while ensuring that they are dealt with at a level that reflects their level of complexity;
- Integration of different areas of Council where the matter under review overlaps functional responsibilities.

7. Specific Provisions - Relating to Rates and/or Service Charges

In accordance with section 270 (2)(ca) of the Local Government Act, if applications for review relate to the impact that any declaration of rates or service charges may have had on ratepayers then such applications, will be dealt with promptly and if appropriate, addressed through the provision of relief or concessions under the Local Government Act.

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Residential land owners experiencing financial hardship relating to water and sewerage services to remain connected to a retail service may be eligible for assistance under Council's *Water and Sewerage Services Hardship Policy*.

8. Record Keeping

All documents, notes, photographs and correspondence must be retained and stored in accordance with Council's Records Management protocols as required by section 125 of the Local Government Act.

All applications must be recorded in Council's records management system in such a way that the information can also be analysed for service improvement opportunities.

9. Reporting

Administration will maintain a record/register of all applications for review received (and their outcomes) during each financial year, and provide a report on use of the Internal Review of Council Decisions process in Council's Annual Report, in accordance with section 270(8) of the Local Government Act.

The reporting will outline:

- The number of requests for review received in the relevant financial year;
- The matters to which the applications relate;
- The outcome of the subsequent reviews; and
- Any other matter prescribed by Regulation.

10. Related Documents

Application for Internal Review of a Council Decision

Annual Report

Customer Service Charter

Complaints Handling Policy

Internal Review of Council Decisions Procedure

Requests for Services Policy

11. Records Management

All documents relating to this Policy will be registered in Council's Record Management System and remain confidential where identified.

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12. Document Review

This Policy will be reviewed periodically to ensure legislative compliance and that it continues to meet the requirements of Council its activities and programs.

13. References

Development Act 1993

Freedom of Information Act 1991

Internal Review of Council Decisions Procedure

Local Government Act 1999


14. Further Information

Members of the public may inspect this Policy free of charge on Council's website at www.apc.sa.gov.au or Council's Principal Office at:

2a Wasleys Rd,
Mallala SA 5502

On payment of a fee, a copy of this policy may be obtained. Any queries in relation to this Policy must be in writing and directed to the General Manager – Governance and Executive Office.

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	Internal Review of Council Decisions Procedure	
	Version Adoption by Council: 22 August 2022 Resolution Number: 2022/284 Current Version: V4	
	Administered by: General Manager – Governance and Executive Office	Last Review: 2022 Next Review: 2024
Document No: D22/415650	Related Policy: Internal Review of Council Decisions Policy	

1. Introduction

The aim of this Procedure is to ensure a fair, consistent and structured process for any party dissatisfied with a decision that has been made by Council or its agents.

This Procedure sets out Council's complaints handling framework and the process for applying for a review of a Council decision. This Procedure should be read in conjunction with Council's *Internal Review of Council Decisions Policy* (the Policy).

2. Definitions

Alternative Dispute Resolution includes mediation, conciliation or neutral evaluation as set out in section 271 of the *Local Government Act 1999*.

Applicant is the party lodging the request/s for review. Examples include residents, ratepayers, members of a community group, users of the Adelaide Plains Council's facilities and visitors to the area.

Business Day means a day when the Adelaide Plains Council is normally open for business, i.e. Monday to Friday, excluding public holidays.

Council refers to the Adelaide Plains Council.

Decision is a position adopted by the Adelaide Plains Council or its employees. It will generally be a judgement reached after consideration of relevant information.

Decision-maker refers to the individual or entity responsible for the decision under review.

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Employee includes a person employed directly by the Adelaide Plains Council in a full time, part time or casual capacity (whether that position is permanent or contractual) and persons providing services to, or on behalf of, the Council even though they may be employed by another party.

Frivolous refers to a complaint or request that lacks substance or merit, or is otherwise trivial in nature.

Internal Review Contact Officer refers to the Council employee appointed by the Chief Executive Officer as the initial point of contact for applicants.

Reviewer refers to the individual or entity responsible for resolution of a request for review of a decision.

The Policy refers to Council's *Internal Review of Council Decisions Policy*, available on Council's website.

Vexatious refers to a complaint or request that is specifically being pursued to simply harass, annoy, delay or cause detriment to the Council or a third party.

3. Procedure

3.1 Complaints handling

Wherever practicable, customer complaints regarding a Council decision should be referred for immediate resolution in accordance with Council's *Complaints Handling Policy*.

In summary, Council has a three-tier process for managing complaints:-

Tier 1 – Immediate response to resolve the complaint

All staff are empowered to handle complaints in the first instance and it is preferable that they are dealt with promptly at the initial point of contact and at the appropriate officer level.

Tier 2 – Complaint escalated to a more senior officer

A complaint will be directed to a more senior officer in the Council, where circumstances indicate that the complaint would be more appropriately handled at a higher level. This may occur, for example, where an officer has been involved in the matter that is the subject of the complaint, where the complaint is about an issue that requires a decision to be made at a more senior level, or where a complaint concerns a matter that ranges across more than one Council work area.

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Tier 3 – Internal review of a Council decision by statutory process

Internal review of a Council decision is available under Section 270 of the *Local Government Act 1999* (the Local Government Act) and will be undertaken in accordance with this Procedure. This is a process established by legislation that enables a Council to reconsider all the evidence relied on to make a decision, including new evidence if relevant. This process is generally a last resort in the complaint handling process, but may also be used in situations which are not able to be resolved by other means, such as a complaint about a decision of the Chief Executive Officer (CEO).

An application for review should only be made once the other mechanisms under the *Complaints Handling Policy* have been undertaken as these may resolve the matter more quickly. As the third tier in Council's complaint handling process, review under this Procedure will generally apply when matters cannot be resolved satisfactorily under the other two tiers.

3.2 Making an application

An application for a review of a Council decision provides Council with an opportunity to revisit a decision which has aggrieved an interested party. This may include an individual or a group, ratepayer, resident or business owner.

Depending on the particular circumstances, it may also include a person who is not the direct subject of the decision (for example, where a Council issues a permit for a person to keep more than the maximum number of dogs permitted under a by-law, a neighbour may seek an internal review of the decision). Council will determine whether a person has a sufficient interest to apply for an internal review of a decision, on a case-by-case basis. Where Council determines an applicant does not have a sufficient interest in a matter, reasons will be provided in accordance with clause 4.6.

An application for review **must** be in writing and addressed to the 'Chief Executive Officer' and forwarded via:

- post to: Adelaide Plains Council, PO Box 18, Mallala SA 5502;
- email to: info@apc.sa.gov.au; or
- in person at the Mallala Principal Office at 2a Wasleys Road, Mallala SA 5502 or at Council's Service Centre at Two Wells.

Applicants are strongly encouraged to use the form prepared by Council, '*Application for Internal Review of a Council Decision*' (**Appendix 1**).

Applications **must** include:-

- a statement clearly indicating that the applicant wishes to have a decision reviewed under section 270 of the Local Government Act;
- detail of the decision to be reviewed;
- the reasons for applying for the review (that is, why the applicant believes that the decision is wrong). Although Council can be expected to have information and material relevant to the matter under review, an application for review may also include new, relevant information or evidence to support the application; and
- any other relevant information.

In accordance with section 270(2a) of the Local Government Act, an application for internal review must be made within six (6) months of the making of the decision of which review is sought.

In appropriate cases (for example, because important facts have come to light only after the expiry of the six-month period), an application may be accepted more than six (6) months after the making of the decision.

The decision whether to accept a late application will be made by:

- the Chief Executive Officer; or
- the Council, if the decision-maker of the relevant decision is the Chief Executive Officer.

Such a decision is at the sole discretion of the Chief Executive Officer or the Council, whichever is applicable.

In accordance with section 270(3) of the Local Government Act, an application for review must be accompanied by the prescribed fee which is currently \$20.

3.3 Assisting with the application for review

It is essential that no one is excluded from lodging an application for review because of any difficulties they may have representing themselves. All staff are expected to offer assistance where appropriate and provide it on request, including assistance in documenting the reasons for the review in writing when circumstances warrant.

If necessary, Council staff are to arrange access to interpreters, aids or advocates to ensure that an applicant is treated equitably.

3.4 Internal Review Contact Officer

An Internal Review Contact Officer (IRCO) appointed by the Chief Executive Officer is the initial point of contact for applicants.

The role of the IRCO is to:-

- explain the procedure to the applicant and explore any alternative options to resolve the matter, such as alternative dispute resolution prior to an application for review;
- acknowledge the receipt of the application;
- maintain a register of all applications for review received and the outcomes of the applications;
- outline the timeframes involved and the action to be taken in the first instance;
- undertake a preliminary investigation to determine what actions have already been taken to try to resolve the matter;
- keep the applicant informed of progress;
- ensure adequate records are maintained; and
- report to Council at prescribed intervals on all applications lodged for review.

All applications are to be referred to the IRCO immediately upon receipt. A person seeking review of a Council decision who contacts Council's offices will be referred to the IRCO. The IRCO will discuss this Procedure with the person and, in particular, advise that an application for review must be lodged in writing.

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3.5 Acknowledging an application for review

The IRCO is responsible for:-

- assisting the CEO in making an initial determination whether to accept or refuse the application for review, and responding to the applicant accordingly (refer clause 4.2 for basis for refusing an application);
- determining how the review will be handled (refer clause 4.1);
- advising the applicant of the process to be undertaken and the time of the next contact; and
- ensuring the application is properly lodged and assigned.

Applications for a review of a decision must be responded to within ten (10) business days, acknowledging receipt and advising of the expected timeframe for dealing with the matter. Council will use its best endeavours to ensure that a review of the original decision will be completed within twenty-one (21) business days. However if the decision is to be reviewed by Council, a committee, or an external panel there may be delays caused by meeting cycle timelines. In more complex cases, a review may take longer.

The applicant will be regularly informed of progress, either by email, letter or telephone.

3.6 Applications for a review of the impact of rates or services charges

If Council receives an application for a review of a decision concerning the financial impact of Council rates or services charges, these will be dealt with as a matter of priority. Where circumstances warrant, Council will consider financial relief or the granting of concessions in line with the provisions of the Local Government Act.

4. Undertaking a Review

4.1 Reviewer

The IRCO, in conjunction with the CEO, will determine the most appropriate person/body to undertake the review after taking into account the information supplied and the level within the organisation at which the decision was made.

Wherever possible and appropriate, the IRCO will involve an external person or panel to assist with the review.

Where the elected Council, a Council Committee or the CEO is the decision-maker, or when the decision relates to civic and ceremonial matters, the Council will consider the outcome of the review and determine whether to affirm, vary or revoke the reviewed decision.

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4.2 Refusing an application for review

In accordance with clause 3.5, an application for review may be refused if:-

- the application is made by an employee of the Council and relates to an issue concerning his or her employment; or
- it appears that the application is frivolous or vexatious; or
- the applicant does not have a sufficient interest in the matter; or
- the subject matter of the application has been or is already the subject of a review by the Council or an investigation, inquiry or review by another authority; or

the application relates to a decision subject to review or appeal processes set out in other legislation (refer clause 3.2 of the Policy). An application will be refused if the application is for a review of a decision of Council:

- to refuse to deal with, or determine to take no further action in relation to, a complaint under Part A1 Division 1 of Chapter 13 of the Local Government Act by a person who is dissatisfied with the decision; or
- relating to a recommendation of the Ombudsman under Part 1 of Chapter 13 of the Local Government Act.

Where an application for review is refused, reasons for the refusal will be provided to the applicant in writing.

4.3 Purpose of a review

The purpose of an internal review is to review the decision in question to ensure that the decision-maker complied with the following procedural requirements and made the best possible decision in the circumstances having regard to the following principles where applicable:-

- The decision must be within a power properly conferred on the decision-maker under the relevant Act.
- A decision-maker must consider all matters which are relevant to the making of the decision and not take into account matters which are not relevant to the decision.
- A decision-maker must not make a decision or exercise a power or discretion in bad faith or for an improper purpose.
- A decision-maker must ensure that findings of fact are based on evidence.

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- Decisions must be reasonable.
- Those who may be affected by a decision must be accorded procedural fairness, which includes the principles of natural justice.
- A decision-maker must properly consider the application of existing policies.
- A decision-maker must not exercise a discretionary power at the direction of another person.

4.4 Review process

In carrying out a review of a decision, the reviewer will consider all the information and material that was before the original decision-maker and any additional relevant information or material provided by the applicant. The reviewer will 'stand in the shoes' of the original decision-maker and make the best decision available on the evidence.

This means the reviewer will do more than simply consider whether the decision is legally and procedurally correct. The reviewer will also consider whether a different decision would be better, based on the evidence. The process of merits review, as described above, will typically involve a review of the facts that support a decision, including any new evidence that may come to light.

4.5 Providing 'Procedural Fairness'

Council will observe the principles of procedural fairness (also called 'natural justice') when exercising its statutory powers which could affect the rights and interests of individuals.

Put simply, 'procedural fairness' involves:

- Giving an applicant a right to put their case forward. This will generally involve giving an applicant the opportunity to provide all relevant documentary evidence, rather than an oral hearing;
- Ensuring that the reviewer does not have a personal interest in the outcome (is not biased); and
- Acting only on proper evidence that is capable of proving the case.

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4.6 Giving reasons

While there is no statutory requirement to give reasons for a decision, Council will provide reasons for the decision of the reviewer where practicable.

Council will always give reasons to explain the outcome where:

- A decision is not in accordance with published policy;
- A decision is likely to detrimentally affect rights or interests of individuals (or organisations) in a material way; or
- Conditions are attached to any approval, consent, permit, licence or other authorisation.

5. Outcome of Review

Where the reviewer is the elected Council, the elected Council should determine whether to affirm, vary or revoke the original decisions.

Where the reviewer is a Council employee, the employee may determine whether to affirm, vary or revoke the original decision if authority to make the decision has been delegated to that employee. If the reviewer does not have delegation enabling the making of a decision, then the reviewer should report the outcome of the review to the elected Council (or delegate) for a determination as to whether the decision should be affirmed, varied or revoked.

Where the reviewer is an external person or body, the outcome of the review will be reported to the elected Council for a determination as to whether the decision should be affirmed, varied or revoked. An external reviewer cannot vary or revoke a decision made by or on behalf of Council.

6. Reporting

All applications will be recorded in Council's records management system in such a way that the information can also be analysed for service improvement opportunities. The IRCO will record detailed information regarding the number, types and outcomes of applications for review, in accordance with the Policy.

7. Related Documents

Annual Report

Application for Internal Review of a Council Decision (attached)

Customer Service Charter

Complaints Handling Policy

Internal Review of Council Decisions Policy

Requests for Services Policy

8. Records Management

All documents relating to this Procedure will be registered in Council's Record Management System and remain confidential where identified.

9. Document Review

This Procedure will be reviewed every two (2) years, in accordance with Council's Policy Review Schedule, to ensure legislative compliance and that it continues to meet the requirements of Council, its activities and programs.

10. References

Local Government Act 1999

SA Ombudsman www.ombudsman.sa.gov.au

11. Further Information

Members of the public may inspect this Procedure free of charge on Council's website at www.apc.sa.gov.au or Council's Principal Office at 2a Wasleys Rd, Mallala SA 5502.


On payment of a fee, a copy of this Procedure may be obtained.

Any queries in relation to this Procedure must be in writing and directed to the General Manager – Governance and Executive Office.

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APPENDIX 1

	Application for Internal Review of a Council Decision Pursuant to Section 270 of the <i>Local Government Act 1999</i>	
	Administered by: Chief Executive Officer	Last Review Date: 2022 Next Review Date: 2024
	RELATED POLICY: Internal Review of Council Decisions Policy	
Applicant's Details		
<input type="checkbox"/> Mr <input type="checkbox"/> Mrs <input type="checkbox"/> Ms		Name:
Address:		
Email:		
Telephone:		Mobile:
Date of Initial Complaint:		Officer's Name:
Date of Escalated Complaint:		Senior Officer's Name:
Details of Council Decision to be reviewed (as a last resort of complaint handling process):		
Reasons for Requesting Review:		

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Your Interest in the Matter:	
Further Information:	
Signature of Applicant:	Date:
<input type="checkbox"/> I acknowledge that, in accordance with section 270(3) of the <i>Local Government Act 1999</i> , this application for review must be accompanied by the prescribed fee (\$20). An application will not be considered 'received' until payment of the prescribed fee is also	

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**14.6 AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION - NATIONAL GENERAL ASSEMBLY 2024
- MAYOR AND CHIEF EXECUTIVE OFFICER ATTENDANCE****Record Number:** D24/7043**Author:** Manager Governance**Authoriser:** Acting Director Corporate Services**Attachments:** Nil**EXECUTIVE SUMMARY**

- The purpose of this report is for Council to endorse the Mayor and Chief Executive Officer's attendance at the Australian Local Government Association (ALGA) National General Assembly (NGA), an annual platform for Local Government to address national issues and lobby the federal government on critical issues facing the sector. The 2024 NGA will be held in Canberra from 2 to 4 July 2024.

-

RECOMMENDATION

"that Council, having considered Item 14.6 – *Australian Local Government Association - National General Assembly 2024 - Mayor and Chief Executive Officer Attendance*, dated 26 February 2024, receives and notes the report."

RECOMMENDATION

"that Council, having considered Item 14.6 – *Australian Local Government Association - National General Assembly 2024 - Mayor and Chief Executive Officer Attendance*, dated 26 February 2024, endorses:

- 1. the attendance of Council's Mayor and Chief Executive Officer at the National General Assembly to be held in Canberra from 2 to 4 July 2024;**
- 2. the Mayor's attendance at the Australian Council of Local Government Forum on 5 July 2024; and**
- 3. all costs associated with registration, travel, accommodation and reasonable meal expenditure being incurred by Council."**

BUDGET IMPACT

Estimated Cost: \$ 3,399.00 (per person, approx. based on last year's costs)

Future ongoing operating costs: Nil

Is this Budgeted? Yes

RISK ASSESSMENT

There are no identifiable risks associated with this recommendation.

DETAILED REPORT

Purpose

The purpose of this report is for Council to endorse the Mayor and Chief Executive Officer's attendance at the Australian Local Government Association (ALGA) National General Assembly (NGA).

Background

ALGA hosts an annual NGA, providing a platform for Local Government to network and address national issues and lobby the federal government on critical issues facing the sector.

The 2024 NGA will be held in Canberra from 2 to 4 July 2024, with a theme of 'Building Community Trust – a focus on the role of local government in the Australian system of government and explore the critical importance of trust in governments, between governments, its institutions, and our citizens'.

Discussion

It is industry practice for the Mayor and Chief Executive Officer of a council to represent the council at the NGA. Council has been represented by its Mayor and Chief Executive Officer since 2019.

The approximate cost (per person based on costs from last year) to attend the conference is set out below, and is budgeted:

Conference	\$1,320
Accommodation (4 nights)	\$956
Return airfare	\$823
Meals and Taxi (approx.)	\$300
Total per person	\$3,399

Conclusion

The 2024 NGA will be held in Canberra on 2 to 4 July 2024. It is industry practice for the Mayor and Chief Executive Officer to represent the council at the NGA and, accordingly, it is recommended that Council endorse its own Mayor and Chief Executive Officer's attendance at the 2024 NGA.

References

Legislation

Local Government Act 1999

14.7 CALL FOR MOTIONS - AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION - NATIONAL GENERAL ASSEMBLY 2024

Record Number: D24/7053

Author: Manager Governance

Authoriser: Acting Director Corporate Services

Attachments: 1. ALGA - 2024 National General Assembly - Discussion Paper [↓](#) 

EXECUTIVE SUMMARY

- The purpose of this report is to formally invite Council Members to submit Notices of Motion (NoM) for consideration at the upcoming Australian Local Government Association (ALGA) National General Assembly (NGA).
- ALGA hosts an annual NGA, providing a platform for Local Government to address national issues and lobby the Federal Government on critical issues facing the sector. This year's NGA will be held in Canberra from 2 to 4 July 2024 at the National Convention Centre.
- The NGA provides an opportunity for member councils to submit NoM for consideration. NoM can be submitted until Friday, 29 March 2024.
- NoM should be concise, practical and implementable and meet the criteria for motions set out in the Discussion Paper, presented as **Attachment 1** to this report. All NoM require, among other things, endorsement of Council.

RECOMMENDATION 1

“that Council, having considered Item 14.7 – Call for Motions - Australian Local Government Association - National General Assembly 2024, dated 26 February 2024, receives and notes the report.”

RECOMMENDATION 2

“that Council, having considered Item 14.7 – Call for Motions - Australian Local Government Association - National General Assembly 2024, dated 26 February 2024, submits the following Notice(s) of Motion for consideration at the Australian Local Government Association National General Assembly to be held in Canberra from 2 to 4 July 2024:

_____.”

BUDGET IMPACT

Estimated Cost: Nil

Future ongoing operating costs: Nil

Is this Budgeted? Not applicable

RISK ASSESSMENT

Prior to being submitted to ALGA, NoM must be endorsed by Council. It is therefore recommended that Members submit any proposed NoM to the meeting on Monday, 26 February 2024 for endorsement.

DETAILED REPORT

Purpose

The purpose of this report is to formally invite Council Members to submit Notices of Motion (NoM) for consideration at the upcoming Australian Local Government Association (ALGA) National General Assembly (NGA).

Background

ALGA hosts an annual NGA, providing a platform for Local Government to network and address national issues and lobby the federal government on critical issues facing the sector. This year's NGA will be held in Canberra from 2 to 4 July 2024 at the National Convention Centre.

Discussion

NGA Theme

The NGA theme for 2024 is "*Building Community Trust*". ALGA is seeking motions that align with this theme and identify opportunities for new federal programs and policies that will support councils to build trust, both in communities and as a local delivery partner for the Australian Government.

NoM should be concise, practical and implementable and meet the criteria for motions set out in the Discussion Paper, presented as **Attachment 1** to this report. All NoM require, among other things, endorsement of Council.

Note, any NoM should not be primarily concerned with local or state issues, and will be referred to Local Government Association of SA and will not be included in the NGA Business Papers.

Deadline

Prior to being submitted to ALGA, NoM must be endorsed by Council. It is therefore recommended that Members submit any proposed NoM to the February Meeting on Monday, 26 February 2024 for endorsement to be submitted by Friday 29 March 2024.

Conclusion

It is for members to determine whether they wish to submit NoM for consideration at the NGA, in accordance with the Guidelines outlined in Attachment 1.

References

Legislation

Local Government Act 1999

Council Policies/Plans

Strategic Plan 2021-2024 Proactive Leadership

2024 NGA

Building
Community
Trust

National Convention Centre
Canberra



AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION

2 - 4
JULY
2024

DISCUSSION
PAPER



KEY DATES

29 March 2024 | Acceptance of Motions

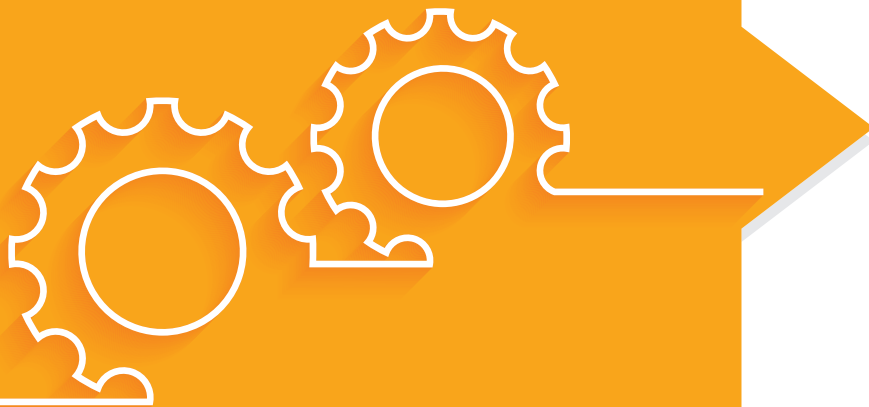
2 July 2024 | Regional Cooperation & Development Forum

3 - 4 July 2024 | National General Assembly

5 July 2024 | Australian Council of Local Government

TO SUBMIT YOUR MOTION

VISIT: **ALGA.COM.AU**





The Australian Local Government Association (ALGA) is pleased to convene the 30th National General Assembly of Local Government (NGA), to be held in Canberra from 2-4 July 2024.

As convenor of the NGA, the ALGA Board cordially invites all councils to send representatives to this important national event.

The NGA is the premier national gathering of local governments, and provides councils with the opportunity to come together, share ideas, debate motions, and most importantly unite and further build on the relationship between local government and the Australian Government.

This discussion paper contains essential information for Australian councils considering submitting motions for debate at the 2024 National General Assembly of Local Government (NGA).

It is recommended that all councils and delegates intending to attend the 2024 NGA familiarise themselves with the guidelines for motions contained in this paper on page 6.

BACKGROUND TO ALGA AND THE NGA

ALGA was established 1947. In structure, ALGA is a federation of member state and territory associations. Its mission is to achieve outcomes for local government through advocacy with impact, and maximise the economic, environmental and social wellbeing of councils and our communities.

Since 1994, the NGA has built the profile of local government on the national stage, showcased the value of councils, and most importantly demonstrated - particularly to the Australian Government - the strength and value of working with local government to help deliver on national priorities.

Debate on motions was introduced to the NGA as a vehicle for councils from across the nation to canvas ideas. Outcomes of debate on motions (NGA Resolutions) could be used by participating councils to inform their own policies and priorities, as well as their advocacy when dealing with federal politicians.

At the same time, they help ALGA and its member state and territory associations gain valuable insight into council priorities, emerging national issues, and the level of need and support for new policy and program initiatives.

Given the structure of ALGA, its Constitution, and level of resources, the NGA does not bind the ALGA Board. However, the Board carefully considers NGA resolutions as it determines ALGA's policies, priorities and strategies to advance local governments within the national agenda.

This is your NGA and ALGA is pleased to act as the convenor. ALGA's policies and priorities will continue to be determined by the ALGA Board in the interests of all councils.

The ALGA Board thanks all councils for attending the NGA and those that will take the time to reflect on the purpose of debate on motions outlined in this paper, and to submit motions for debate at the 2024 NGA.

SUBMITTING MOTIONS

Australia is one of the world's great democracies. It is held in high regard across the world but should never be taken for granted.

The theme of the 2024 NGA is – Building Community Trust.

This theme aims to explore the critical importance of trust in governments, between governments, its institutions, and its citizens. This trust is a fundamental building block of our nation's democracy.

While relatively low key, over the past decade there has been increasing public debate by scholars and policy makers about the level of trust in government, its institutions and indeed the operation of our democracy more broadly.

Mark Evans et al (2019) published research in 'The Conversation' indicating that Australians' trust in politicians (our political representatives) and democracy has hit an all-time low. This report indicates 'fewer than 41% of Australian citizens are satisfied with the way democracy works in Australia, down from 86% in 2007.

Public satisfaction has fallen particularly sharply since 2013, when 72% of Australian citizens were satisfied. Generation X is least satisfied (31%) and Baby Boomers most satisfied (50%). Some political authors suggest that these trends in part explain the rise in popularity and the relative success of independents and micro or single-issue parties.

These statistics should be of concern to every level of government and those interested in the future of our communities and Australia's democratic system.

It is said that 'trust is hard-earned, easily lost, and difficult to re-establish – and a key to absolutely everything.' While media and public attention frequently focuses on levels of trust in the national and state governments, local governments have an equally important role in building, maintaining and indeed, often repairing government-community relationships.

At its most fundamental level, the 2024 NGA focusses on the role of local government and how all levels of government can help each other build, maintain and strengthen government-community relationships.

This discussion paper is a call for councils to submit motions for debate at the 2024 NGA to be held in Canberra from 2-4 July 2024.



Motions for this year's NGA should consider:

- how all levels of government in Australia can build trust in each other and earn greater trust from the community;
- practical opportunities for the Australian Government to leverage the trust that local communities have in their local council;
- focus on practical programs that can strengthen the system of local government nationally to provide the services and infrastructure required to support and strengthen our communities; and
- new program ideas that that would help the local government sector to deliver the Australian Government's objectives.

Motions should be concise, practical and implementable and meet the guidelines for motions set out in the paper.

You are encouraged to read all the sections of the paper but are not expected to respond to every issue or question. Your council's motion/s must address one or more of the issues identified in the discussion paper.

Motions must be lodged electronically using the online form available on the NGA website at: www.alga.com.au and received no later than 11:59pm AEST on Friday 29 March 2024.

All notices of motions will be reviewed by the ALGA Board's NGA Sub-committee prior to publishing the NGA Business Paper to ensure that they meet these guidelines. This sub-committee reserves the right to select, edit or amend notices of motions to facilitate the efficient and effective management of debate on motions at the NGA.

All NGA resolutions will be published on www.nationalgeneralassembly.com.au.

As the host of the NGA, ALGA will communicate resolutions to the relevant Australian Government Minister and publish Ministerial responses as they are received on this website.

Please note that if your council does submit a motion, there is an expectation that a council representative will be present at the NGA to move and speak to that motion if required.

We look forward to hearing from you and seeing you at the 2024 NGA.

CRITERIA FOR MOTIONS

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

1. Be relevant to the work of local government nationally.
2. Not be focused on a specific jurisdiction, location or region – unless the project or issue has national implications.
3. Be consistent with the themes of the NGA.
4. Complement or build on the policy objectives of ALGA and your state or territory local government association.
5. Be submitted by a council which is a financial member of their state or territory local government association.
6. Propose a clear action and outcome ie call on the Australian Government to act on something.
7. Not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members, or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.
8. Address issues that will directly improve the capacity of local government to deliver services and infrastructure for the benefit of all Australian communities.
9. Not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
10. Be supported by sufficient evidence to support the outcome being sought and demonstrate the relevance and significance of the matter to local government nationally.

Motions must commence with the following wording:

This National General Assembly calls on the Australian Government to ...

Please note that resolutions of the NGA do not automatically become ALGA's national policy positions.

OTHER THINGS TO CONSIDER

It is important to complete the background section of the submission form. Submitters of motions should not assume that NGA delegates will have background knowledge of the proposal. The background section helps all delegates, including those with no previous knowledge of the issue, in their consideration of the motion. Please note, motions should NOT be prescriptive in directing how the matter should be pursued.

Try to keep motions practical, focussed and capable of implementation to ensure that relevant Australian Government Ministers provide considered, thoughtful and timely responses.

Try to avoid motions that are complex, contain multi-dot points and require complex cross-portfolio implementation.

All motions submitted will be reviewed by the ALGA Board's NGA Sub-committee, in consultation with state and territory local government associations, to determine their eligibility for inclusion in the NGA Business Papers.

When reviewing motions, the Sub-committee considers the criteria, clarity of the motion and the importance and relevance of the issue to local government.

If there are any questions about the substance or intent of a motion, ALGA will raise these with the nominated contact officer. With the agreement of the submitting council, these motions may be edited before inclusion in the NGA Business Papers.

To ensure an efficient and effective debate, where there are numerous motions on a similar issue, the NGA Sub-committee will group these motions together under an overarching strategic motion. The strategic motions will have either been drafted by ALGA or will be based on a motion submitted by a council which best summarises the subject matter.

Debate will occur in accordance with the rules for debate published in the Business Papers and will focus on the strategic motions. Associated sub-motions will be debated by exception only or in accordance with the debating rules.

Any motion deemed to be primarily concerned with local or state issues will be referred to the relevant state or territory local government association and will not be included in the NGA Business Papers.

All motions require:

- a contact officer;
- a clear national objective;
- a summary of the key arguments in support of the motion; and
- endorsement of your council.

**Motions should be lodged electronically using the online form available at www.alga.asn.au.
Motions should be received no later than 11:59pm AEST on Friday 29 March 2024.**

SETTING THE SCENE

The theme for NGA24 'Building Community Trust' aims to focus on the role of local government in the Australian system of government and explore the critical importance of trust in governments, between governments, its institutions, and our citizens.

In a recent essay on Capitalism after the Crisis (2023) the Treasurer the Hon Dr Jim Chalmers MP wrote:

'Our mission is to redefine and reform our economy and institutions in ways that make our people and communities more resilient, and our society and democracy stronger as well.'

The need to strengthen our democracy was also emphasised the Prime Minister the Hon Anthony Albanese MP in a speech at Queensland's Woodford Folk Festival toward the end of 2022:

'I urge anyone who thinks our democracy is unassailable to have a look around the world. Even some of the oldest, most stable democracies have come under attack from a whole range of corrosive, insidious forces. No one is immune. Our democracy is precious, something we have carefully grown and nurtured from one generation to the next. One of our core responsibilities is to make it stronger, and the key to that strength is transparency and accountability.'

In early 2023 the Australian Government established a taskforce to advise government on 'what can be done – practically – to strengthen Australian democracy'.



The 2024 NGA provides you - the elected representatives of Australia's local councils and communities - with the opportunity to engage with the Federal Government and key Ministers.

Further, it is your opportunity to advocate for new or expanded programs and key policy initiatives that could strengthen local governments, its capacity to deliver services and infrastructure to local communities across the nation. This service delivery is critical to build, maintain and strengthen the trust of our citizens.

This year's call for motion focusses on twelve priority areas:

- Intergovernmental relations;
- Financial sustainability;
- Roads and infrastructure;
- Emergency management;
- Housing and homelessness;
- Jobs and skills;
- Community services;
- Closing the Gap and Aboriginal and Torres Strait Islander Reconciliation;
- Data, digital technology and cyber security;
- Climate change and renewable energy;
- Environment; and
- Circular economy.



1. INTERGOVERNMENTAL RELATIONS

'Australia's federal structure, built upon reciprocal financial, legislative and policy responsibilities, requires intelligent cooperation on issues of strategic national significance.'

National Cabinet is a forum for the Prime Minister, Premiers and Chief Ministers to meet and work collaboratively. National Cabinet was established on 13 March 2020 and is chaired by the Prime Minister. The National Cabinet is a key mechanism in Australia's current intergovernmental architecture.

A representative of local government, the President of ALGA, is invited to meet with National Cabinet once each year. The President of ALGA also attends one meeting per year of the Council on Federal Financial Relations comprising the Commonwealth Treasurer as Chair and all state and territory treasurers.

A substantial body of research, from Australia and internationally, has highlighted that governments that work together are generally more successful in achieving shared national objectives, including economic recovery from events like the COVID-19 pandemic as well as in service and infrastructure delivery.

This research reinforces the need for local government to be included in relevant ministerial forums that support national priorities – from housing affordability to reaching net-zero emissions. ALGA currently participates in National Cabinet (1/year), Council on Federal Financial Relations (1/year), Infrastructure Transport Ministers Meeting, National Emergency Managers Meeting, Local Government Ministers Forum, Joint Council on Closing the Gap, Planning Ministers Meeting, Meeting of Environment Ministers, Energy and Climate Change Ministers and the Road Safety Ministers Meeting, to represent local government views.

Local government input can provide a community voice, enabling our intergovernmental forums to make decisions with greater legitimacy and authority.

Given the importance of trust in governments, between governments and its citizens, how can intergovernmental arrangements be further improved in Australia?

Are there ways of maintaining and enhancing the community's trust in local government?

Are there new initiatives and programs that could be adopted to improve the level of cooperation and collaboration between the Australian Government and local government?

2. FINANCIAL SUSTAINABILITY

Trust in governments is highly correlated with their ability to fulfill the implicit social contract between government and its citizens by keeping promises.

Local government is the third sphere of government in Australia's system of government. Councils are comprised of locally elected representatives who understand local needs and engage locally on strategies to meet those needs.

Councils are responsible for providing a wide range of critical local area services including planning, libraries, waste management systems, transport and infrastructure (eg roads and footpaths, parks, sporting grounds and swimming pools) and social services.

These services are critical to the wellbeing, liveability and productivity of all local communities, and therefore the nation. Equally important is the sustaining of democratic processes at the local and regional level.

Local government's total annual expenditure in 2021 -22 was approximately \$43.6 billion. Non-financial assets including roads, community infrastructure such as buildings, facilities, airports, water, and sewerage (in some states) including land, are valued at \$539 billion [ABS Government Finance Statistics, Australia, 2021-22].

In 2021-22, the Australian Government provided \$2.6 billion in Financial Assistance Grants funding to councils. This included \$1.3b which was brought forward from the 2021-22 estimate and paid through state and territory governments in 2020-21.

Nationally, local government derives nearly 90% of its revenue from its own sources (including rates and services charges), compared to around 50% for state governments. Grants from other levels of government make up just over 10% of local government's total revenue, however these grants are particularly important in areas with a low-rate base, and/or high growth rates, and rapidly expanding service and infrastructure needs.

In 2021-22 Financial Assistance Grants to local governments was less than 0.6% of Commonwealth taxation revenue (CTR), a significant drop from 1996 when these grants were at 1% of CTR. In 2023-24 Financial Assistance Grants have fallen to 0.5% of Commonwealth taxation.

What improvements are needed to the intergovernmental financial transfer system, particularly the Commonwealth transfers to local government, to enhance the community's trust in local government and by extension all governments?

Noting that Commonwealth tied funding is provided with detailed requirements how can this system be improved to provide flexibility and maximize the benefit to local communities?

3. ROADS AND INFRASTRUCTURE

ALGA's 2021 National State of the Assets Report (NSoA) is currently being updated and expected to be launched in 2024. The most recent NSoA shows that while most local government assets such as roads, bridges, buildings, parks and recreation, stormwater, water and wastewater, and airports and aerodromes are generally in good to very good condition, around 10% are not fit for purpose, and around 20–25% are only fair and over time will need attention.

The last NSoA found that in 2019–20 non-financial infrastructure assets were valued at \$342 billion and were depreciating at \$7.7 billion per year. Replacement costs of these infrastructure assets were in the order of \$533 billion.

Local government assets make up a significant proportion of the physical structure of local communities and often provide critical access to and support for citizens to engage in state and national assets and opportunities.

For example, local roads provide important “first and last-mile access” for communities and industry to road networks, integral to economic development and community connection. Local sporting grounds can provide access for community groups to build community participation that has social, health and economic benefits.

Are there programs or initiatives that the Australian Government could adopt to improve the long-term sustainability of local government infrastructure?

Are there programs or initiatives that the Australian Government could provide to improve the sector's capacity to manage local government infrastructure and to integrate these plans into long-term financial plans?

Are there programs or initiatives that the Australian Government could develop to maintain, strengthen and enhance the reputation of Australia's infrastructure providers, including local government?

4. EMERGENCY MANAGEMENT

In 2022 alone, 46 disasters were declared across Australia, covering more than 300 different council areas. In recent years, almost every Australian council has been impacted in some way by fires, floods, or cyclones.

Last year's flooding caused a damage bill of approximately \$3.8 billion to local roads across Queensland, New South Wales, Victoria and South Australia. This was just a fraction of the total disaster costs incurred by governments across the country.

There have been numerous NGA motions in recent years regarding natural disasters and this has been a significant priority in ALGA's advocacy program.

In 2022 ALGA successfully advocated for a new \$200 million per year Disaster Ready Fund, with the first round of funding allocated in June 2023. This fund will support councils and communities to mitigate against the risk of future disasters and help address the significant imbalance between mitigation and recovery spending.

Councils are encouraged to draw on their practical experience of the improvements that could be made to managing emergencies.

Please note that many aspects of emergency management are state or territory responsibilities, and your motions should focus on how the Australian Government could assist.

What new programs, or improvements to existing programs, could the Australian Government develop to partner with local government to improve the current natural disaster management systems to further assist in recovery and build resilience?

5. HOUSING AND HOMELESSNESS

Almost every Australian council and community is facing challenges around a lack of affordable housing.

Alarming research by the UNSW City Futures Research Centre shows 640,000 Australian households – or one in 15 households – are under housing stress.

All levels of government, including councils, have a fundamental role to play in addressing this crisis, which is being compounded by high interest rates, rising construction costs and skills shortages.

At a national level, ALGA is a signatory to the National Housing Accord, and in 2023 successfully advocated for a new \$500 million Housing Support Program for state and local governments to deliver supporting infrastructure for new housing developments.

While the provision of affordable housing is not a local government responsibility, councils have a role to play in ensuring there is enough suitably located land available for housing and that a diversity of housing stock is supported. Councils also want to ensure that new housing developments are supported with the necessary services and infrastructure to create liveable and sustainable communities.

Many councils are also addressing thin markets and developing land and housing themselves, delivering local solutions to meet the needs of their communities.

Councils also want to ensure that they engaged with planning decisions that affect local communities. Taking planning powers away from councils does not always support the best local outcomes.

Councils also play an important role addressing some of the causes of homelessness, including social inclusion programs that can assist mental health and family violence issues, as well as providing support for people currently experiencing homelessness.

What new programs and policies could the Australian Government develop to partner with local government to support the provision of more affordable housing?

How can the Australian Government work with councils to address the causes and impacts of homelessness?

6. JOBS AND SKILLS

Local government is a major employer in Australia providing employment, career advancement and training opportunities for more than 190,800 Australians, across an estimated 400 occupations.

However, councils are facing significant jobs and skills shortages that are constraining their capacity to deliver services and build and maintain local infrastructure.

ALGA's 2022 National Local Government Workforce Skills and Capability Survey indicated that more than 90 percent of Australia's 537 councils were experiencing skills shortages.

The survey also showed that for approximately two-thirds of these councils, these shortages were impacting on project delivery.

In particular, councils are facing a shortage of planners, engineers, building surveyors, environmental officers and human resources professionals.

Skills shortages occur for a variety of reasons including an inability to compete against the private sector, worker accommodation, support services for families, ageing of the workforce and geographic isolation.

Are there programs or initiatives that the Australian Government could implement that would enhance local government's capacity to attract and retain appropriately skilled staff now and into the future?

Are there programs or changes to existing programs that would increase local government's ability to employ apprentices and trainees?

Are there other initiatives that the Australian Government could provide to improve the sector's ability to plan and develop skills fit for the future?

7. COMMUNITY SERVICES

Councils provide a wide range of services based on local characteristics, needs, priorities, and the resources of their community. Indeed, it is this level of responsiveness and accountability to the local community that is an essential feature of democratic local governments worldwide.

Some of these services are provided to address market failure, and many of them are provided by councils on behalf of other levels of government.

It is important to note that nationally local government is more than 83% self-sufficient ie funded at the local level either through rates, fees and charges, sale of goods and services, or interest. The Australian Bureau of Statistics data shows that total local government annual expenditure in 2021-22 was \$43.6 billion.

Only 17% comes from grants and subsidies from other levels of government. Unfortunately, many of these grants and subsidies are tied, or require matching funding which restricts the ability to address local priorities in the way the council and community might need.

Arguably there is no greater obligation upon government than to maintain the trust that citizens have in meeting their community services obligations and promises, particularly to society's most vulnerable.

Local government community services are broadly defined, and may include but are not limited to:

- environmental health including food safety;
- childcare, early childhood education, municipal health;
- aged care, senior citizens;
- services to people living with disability;
- programs to address disadvantage, to reduce poverty and homelessness;
- sporting and recreational programs;
- arts and cultural activities, programs and festivals;
- tourism and economic development activities; and
- library services.

Noting the funding arrangements for the provision of local government community services are there programs and initiatives that the Australian Government could implement to improve the delivery of these services?

Are there reforms or improvements in national community services program that would help local governments support the Australian Government to deliver on its national objectives?

8. CLOSING THE GAP AND ABORIGINAL AND TORRES STRAIT ISLANDER RECONCILIATION

In 2021, ALGA co-signed a landmark national agreement to close the gap between Indigenous and non-Indigenous Australians. At the heart of the National Agreement on Closing the Gap Partnership are four agreed priority reform targets and 19 socio-economic targets in areas including education, employment, health and wellbeing, justice, safety, housing, land and waters, and Aboriginal and Torres Strait Islander languages.

The Indigenous Voice Co-design Final Report to the Australian Government was released in December 2021. The Local & Regional Voice will contribute to achieving the Closing the Gap outcomes by providing avenues for Indigenous voices to be heard, including to provide feedback to government on Closing the Gap.

As the level of government closest to the people, councils have an essential role supporting and helping to steer the development of policies and programs in partnership with local Indigenous peoples that address closing the gap priorities at the local and regional level.

Local government plays a positive role in reconciliation and celebrating Indigenous culture and identity, and sustainably funded could work effectively to reduce Indigenous disadvantage in all its forms.

On 14 October 2023, Australians voted in a referendum about whether to change the Constitution to recognise the First Peoples of Australia by establishing a body called the Aboriginal and Torres Strait Islander Voice. The referendum did not pass.

Are there programs or initiatives that the Australian Government could adopt to assist local government to advance reconciliation and close the gap?

Are there practical programs or initiatives that local government and the Australian Government could introduce to maintain, build and strengthen the level of trust between Aboriginal and Torres Strait Islanders and governments?

9. DATA, DIGITAL TECHNOLOGY AND CYBER SECURITY

Provision of information technology to all Australians is vital to innovation, economic growth, and social equity. However, it is potentially even more important to regional Australia where the tyranny of distance increases the inequity of services available – including education, health, economic and social. Innovative technology is becoming more broadly available and could boost productivity and economic growth.

Councils around Australia continue to embrace new technologies to improve their service delivery standards and broaden consultation and engagement with their local communities. However, implementation can be hindered without access to basic technological infrastructure and the necessary IT skills and resources.

In recent times, cyber-attacks on major corporations and other businesses have resulted in significant data breaches. It is a timely reminder as digital information, services and products become an increasing feature of modern business operation including in local government.

Like all risks, local government must manage the risk of cyber-attacks and address cyber security. At a national level, there is limited understanding of local governments' vulnerability to cyber-attacks, preparedness and adequacy of risk management strategies or business continuity planning.

While this is primarily a responsibility of the sector itself, governments at all levels must work together to ensure that the public have confidence in government information management systems and its security.

Drawing upon your council's experience, and your knowledge of other councils within your state or territory, are there programs and initiatives that the Australian Government could implement to help local government develop its digital technology services and infrastructure?

Are there actions the Australian Government could take to improve cyber security within the local government sector?

10. CLIMATE CHANGE AND RENEWABLE ENERGY

Australia's changing climate presents a significant challenge to governments, individuals, communities, businesses, industry, and the environment.

The Australian Government has committed to address climate change and in June 2022 submitted its revised National Determined Contribution (NDC) to the United Nations Framework Convention on Climate Change. The revised NDC included reaffirming a target of net zero emissions by 2050 and committing to reduce greenhouse gas emissions by 43% from 2005 levels.

Local governments have played an important leadership role in addressing climate change, and councils have supported a wide range of community-based programs and initiatives to lower the carbon footprint of their own business operations and of their local communities.

As a sector, local government has been an advocate and active participant in the debate for lowering carbon emissions, is sourcing renewable energy, has responded creatively to reduce greenhouse gas emissions from landfills, and facilitated the construction of green buildings and water sensitive design of cities and towns.

Local government has been at the forefront in addressing the impacts of climate change and adaptation to climate change. In particular, councils have a practical understanding of the risk and impact of climate change on Australia's infrastructure and physical assets, natural ecosystems, local economies and their community.

Noting the Australian Government's approach to reducing emissions, are there partnerships, programs, and initiatives that local government and the Australian Government can form to achieve Australia's 2050 net zero emissions target?

Are there initiatives that could assist local governments to build trust in the community for implementation of key climate change and emissions reduction initiatives?

11. ENVIRONMENT

Australia's 537 local councils play an essential role in providing, regulating and managing Australia's environmental services and infrastructure.

Whether it's biodiversity, biosecurity, natural resource management (NRM), contaminated lands, waste management, water resources, sustainability or roadside environments, councils are responsible for educating households and businesses on environment policy, as well as driving environmental programs and initiatives in their local communities.

In recent years the National General Assembly has considered a range of environmental issues, and passed resolutions on biodiversity, biosecurity, conservation, climate change and water security.

How could the Australian Government partner with local government to strengthen Australia's environmental services and infrastructure?

What new programs could the Australian Government partner with local government in to progress local regional and national objectives?



12. CIRCULAR ECONOMY

Local government is responsible for the management of household and domestic waste and has a critical role to play in further developing the circular economy.

Australia's 537 councils manage approximately 26 percent of Australian waste, either directly or through contractual arrangements. Each year, local governments collect around 9.7 million tonnes of waste from kerbside bin services, sort it at material recovery facilities (MRFs), and dispatch what can be recycled to reprocessing facilities in Australia and overseas.

Where waste cannot be recovered it is landfilled, and local governments in most jurisdictions must pay a significant levy per tonne for landfilled waste, as well as incur the operational costs of maintaining and managing a landfill.

Collecting, treating, and disposing of Australian domestic waste costs local government an estimated \$3.5 billion annually. Local government also dedicates resources to administering community waste-education programs, collecting litter, addressing illegal rubbish dumping, and ensuring compliance with waste bylaws.

In November 2023, Australia's Environment Ministers agreed that the Federal Government would establish new regulations for packaging as well as mandate how packaging is designed, develop minimum recycled content requirements and prohibit harmful chemicals being used. These changes are expected to have a positive impact on the amount of waste sent to landfill, and the costs borne by councils and their communities.

How could the Australian Government further strengthen product stewardship arrangements to support local governments in their endeavours to increase recycling and reduce the volume of waste?

How could the Australian Government partner with local government to advance the circular economy?

CONCLUSION

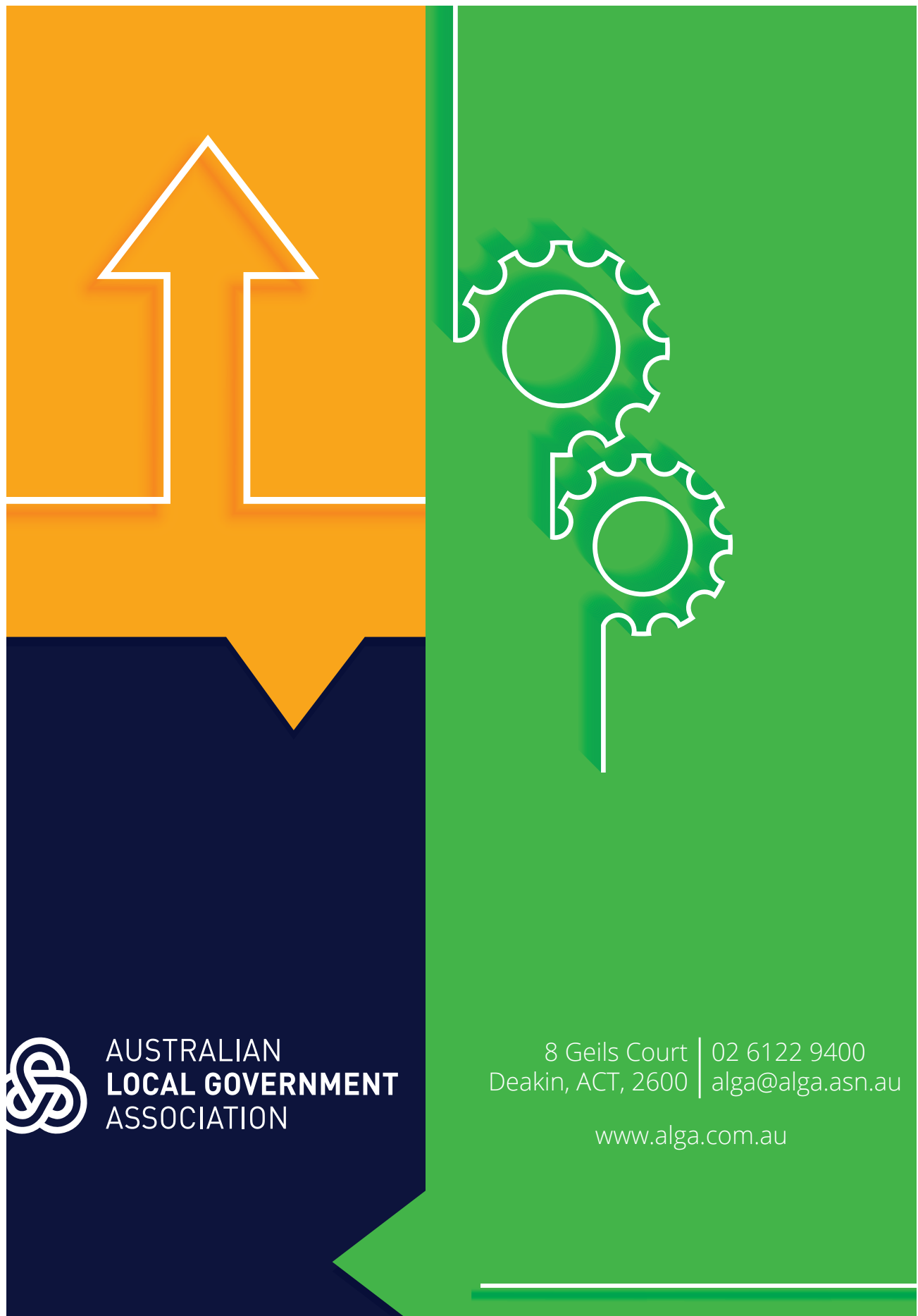
Thank you for taking the time to read this discussion paper and your support for the 2024 National General Assembly of Local Government.

A FINAL REMINDER:

- » Motions should be lodged electronically at www.alga.com.au and received no later than 11.59pm on Friday 29 March 2024.
- » Motions must meet the criteria published in this paper.
- » Motions should commence with the following wording: 'This National General Assembly calls on the Australian Government to...'
- » Motions should not be prescriptive in directing how the matter should be pursued.
- » Motions should be practical, focussed and relatively simple.
- » It is important to complete the background section on the form.
- » Motions must not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
- » When your council submits a motion there is an expectation that a council representative will be present at the 2024 National General Assembly to move and speak to that motion if required.
- » Resolutions of the National General Assembly do not automatically become ALGA's national policy positions. The resolutions are used by the ALGA Board to inform policies, priorities and strategies to advance local governments within the national agenda.

We look forward to hearing from you and seeing you at the 2024 National General Assembly in Canberra.





14.8 2024/2025 ANNUAL BUSINESS PLAN, BUDGET AND 2025-2034 LONG TERM FINANCIAL PLAN DEVELOPMENT FRAMEWORK**Record Number: D24/7784****Author: Chief Financial Officer****Authoriser: Chief Executive Officer****Attachments: Nil****EXECUTIVE SUMMARY**

- The purpose of this report is for the Elected Members to consider and endorse the framework to be adopted in compiling/updating: -
 - 2024/2025 Annual Business Plan (ABP);
 - 2024/2025 Annual Budget (the Budget); and
 - 2025-2034 Long Term Financial Plan (LTFP).
- The development of the ABP and the Budget will continue to form the platform to position the Council to achieve “Financial Sustainability” that has been the fundamental focus during the preparation of budgets for the last six (6) financial years.
- In the 2024-2033 LTFP adopted by the Council on 28 August 2023, an operating deficit of \$0.884m has been forecast for 2024/2025 Financial Year based on average Adelaide Consumer Price Index (CPI) of 4%.
- Although the inflation in Australia has passed its peak, it remains persistently high due to higher fuel price and continued labour/goods supply constraints. In addition, recent flooding events in eastern Australia are expected have further negative impact on CPI in 2024.
- According to the most recent CPI updates, both Australian and Adelaide CPI have continued its downward trend to post 4.1% and 4.8% respectively for the year ending 31 December 2023.
- Therefore, financial challenge for the Council is to mitigate the impact of excessive inflation on Council services and manage a significant capital expenditure budget and donated assets while reducing the projected operating deficit overtime, without leaving a financial burden for the future generation (intergenerational equity).
- A well-thought and carefully considered operating deficit (with long term implications analysed and understood) will provide comfort to the community that the Council has a sound financial strategy to meet current/future service demands and capitalise on new growth opportunities.
- Council should/will continue to review its internal operations to identify areas for improvement/productivity gain while addressing resourcing requirements to cater for the substantial developments occurring within the Council district.
- Based on the schedule set out in **Table 2**, it is proposed to release the draft ABP, Budget and LTFP for public consultation on Monday the 29 April 2024 with the final adoption of the draft documents to occur at a Special Council Meeting on Monday the 8 July 2024 well ahead of the statutory deadline of 15 August.

RECOMMENDATION

“that Council, having considered Item 14.8 – 2024/2025 Annual Business Plan, Budget and 2025-2034 Long Term Financial Plan Development Framework, dated 26 February 2024, receives and notes the report and in doing so:

- 1. endorse the budget parameters and assumptions set out in Table 1 of this report for the purpose of preparing the draft 2024/2025 Annual Business Plan, Budget and 2025-2034 Long Term Financial Plan; and**
- 2. endorse the schedule set out in Table 2 of this report as the process to be undertaken in the preparation of the 2024/2025 Annual Business Plan, Budget and 2025-2034 Long Term Financial Plan, subject to any date changes the Chief Executive Officer determines necessary.”**

BUDGET IMPACT

Estimated Cost: Yet to be determined

Future ongoing operating costs: Yet to be determined

Is this Budgeted? Not applicable

RISK ASSESSMENT

Inflation risk

Due to post-pandemic economic recovery and COVID-19 related supply chain issues, almost all the economies in the world have experienced a significant increase in inflation in 2023. Although the inflation has peaked in 2023, uncertainties in the Middle East and the Ukraine could pose a significant threat to maintain sustained reduction in inflation in Australian.

Therefore, if South Australia continue to face with higher inflation throughout 2024/2025 financial year (higher than 3.5% forecast in this report), it could potentially increase some of Council's expenses. It could also lead to increase in overdue rates due to diminishing purchasing power of the ratepayers.

Interest rate risks

In response to higher inflation, Reserve Bank of Australia has increased its cash rate from historical low level of 0.10% since May 2022 which had a flow on effect on interest expense on Council borrowings. RBA has indicated that they would continue to increase cash rate until inflation is within RBA's policy target of 2% - 3% range.

Cyber security

In recent years, Council has made significant investment in upgrading its information technology infrastructure to keep up-to-date with technological advancements that will safeguard its information and systems from potential cyber-attacks. This should continue to be high priority for the Council given continuing recent cyber security breaches reported at commercial, federal and other local government level.

Occupational Health and Safety Risk

There can be heavy financial and prosecution penalties applied against Council, if Council has not complied with the requirements of the *Work, Health and Safety Act 2012* (WHS Act) and is found guilty as a result of an incident occurring. Maintenance and replacement of plants and equipment

at the right time is crucial in ensuring the health and safety of workers (including contractors, volunteers etc.) and Council meets its due diligence obligations under the WHS Act. When maintenance is no longer effective, Council needs to replace equipment, and factor those costs into the capital budget to fulfil its WHS responsibilities.

Credit Risk

Council currently doesn't have any particular credit risks due to a relatively low level of debt compared to the rates revenue and the assets base. Although Council can borrow money due to its creditworthiness at a very competitive rate, any new long-term borrowings should be restricted to financing new assets or to upgrade existing assets with a clear strategy in focus, and not to finance operating deficits except for short-term cash flow management purposes.

DETAILED REPORT

Purpose

The purpose of this report is for the Council to consider and endorse the framework to be adopted in compiling the 2024/2025 ABP, Budget and the 2025-2034 LTFP.

Background

Legislative Requirements

Pursuant to section 123 of the *Local Government Act 1999* (the Act), Council is required to prepare an Annual Business Plan and Annual Budget each financial year Council must adopt its Annual Business Plan and Annual Budget between 31 May and 15 August (except in a case involving extraordinary administrative difficulty).

Section 123(2) of the Act requires that each Annual Business Plan of a Council must:

- a) include a summary of the Council's long-term objectives (as set out in its strategic management plans); and
- b) include an outline of-
 - i. the Council's objectives for the financial year; and
 - ii. the activities that the Council intends to undertake to achieve those objectives; and
 - iii. the measures (financial and non-financial) that the Council intends to use to assess the performance of the Council against its objectives over the financial year; and
- c) assess the financial requirements of the Council for the financial year and, taking those requirements into account, set out a summary of its proposed operating expenditure, capital expenditure and sources of revenue; and
- d) set out the rates structure and policies for the financial year; and
- e) assess the impact of the rates structure and policies on the community based on modelling that has been undertaken or obtained by the Council; and
- f) take into account the Council's long-term financial plan and relevant issues relating to the management and development of infrastructure and major assets by the Council; and
- g) address or include any other matter prescribed by the regulations.

Pursuant to Section 123(3) of the Act, prior to the adoption of the Annual Business Plan and Budget, a twenty-one (21) day public consultation period is required. As per recent amendments made to Schedule 5 of the Act, draft ABP and budget will only be available on Council website during the public consultation period.

At a Council Meeting, post the conclusion of the public consultation period, members of the public can ask questions and make written submissions regarding the draft Annual Business Plan.

At its meeting held on 12 February 2024, Audit and Risk Committee received a report on the budget framework and the timetable and resolved as follows;

6.1 2024/2025 ANNUAL BUSINESS PLAN, BUDGET AND 2025-2034 LONG TERM FINANCIAL PLAN DEVELOPMENT FRAMEWORK**COMMITTEE RESOLUTION 2024/1**

Moved: Mayor Wasley

Seconded: Mr Fairlie-Jones

“that the Audit & Risk Committee, having considered Item 6.1 – 2024/2025 Annual Business Plan, Budget and 2025-2034 Long Term Financial Plan Development Framework, dated 12 February 2024, receives and notes the report and in doing so recommends that Council:

- 1. endorse the budget parameters and assumptions set out in Table 1 of this Report for the purpose of preparing the draft 2024/2025 Annual Business Plan, Budget and 2025-2034 Long Term Financial Plan; and*
- 2. endorse the schedule set out in Table 2 of this report as the process to be undertaken in the preparation of the 2024/2025 Annual Business Plan, Budget and 2025-2034 Long Term Financial Plan, subject to any date changes the Chief Executive Officer determines necessary.”*

CARRIED

DiscussionEconomic and Fiscal Outlook for Australia

The Mid-Year Economic and Fiscal Outlook 2023/2024 released by the Government late in 2023 states that *‘The outlook for the global economy remains highly uncertain and inflation continues to be a major challenge around the world. More persistent global inflation, Russia’s invasion of Ukraine, the Hamas-Israel conflict, an ongoing adjustment in China’s property sector and the lagged effects of sharp global monetary tightening all pose downside risks to growth. While some key economies have shown greater-than-expected resilience, global growth is still expected to moderate over the next two years as persistent inflation and higher interest rates weigh on economic activity...’*

Although inflation in Australia has passed its peak, it remains persistently high. The outlook for inflation has, therefore, been revised up for 2023-24 by the Federal Government, reflecting the still high cost of living being experienced in many nations, including Australia.

Economic and Fiscal Outlook for South Australia

Based on the latest ABS data, Adelaide CPI have decreased to 4.80% for the year ending 31 December 2023. Mid-Year Budget Review 2023-24 released by the Government of South Australia in December 2023 estimates that for 2024/2025, the Adelaide Consumer Price Index (CPI) would be 3.50% which is projected to decrease further to 3.00% in 2025/2026 and decrease to 2.50% 2026/2027 which within the RBA’s target range of between 2% to 3%.

Local Government Price Index (LGPI) which measures the price movement of goods and services consumed by the local government in South Australia and Adelaide CPI continued to decrease throughout the last 12 months as summarised below.

	Dec 22	Mar 23	Jun 23	Sept 23	Dec 23	24/25 Forecast
LGPI						
- Recurrent	4.40%	4.40%	3.90%	4.70%	Not available	Not available
- Capital	12.50%	11.00%	9.10%	5.00%	Not available	Not available
- Combined	6.90%	6.40%	5.60%	4.80%	Not available	Not available
CPI – Adelaide						
	8.60%	7.90%	6.90%	5.90%	4.80%	3.5%

Intergenerational Inequity

The financial challenge for Council and the community is to deliver planned infrastructure renewals in accordance with Council's Asset Management Plan (updated in October 2021) to provide the level of service expected by the Adelaide Plains community along with new/upgraded assets as envisaged in the updated strategic plan of the Council.

However, such a level of service and new assets comes at a cost and if the current generation of ratepayers do not contribute sufficiently through rates and user charges, Council leaves a legacy of financial burden for future generations. For example, since 2019/2020 Council undertook several road sealing programs which were partially/fully funded by government grants. These upgraded roads are expected to cause Council depreciation to go up by around \$0.130m in 2024/2025.

The 2024/2025 Annual Business Plan

The Annual Business Plan is Council's statement of its intended programs and objectives for a financial year. It will be developed based on the strategies set out in Council's Strategic Plan 2021-2024 and assets management plans within the parameters of the 2024/2033 LTFP adopted by the Council on 28 August 2023.

Elements of an Annual Budget

The annual budget of a council incorporates three (3) components of the Council Operations. They are;

- a) Recurrent (day-today) Income and Expenditure;
- b) One-off service initiatives or Operating Projects; and
- c) Infrastructure renewal and new/upgraded assets (Capital Projects).

Key Budget Influences

➤ **External Budget Influences**

- The Reserve Bank of Australia (RBA) has an inflationary target of between 2.00% and 3.00% per annum. The RBA has indicated that it will continue to maintain higher cash rates until the inflation is within its target range.
- Payment of Financial Assistance Grant for the past number of years has been paid in advance by the Federal Government. The advance payments pose a cash and budget risk when/if the Federal Government decide cease the advance payments being made. As this Grant is an untied grant the amount received in advance is classified as income in the year the amount is received. The current amount paid in advance is \$1.886m (paid out of 2023/2024 allocation) that was received in June 2023

- The Federal Mid-Year Economic and Fiscal Outlook 2023-24 released late in 2023 predicts that the CPI for Australia will be 3.75% in 2023/2024 and 2.75% in 2024/2025.
- The Australian unemployment is expected to remain under 5% in 2024 and 2025.
- In September quarter 2023, the seasonally adjusted Wage Price Index rose to 3.9% and 4.0% over the year for South Australia and Australia respectively.
- Both Australian and Adelaide CPI have continued its downward trend to post 4.1% and 4.8% respectively for the year ending 31 December 2023.
- The CPI for South Australia is forecast at 3.5% and 3% in 2024/2025 and 2025/2026 respectively.
- Depreciation expenses are expected to increase by more than CPI/LGPI. For example, as of 1 July 2023, unit rates that will be used to revalue stormwater assets have increased by 20%.
- Increase in population due to new residents moving in to the Council district. For example, following new rateable properties were created by the Council in recent years: -
 - 2019/2020 Financial Year: 173 + donated assets of \$5.3m
 - 2020/2021 Financial Year: 257 + donated assets of \$5.4m
 - 2021/2022 Financial Year: 146 + donated assets of \$4.7m
 - 2022/2023 Financial Year: 125+ donated assets of \$3.7m
 - 2023/2024 Financial Year: 97 for the period July-December 2023. Similar period last year, it was 78 properties.
- Increased demand for updated IT infrastructure to ensure cyber security, connectivity, storage, data integrity and facilitate work from home.
- Increase in community demand for new assets such as sealing of unsealed roads and stormwater drainage.
- For example, following roads have been sealed/will be sealed by the Council by 30 June 2024 at a cost of \$7.2m and are expected to add additional depreciation of \$0.130m or 1.06% of this year rates income.

- Shannon Road	(19-21)	4.00 km	\$0.325m
- Carslake Road	(20/21)	3.44 km	\$0.800m
- Coats Road	(21/22)	1.42 km	\$0.473m
- Cheek Road	(21/22)	2.73 km	\$0.683m
- Glover Road	(22/23)	1.42 km	\$0.470m
- Buckland Park Rd	(22/23)	0.90 km	\$0.236m
- Aerodrome Road	(21-23)	2.90 km	\$0.852m
- Barabba Road	(21-23)	4.55 km	\$1.001m
- Middle Beach Road	(22-24)	8.97 km	\$2.390m
Total		30.33 km	\$7.230m

- Continue with assets rationalisation - Potential to engage community organisations and groups to manage community assets (For example Mallala Campground, Parham Campground).
- Adelaide Plains Council population had grown by nearly 5.5% from 2011 to 8,801 in 2016. It is projected to grow by 10,557 persons to a population of 19,358 by 2050 at 1.20% per annum compared to 0.90% for Greater Adelaide.
- The Estimated Resident Population within the district as per Australian Bureau of Statistics is 10,456 as at 30 June 2022 (9,977 as of 30 June 2021);
- Commitments to projects and partnership initiatives continuing over more than one year e.g., Regional Procurement Group, Regional Development Australia Barossa Inc, Central Local Government Region of South Australia and Local Government Association of South Australia.
- Department for Environment & Water has advanced their body of work on the Gawler River Business Case; an initiative that seeks to provide options for flood mitigation within the Gawler River catchment. Should the option to raise the Bruce Eastick Dam be adopted, this is likely to cost in the vicinity of \$190 million which is a cost that would need to be borne by all three tiers of government.
- Council's share of this cost is currently unknown and could equate to a significant amount of money however advocacy and lobbying of the other tiers of government is needed to ensure a more equitable sharing of costs when factoring in ability to pay of constituent councils.

➤ **Internal Budget Influences**

- Continue investment in growth and economic development initiatives such as;
 - Two Wells Investment & Growth;
 - Community and Civic Hub;
 - Business Support Program; and
 - Additional labour resources.
- Cost of maintaining infrastructure assets handed over to the Council from the housing development in Two Wells. Budget for next financial year will be developed on the assumption that the new infrastructure will have same service level as previously provided by the developer unless Council decides otherwise.
- Conflict between Peri Urban Vs Rural services expectation of Council and the uplift in expectation of residents.
- Increase in overdue rates (as summarised below) which requires Council to rely on short-term borrowings to delivery its services to the community.
 - 30/06/2020 \$0.810m
 - 30/06/2021 \$1.050m
 - 30/06/2022 \$0.922m
 - 03/02/2023 \$1.012m
 - 30/06/2023 \$1.122m
 - 12/02/2024 \$1.213m

- Additional depreciation expenses associated with significant infrastructure spending in 2021/2022, 2022/2023 and 2023/24 Financial Years and significant increases in unit rates since 1 July 2023. It's estimated that each upgrade of an unsealed road to a sealed road increases depreciation costs by 60% per road.
- The current Enterprise Bargaining Agreements for Indoor and Outdoor is schedule to conclude as of the 30 June 2024. The Council Employees are currently in the stages of negotiation a new EBA for the period of 1 July 2024 to 30 June 2027. As the increase in salaries/wages is yet to be determined. With the current Public Sector Wage Growth sitting at an average of 3.5% in the year to the September quarter of 2023, a rate of 3% will be used as an estimated for calculating increases in Salaries/wages for Council staff.
- Council's long-term financial objective of being financially sustainable by achieving an operating break-even position and the need to exercise prudent financial management practices to ensure financial sustainability.
- Requirements to maintain and improve infrastructure assets to acceptable standards including roads, kerbing, footpaths, Community Waste Management Scheme, storm water drainage, parks and gardens, Council's buildings, plants, machinery, equipment, furniture and fittings in consistent with the Infrastructure and Asset Management Plans.
- The 2024/2025 Budget and 2025-2034 LTFP will remain influenced by the current strategy documents: the Council Strategic Plan for the 2021-2024 Period and the Council Infrastructure and Asset Management Plan from 2021. Both Strategic Documents are scheduled for review in 2024.

Key Budget Assumptions and Parameters

1. Maintaining existing services at current service standards (business as usual)

The draft 2024/2025 Annual Budget and 2025-2034 LTFP will be prepared based on 'business as usual' assumption, which means that Council will continue to provide the existing services at the current service levels. This is not to say that the existing services that will be continued, will be delivered in the same way, as Council's management is constantly looking for innovative and cost-effective ways of delivering Council services. Accordingly, Council's budget managers will adjust their recurrent budgets for 2024/2025 based on the 2023/2024 budget and year-to-date January 2024 actual performance.

The "business as usual" assumption does not take into account any change in direction or service level in response to community expectations, legislative requirements, changing economic conditions or any changes that Council may wish to make, however the 2024/2025 Annual Budget and LTFP will be adjusted for such changes that are known. Accordingly, following budget parameters and assumptions will be made in preparing draft ABP, Budget and the LTFP.

Table 1: Budget & LTFP Parameters and Assumptions

Description		24/25 Budget Assumptions (Year 1)	LTFP Assumptions (Year 2 to 9)
General Income	Rates	To be confirmed following workshops with Elected Members and the finalisation of budget.	Rates income to increase by 3% (from existing rate payers) and further 2.75% increase in general rates income from growth.

CWMS Charge	Mallala & Middle Beach – To be decided based on full cost recovery	Mallala and Middle Beach – continue to increase based on full cost recovery
Waste Collection Levy	To be determined based on expected costs to deliver the program which may include hard waste collection and other waste initiatives such as Transfer Station, Costal Green Waste and Sustainability Officer.	4% increase p.a. on 2024/2025 waste charge.
Regional Landscape Levy	To be advised by Northern & Yorke Landscape Board.	3% increase p.a. on 2024/2025 levy.
Statutory/User Charges	Maximum increase of 4%. <i>(to be determined as part of Annual Fees and Charges Review).</i>	Maximum increase of 3% p.a.
Grants, subsidies and contributions	Will be estimated based on confirmed grant programs such as R2R, FAG, Library Grant & Supplementary Local Grant.	
Employee Costs (incl. on-costs)	EBA currently in negotiation, estimate a 3% for budgeting purposes only excluding new positions which are included in the long-term operating project program.	4% p.a. excluding new positions which are included in the long-term operating project program
Materials, contracts and other	To be confirmed following the finalisation of budget. Unlike in previous years, it's difficult to estimate a % increase so early in the budget process due to high inflation.	Overall increase of 3% p.a. excluding the cost of waste collection service.
Depreciation	Expected to be 12% based on 22/23 assets revaluation.	Expected to be 4% p.a. based on 23/24 assets revaluation.
Finance Costs	To be determined based on current/new borrowings and average interest rate of 5.6%.	To be determined based on new borrowings required and average interest rate of between 3% to 6%.
Donated Assets	\$5m worth donated assets to be given to the Council by developers every year.	
Overdue Rates, trade receivable, trade payables and provisions	No significant increase in overdue rates, trade receivable, trade payables and provisions.	
Forecast indices	Price Adelaide CPI 3.5%	Adelaide CPI 3%

2. Asset Renewal and Replacement

The Council has in place Infrastructure & Asset Management Plans (I&) that was last updated in October 2021 for each major class of assets. The financial projections to be included in the draft 2024/2025 Budget will be based on the asset renewal and replacement programs as outlined in the I&.

Due to the unique nature of the Council's asset base, the input costs to renew and replace the existing asset base, can be subject to cost escalations which are greater/lower than Adelaide CPI/LGPI.

3. New Operating and Capital Projects

New projects, both Operating and Capital, which are to be put forward for consideration by the Council staff and the Elected Members, should be aligned with: -

1. Council's Strategic Management Plan 2021-2024;
2. Infrastructure and Asset Management Plans; and
3. Long Term Financial Plans.

In addition, all new Operating and Capital Projects are to be considered and approved within the constraints of the current Long-Term Financial Plan. New services and one-off projects in excess of the current LTFP are to be funded through rate increases, loan borrowings and grant income as per Council's Funding Policy or by expenditure savings.

4. Extract from the LTFP for 2024/2025

Current LTFP has funding allocation of \$0.786m for following nine (9) operating projects and further \$5.8m for capital projects in accordance with Councils Infrastructure and Assets Management Plan.

However, these projects will be revisited/reconsidered as part of 2024/2025 budget discussion along with new operating projects put forward by the Council management and the Elected Members and will be prioritised based on the funds available for the next financial year.

Operating Project	Amount budgeted in the LTFP (\$'000)
1. Street/Verge Tree Planting	30
2. Levee, Hickinbotham Development	269
3. Two Wells - Recycled Water Use	40
4. Additional labour resources commensurate with growth (2 FTEs)	250
5. Donaldson Road - Design to include WSUD and open space elements	50
6. Two Wells Cemetery - landscaping	20
7. Two Wells Library - Salt damp treatment	50
8. New Residents Kits and Business & Community Directory	23
9. New Cemetery Management System	54
Total Estimated Costs	786

Capital Project	Amount budgeted in the LTFP (\$'000)
1. Plant, Fleet & Equipment	1,415
2. Street Scape	146
3. Site Improvements	1,570
4. Sealed Roads	800
5. Unsealed Roads	1,000
6. Car Parks & Traffic Control	60
7. Pram Ramps	10
8. Kerbing	565
9. Stormwater	210
10. CWMS	25

Total	5,801
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Capital Project	Amount budgeted in the LTFP (\$'000)
Investment in new assets	1,751
Renewal/replacement of existing assets	4,050
Total Investment	5,801

5. Carry Forward Projects

Where this financial year Operating Projects are not completed by 30 June 2024 including projects carried forward from 2023/2024 Financial Year, future deficits can eventuate, as the rate revenue is raised in the year as the project is initially approved.

As part of the draft Budget, the cost to complete the Operating Projects from prior financial years will be carried forward to the 2024/2025 financial year, however those carried forward projects will be excluded for 2024/2025 rate modelling purpose.

As of 31 January, followings projects have been identified as potential carry over projects to 2024/2025 financial year.

- Capital Projects

- Street Lighting - Two Wells Main Street (\$315k)
- Kerbing - Balaklava Road - Lisieux Street to Aerodrome Road (\$240k)
- Sealed Road - Two Wells Mainstreet - Pedestrian Refuges/Crossing (\$195K)
- Wasleys Bridge – Repairs (\$200k)
- Two Wells Township Levee (\$1.6m) -100% grant funded

- Operating Projects

- Coastal adaptation study review (\$60k) -100% grant funded
- Undergrounding of Power Lines in Two Wells (\$1.3m) - \$0.345k grant funded
- Two Wells CWMS - Concept Design (\$155k) – 100% grant funded
- LRCIP Round 4 & Part B (\$199k) – 100% grant funded

In accordance with Council's Budget Management Policy, carry over amounts from current financial year will be finalized after the audit of 2023/2024 financial statements and the costs (net of grants) will be carried over/added to the 2024/2025 budget as part of Q1 review of the said budget which is expected occur in November 2024.

6. Budget Timetable

As set out in **Table 2** below, a budget timetable has been drafted to ensure that the Council is in a position to adopt 2024/2025 Annual Business Plan and the Budget at a Special Council Meeting on 8 July 2024. The proposed timetable includes;

- 5 X Information sessions with the Elected Members including a bus tour;
- 3 X Audit & Risk (A&R) Committee meetings;
- 1 X Infrastructure & Environment (I&E) Committee meeting;
- 4 X Council meetings.

Therefore, Council Members will have number of opportunities to review and ask questions on the draft 2024/2025 ABP, Budget and the 2025-2034 LTFP.

This timeline will also allow Council to approve the budget well ahead of the legislated deadline of 15 August 2023. It will also assist the Council staff to carry out all end of year processing as at 30 June 2024 on time, and plan for the new financial year.

Table 2 - Key Budget and LTFP Activities

KEY STEPS	DATES	MEETING
Strategic Plan Review, 2024/2025 Budget.	Monday, 5 February	Information/briefing session 1 from 5.30pm to 7.30pm
Budget process, parameters and objectives are presented to the A&R Committee for consideration and comment.	Monday, 12 February	A&R Committee meeting at 4.30pm
Bus tour of proposed infrastructure program for 2024/2025.	Tuesday, 13 February	Information/briefing session 2 from 9.30am to 5.00pm
Budget process, parameters and objectives presented to the Council for adoption.	Monday, 26 February	February Council Meeting at 5.30pm (Decision report)
Recurrent Budget, Operating Projects and four (4) Year Capital Program is discussed with EMs.	Monday, 4 March	Information/briefing session 3 from 5.30pm to 7.30pm
I&E Committee to consider four (4) year capital renewal program.	Thursday, 14 March	I&E Committee Meeting at 5.30pm
Draft 2024/2025 ABP, budget and draft 2025-2034 LTFP - Operating Budget: In-principle support.	Monday, 25 March	March Council meeting at 5.30pm (Decision report)
Recurrent Budget, Operating and Capital Projects Workshop with Council Members.	Monday, 8 April	Information/briefing session 4 from 5.30pm to 7.30pm
Draft 2024/2025 ABP, budget and draft 2025-2034 LTFP is presented to the A&R Committee.	Tuesday, 16 April	A&R Committee meeting at 4.30pm
Draft 2024/2025 Fees and Charges are presented to Council.	Monday, 22 April	April Council Meeting at 5.30pm (Decision report)
Draft 2024/2025 ABP, budget and draft 2025-2034 LTFP endorsed for public consultation.	Monday, 22 April	April Council Meeting at 5.30pm (Decision report)
21 Days public consultation period begins with advertisement in local newspapers.	Monday, 29 April	Public consultation (Start)
Special Council Meeting to receive public submissions on the draft ABP and the Budget.	TBC	Special Council Meeting at 5.30pm
21 Days public consultation period ends.	Monday, 20 May	Public consultation
Consideration of public submissions by the A&R Committee.	Monday, 17 June	A&R Committee meeting at 4.30pm
Draft 2024/2025 ABP, budget and draft 2025-2034 LTFP presented to the A&R Committee.	Monday, 17 June	A&R Committee meeting at 4.30pm

Recurrent Budget, Operating and Capital Projects Workshop with Council Members.	Monday, 17 June	Information/briefing session 5 from 6.30pm to 8.30pm
Public submissions received on the draft 2024/2025 ABP, budget and draft 2025-2034 LTFP are presented to the Council.	Monday, 24 June	June Council Meeting at 5.30pm (Information report)
Adoption of Draft 2024/2025 ABP, budget and draft 2025-2034 LTFP.	Monday, 8 July	Special Council Meeting at 5.30pm (Decision report)

Conclusion

A well-developed budget framework and timetable will assist Council Members and the management to monitor the progress of the budget process, so that 2024/2025 Budget can be adopted as planned on 8 July 2024.

In order to provide certainty to the community regarding the level and range of services provided by Council, the cost of providing those services, future Council borrowing requirements and general rate rises, Council should ensure that draft budget is compatible with the: -

- 1) Funding Policy of the Council;
- 2) Strategies of Council's Strategic Plan 2021-2024;
- 3) Draft 2025-2033 Long Term Financial Plan; and
- 4) Council's Infrastructure & Asset Management Plan.

References

Legislation

Local Government Act 1999

Local Government (Financial Management) Regulations 2011

Council Policies/Plans

Audit & Risk Committee Annual Works Program 2023/2024

Audit & Risk Committee Terms of Reference

Asset Management Policy

Budget Management Policy

Council Vehicle Policy

Funding Policy

Fixed Assets Accounting Policy

Prudential Management Policy

Rates Arrears and Debtor Management Policy

Treasury Management Policy

Long Term Financial Plan 2024-2033 (Updated 28 August 2023)

Strategic Plan 2021 – 2024

Infrastructure & Asset Management Plans (Updated 25 October 2021)

14.9 STRATEGIC PLAN REVIEW

Record Number: D24/2580

Author: Manager Growth and Investment

Authoriser: Director Development and Community

Attachments:

1. Discussion Paper - Strategic Plan Review - For Consultation [!\[\]\(73ff973b0b847118931df7f3fc33a23a_img.jpg\)](#) [!\[\]\(efb3b7827858b0140c8ab6d0524bd3ff_img.jpg\)](#)
2. Engagement Plan - Strategic Plan 2025 - 2028 [!\[\]\(2e26972db096ab5cb8047e62daaeb137_img.jpg\)](#) [!\[\]\(3f6e41c9421eca05b3cd299f3852c36a_img.jpg\)](#)
3. Review of 2020 - 2024 Strategic Plan [!\[\]\(6c6dd1c66215db17d08c91ba0647b88a_img.jpg\)](#) [!\[\]\(0efc2be0851d291a027d00261fe56731_img.jpg\)](#)

EXECUTIVE SUMMARY

- A priority for 2024 is preparing a new Strategic Plan by November along with reviewing the Long-Term Financial Plan (LTFP) and Asset Management Plan (AMP). This enables Council to fulfill the *Local Government Act 1999* obligation to review its 'strategic management plans' within two years of the 2022 local government election.
- The Act obliges the review to consider:
 - Demographic and development trends.
 - Input from government regionally, SA wide and nationally. This includes having 'particular reference' directions in State Planning Policies and emerging through Greater Adelaide Regional planning.
 - Council's role in services, infrastructure and financial sustainability.
- The Act obliges Council's strategic plan to identify:
 - objectives for the area over a period of at least four years
 - principal activities to achieve its objectives
 - measures (financial and non-financial) to monitor the performance of Council against its objectives over the relevant period
 - the means by which its activities are to be carried out (including clarity about regulatory/non regulatory activities)
- In conjunction with preparing a new Strategic Plan, the Act obliges Council to develop and adopt a LTFP and AMP.
- A review of the current Strategic Plan has been completed involving staff review of projects, measures and indicators. Noting the last four years involved the Covid pandemic, intended projects have been completed, and measures/indicators are overall tracking positively.
- This review identified the opportunity to refine the content of the 2020 – 2024 Strategic Plan using outcomes, strategies, priority actions, targets and measures along with a general update of data and key projects, which would provide greater clarity of direction. This clarity would be both for the Chamber and operationally.
- Reviewing Councils Strategic Plan is an opportunity to take stock of key economic, social, physical, and environmental trends influencing Adelaide Plains.
- Noting the strategic plan scope to articulate the directions to be pursued over the next four years to address emerging trends, it is prudent to engage with partners and community about these trends. Robust discussion, integrating economic, social and environmental trends, and

what Council's role 'could or should' be is anticipated to lead to a well-informed draft strategic plan.

- The outputs of this process would inform the preparation of a Draft Strategic Plan which would then be considered by Council for formal consultation. Comments on the Draft could then lead to refinements, noting parallel review processes about the Long Term Financial and Asset Management Plans.

RECOMMENDATION

"that Council, having considered Item 14.9 – *Strategic Plan Review*, dated 26 February 2024, receives and notes the report and in doing so:

- 1. notes the *Strategic Plan 2025–2028 Engagement Plan* presented as Attachment 2 and *Review of the 2020–2024 Strategic Plan* presented as Attachment 3 to this report; and**
- 2. endorses the *Draft Discussion Paper* presented as Attachment 1 to this report and instructs the Chief Executive Officer to finalise the *Draft Discussion Paper* for the purpose of consultation in accordance with Council's Public Consultation Policy, further noting the output from this consultation will inform the preparation of a *Draft Strategic Plan 2025–2028* to be brought forward for Council consideration."**

BUDGET IMPACT

Estimated Cost:	\$ 8,000 (graphics and consultation)
Future ongoing operating costs:	\$ 0
Is this Budgeted?	No

RISK ASSESSMENT

Council is well positioned to deliver a new Strategic Plan by November but needs to stay focussed to achieve that timeframe.

DETAILED REPORT

Purpose

To outline the approach to reviewing the strategic plan in order to prepare by November the Strategic Plan 2025 - 2028 by November.

Background

Preparing a Strategic Plan

Based on a review of the Local Government Act 1999, preparing a new strategic plan is a key opportunity to take stock of key economic, social, physical, and environmental trends.

The Act obliges the review to consider:

- Demographic and development trends
- Input from government regionally, SA and nationally. This includes 'particular reference' to State Planning Policies and Greater Adelaide Regional planning
- Council's role in services, infrastructure and financial sustainability.

The Act obliges Council's strategic plan to identify:

- objectives for the area over a period of at least four years
- principal activities to achieve its objectives
- measures (financial and non-financial) to monitor the performance of Council against its objectives over the relevant period
- the means by which its activities are to be carried out (including clarity about regulatory/non regulatory activities).

This report is structured around the various tasks prudent to undertake in preparing a new Strategic Plan. This report builds on an initial workshop with Council Members.

Review of 2020 to 2024 Strategic Plan

A review of the current Strategic Plan has been completed (**Attachment 3**) involving staff review of projects, measures and indicators.

Noting the last four years involved the Covid pandemic, intended projects have been completed, and measures/indicators are overall tracking positively.

Overall observations are:

- Now having adopted Plans such as Regional Public Health, Tourism and Economic Development, Growth and Equine, Dog and Cat Management, the more detailed actions flagged in each are to be progressed.
- Fostering housing diversity remains a challenge.
- Slightly reduced satisfaction with Ovals and Library reinforces importance of oval master planning and community facilities planning.
- Working on transport across all modes remains important as business and residents grow.
- Need to consider what measures are best about tourism and economic growth and to continue working closely with the business sector.

- Decreased waste services satisfaction remains important to work on, as does the Gawler River business case, heritage protection, and water capture/reuse.
- Council working with community and partners remains central, underscoring the importance of fostering a culture within Adelaide Plains and Council itself of 'Proactive Leadership'. Related for Council is ongoing sound governance, prudential long term financial planning and seeking grant funding related to strategic priorities.

The Review has within it proposed simplified vision statements to test during engagement as well as a proposed augmented strategic planning framework showing how Council's various existing and potential plans fit together.

Proposed Approach

Noting the strategic plan scope to articulate the directions to be pursued over the next four years to address emerging trends, it is prudent to engage with partners and community about these trends. Robust discussion integrating economic, social and environmental trends, and what Council's role 'could or should' be is anticipated to lead to a well-informed draft strategic plan.

Figure 1 outlines the proposed two stage approach. The first stage is an open consultation process centred on a discussion forum with partners. The outputs of this process would inform the preparation of a Draft Strategic Plan which would then be considered by Council for formal consultation. Comments on the Draft could then lead to refinements, noting parallel review processes about the Long Term Financial and Asset Management Plans.

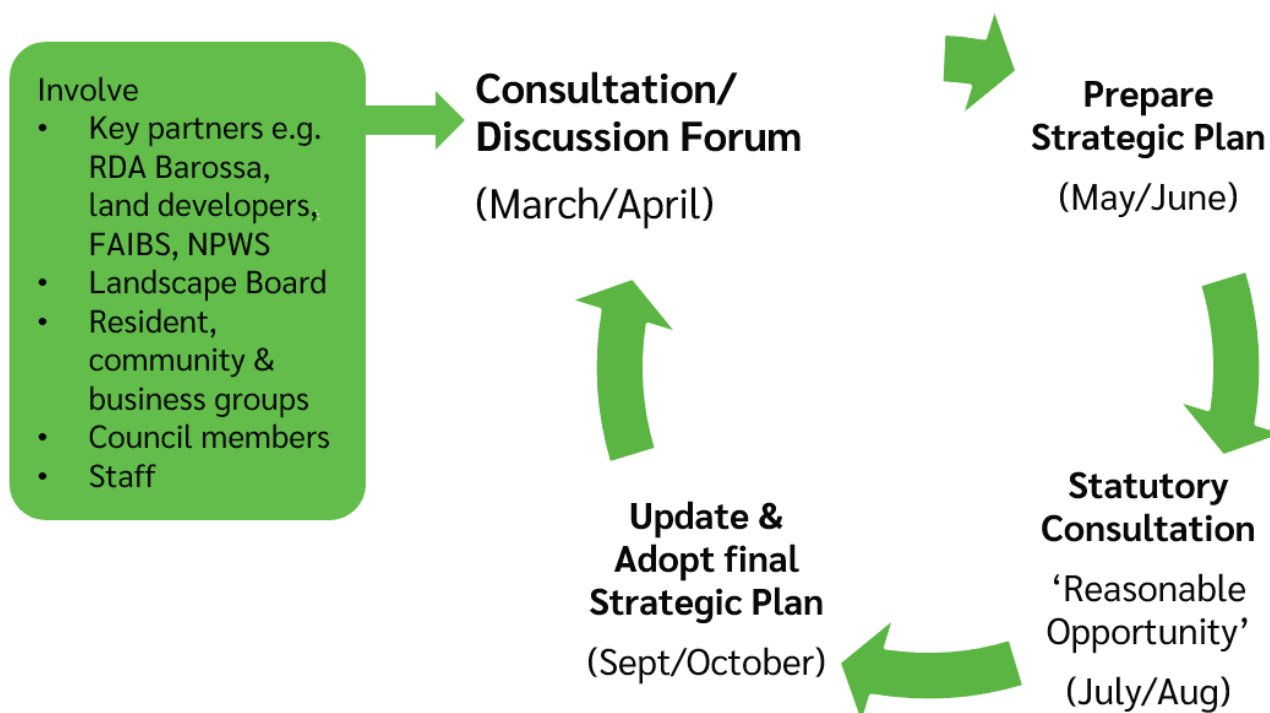


Figure 1 Proposed Approach to Preparing the Strategic Plan

The 'Strategic Plan 2025 – 2028 Engagement Plan' (**Attachment 1**) outlines the outcome sought through engagement, what the Stage 1 Engagement aims to finish with and also identifies the Key Stakeholders to be actively involved in the process. The plan is to have an open consultation process to enable anyone to participate, noting the Forum is the key discussion opportunity.

To inform the proposed consultation and discussion forum, a draft Discussion Paper (**Attachment 1**) summarises economic, social and environmental trends. It is proposed to make the 2020 – 2024 Strategic Plan Review Paper available along with the Discussion Paper.

Engagement Tools anticipated for Stage 1 include:

- Webpage
- Public Notice
- Invitations (mostly email) to Key Stakeholders
- Discussion Forum
- Opportunity for Submissions (Written and Online)

Discussion

Preparing a new Strategic Plan in parallel with updating Long Term Financial and Asset Management Plans is an opportunity with input from stakeholders to identify priority actions to be pursued to lead to outcomes around enviable lifestyle, emerging economy and remarkable landscapes.

The review of the current Strategic Plan along with a Discussion Paper on emerging trends positions Council well to engage sensibly and effectively with key stakeholders in particular.

The output will inform preparation of a draft Strategic Plan to be brought forward to Council for further consideration.

Conclusion

This report proposes commencing preparing a new Strategic Plan through engaging with key stakeholders. This aligns with the Acts obligations to have regard to demographic and development trends, and the strategies of other tiers of government. This step commences the process for Council to prepare a new Strategic Plan by about November this year.

References

Legislation

Local Government Act 1999

Council Policies/Plans

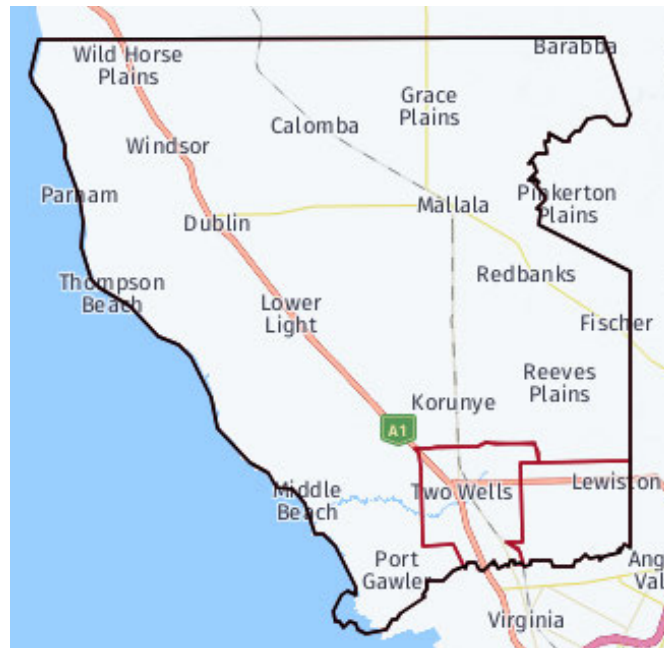
Strategic Plan 2021 - 2024

Public Consultation Policy

STRATEGIC PLAN DISCUSSION PAPER FOR CONSULTATION



February 2024



Adelaide Plains in 2028

- What are the opportunities to pursue?
- What are the important challenges to address?
- How are we together going to achieve them?

Council acknowledges that we are on the traditional country of the Kaurna people of the Adelaide Plains and pays respect to elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

PURPOSE

This paper outlines key economic, social and environmental factors influencing Adelaide Plains. It aims to prompt discussion about where Adelaide Plains is going, what are the important challenges to address, what are the opportunities to pursue, and how are we together going to achieve them.

The discussions will inform the actions and strategies in Council's Strategic Plan 2025 - 2028 (working title).

This paper also includes the Review of the 2020 – 2024 Strategic Plan and the Proposed Approach to preparing the document that will form the 2025 – 2028 Strategic Plan.

The draft Strategic Plan document will be consulted about in the middle of 2024.

In considering what Council may or may not 'do', note Council has a variety of roles.

Role	Description
Leader	Setting the direction through policy, strategies and plans
Partner/Facilitator	Bringing stakeholders together to deliver community actions
Planner	Checking in regularly to ensure our actions are appropriate for current and future needs
Regulator	Ensuring the health, safety and legislative compliance of Council and our community as we deliver our actions
Advocate	Representing the community and negotiating with key decision makers for improved outcomes for Adelaide Plains
Owner/Custodian	Delivering sustainable assets on behalf of the community

Date	Version
February 2024	Draft for Council meeting

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OBSERVATIONS

1. 2016 – 2021 has brought more detached houses, residents with mortgages, 3 car households, increased employment and casual employment.
2. Between 2016 and 2021, the labour force increased by 647 or 14.7%. This rate is higher than the 11.93% population increase over the same time. A higher proportion of Adelaide Plains population is in the labour force (63.3%) compared with Greater Adelaide (61.7%). Almost 1800 residents leave Adelaide Plains to work in the northern suburbs.
3. Agribusiness and related sectors are a foundational strength of Adelaide Plains, with town centres and the coast playing an important role. Both need ongoing targeted support.
4. Whilst numbers of houses are growing, most new dwellings are detached. Adelaide Plains has little medium density or small lot housing. Lack of potable water and grid connected power in the north of Adelaide Plains is a key barrier.
5. 72% of working residents travelled outside Adelaide Plains for work, a much higher percent than the 39.4% of Barossa residents. A basic level of community transport exists.
6. Higher temperatures, more dangerous fire weather, drier times, warmer oceans, and more intense rainfall are anticipated longer term.
7. Flood prevention, health services, local jobs, township rejuvenation, roads, and waste/recycling are important to residents, based on the 2022 survey
8. Long term outcomes for Adelaide Plains about an enviable lifestyle, emerging economy, remarkable landscape, and proactive leadership align with Outcomes for Greater Adelaide in the State Planning Commission's 2023 Discussion Paper.
9. Around 450 new residents call Adelaide Plains home every year, with around 350 of those at Two Wells.
10. National inflation pressures entail discretionary spending is likely to be low for some time.
11. Net Zero & climate change is big and going to get bigger – Climate anomalies are accepted as taking place. The impacts are costly and action on the ground is still lagging. However, net zero for businesses will become more of an issue to tackle. We can expect to see impacts starting to be felt by SMEs
12. Current planned growth envisages Adelaide Plains in 2040 being around 18000, with Two Wells at about 11000, and Mallala around 2000. Two Wells could be around 5000 in 2028.
13. Key utilities barriers to business and living investment include lack of potable water, costs to access recycled water, and inadequate energy infrastructure.
14. The State Planning Commission's Greater Adelaide Regional Plan Discussion Paper of 2023 flagged investigating even further housing to the north of Two Wells and investigating employment development to the west of Port Wakefield Highway at Two Wells. The Discussion Paper flagged further local growth at Mallala and Dublin.
15. Greater certainty around the plan for 'further' long term growth will be known when the draft Greater Adelaide Regional Plan itself is released in late 2024.

Major Trends Shaping Greater Adelaide and Adelaide Plains

Following consideration by the Department of Premier and Cabinet, industry experts and thought leaders, 12 major trends and drivers of change shaping Greater Adelaide including Adelaide Plains have emerged¹.



Figure 1 Major trends and drivers of change influencing Adelaide Plains

¹ Greater Adelaide Regional Plan Discussion Paper, State Planning Commission, 2023 pg 35



Figure 2 Proposed Outcomes for Greater Adelaide

The State Planning Commission Discussion Paper on Greater Adelaide was released for consultation in 2023.

The four outcomes proposed alignment with Council's themes from the current Strategic Plan are shown below.

Greater Adelaide Outcome	Theme
A greener, wilder and climate resilient environment	Remarkable Landscapes
A more equitable and socially cohesive place	Enviably Lifestyle
A greater choice of housing in the right places	

A strong economy built on a smarter, cleaner, regenerative future	Emerging Economy
---	------------------

Resident Priorities

A 2022 community survey² of Adelaide Plains residents identified:

- 41% of our residents have lived in the region for 20 years or more.
- Most important social and environmental issues are flood prevention infrastructure (rivers and coastal), health services, employment/local jobs, township growth and rejuvenation.
- Our community's priorities are roads, waste collection/recycling, stormwater drainage, development assessment.
- Our community prefers to be informed by email (38%), letter/letterbox drops (23%), Communicator newsletter (18%), and social media (15%).
- Top areas of satisfaction with council include courtesy and politeness of customer service, the way contact was handled, ovals and sporting facilities, car parking, libraries, playgrounds.
- Over 1 in 5 residents (23%) are satisfied with Council overall (In 2018 this was 20%)
- 47% of people who had contact with Council in the past 12 months were satisfied with our customer service (In 2018 this was 35%).
- 1 in 5 residents are likely to recommend living in the region. A 2022 net promoter score: -31 was significantly up on the -43 of 2018

Flood prevention, health services, local jobs, township rejuvenation, roads, and waste/recycling are important.

² apc.sa.gov.au/our-council/communitysurvey

2020 – 2024 Strategic Plan

A review of the current Strategic Plan has been completed (**Attachment**) involving staff review of projects, measures and indicators. Noting the last four years involved the Covid pandemic, intended projects have been completed, and measures/indicators are overall tracking positively.

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- Slightly reduced satisfaction with Ovals and Library reinforces importance of oval master planning and community facilities planning.
- Working on transport across all modes remains important as business and residents grow.
- Need to consider what measures are best about tourism and economic growth and to continue working closely with the business sector.
- Decreased waste services satisfaction remains important to work on, as does the Gawler River business case, heritage protection, and water capture/reuse.

Population Growth

10,456 people call Adelaide Plains home in 2022³. Current forecasts are that by around 2040, Adelaide Plains could reach around 18,000 residents. If Greater Adelaide Regional Planning leads to further land being released, such as around Two Wells, Dublin and potentially through Lewiston, that number could well be higher.

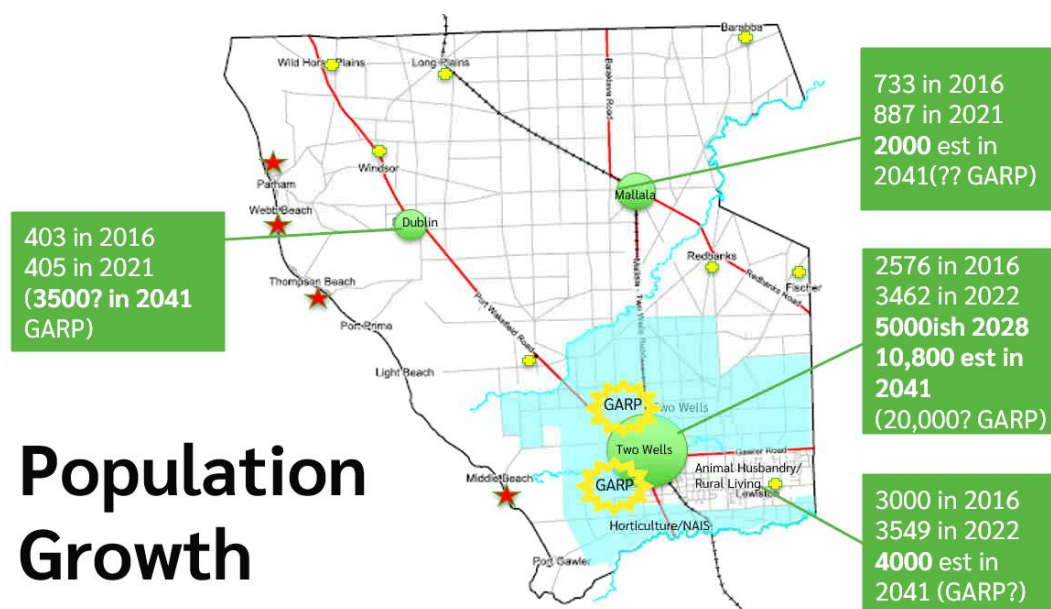


Figure 3 Envisaged population growth

Recognising Adelaide Plains is one of SA's fastest growing councils, following investigations and consultation, in 2023, Council adopted a Growth Strategy and Action Plan (GSAP)⁴.

Acknowledging 80% of known population growth will occur at Two Wells, and with ongoing growth pressures at Mallala, Dublin and through Lewiston, the GSAP identifies a range of actions to address community, recreational, infrastructure, housing, and transport challenges.

The State Planning Commission released a Greater Adelaide Plain Discussion Paper flagging the long term potential for further residential growth to the north of Two Wells and employment to the west. The Paper also flagged the potential for a level of local growth at Dublin and Mallala. Council made a submission to the 2023 Greater Adelaide Regional Plan Discussion Paper.

³ profile.id.com.au/adelaide-plains

⁴ apc.sa.gov.au/council-services/development/strategicprojects

Figure 9 – Proposed areas of investigation
Greenfield and satellite city growth



Figure 15 – Proposed areas of investigation
Employment growth

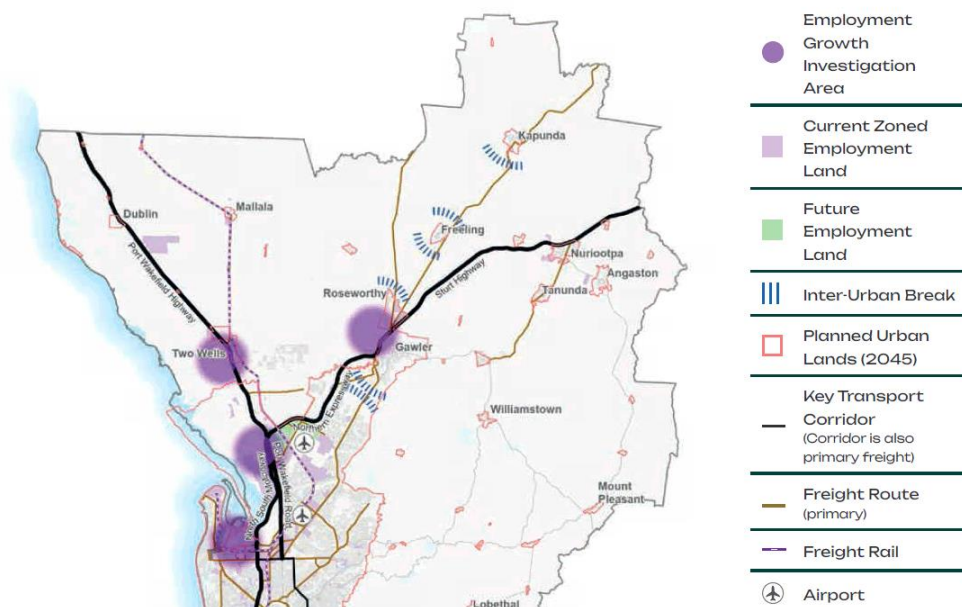
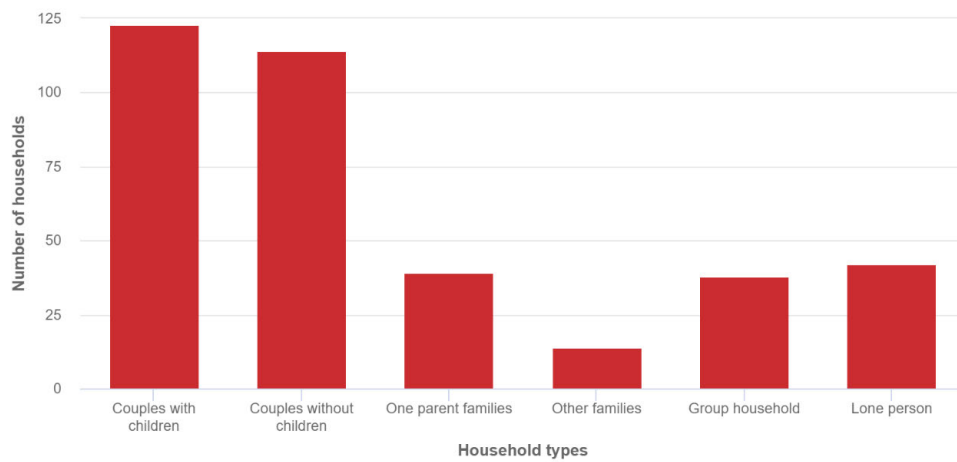


Figure 4 Long term, the State Planning Commission has flagged further residential growth to the north of Two Wells and employment to the west, as well as local growth at Dublin and Mallala.

Households

Change in household type, 2016 to 2021

Adelaide Plains Council area



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 and 2021 (Enumerated data). Compiled and presented in profile.id by .id (informed decisions).

.id informed decisions

Couples and couples with children are the growing household types in Adelaide Plains.

Change in housing tenure, 2016 to 2021

Adelaide Plains Council area

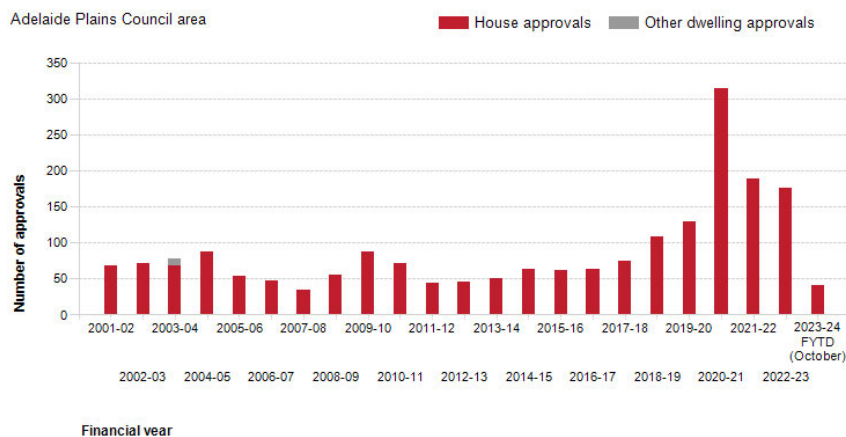


Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 and 2021 (Enumerated data). Compiled and presented in profile.id by .id (informed decisions).

.id informed decisions

Along with increasing couples and couples with children, an increase in households with mortgages has occurred, followed by an increase in fully owned housing.

Residential building approvals

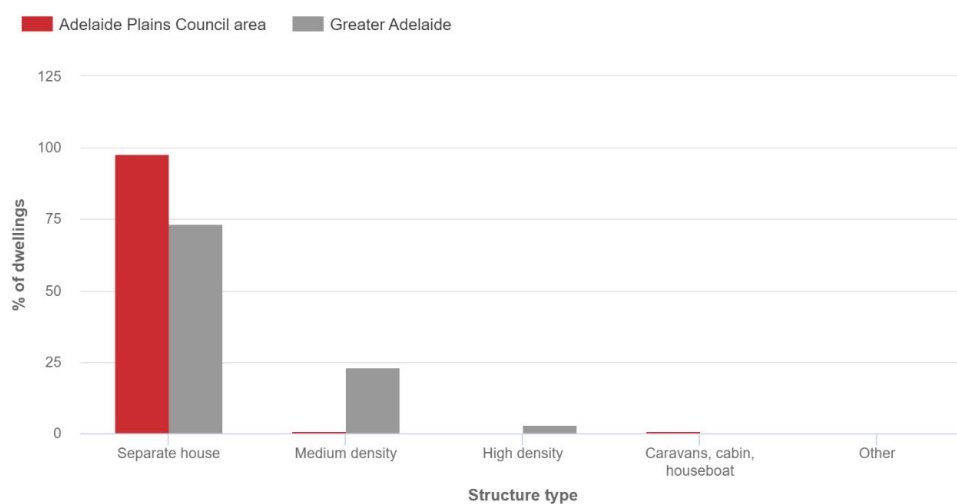
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Source: Australian Bureau of Statistics, Building Approvals, Australia (8731.0). Compiled and presented by .id (informed decisions).

.id informed decisions

Around 160 new dwellings have been approved annually since 2021.

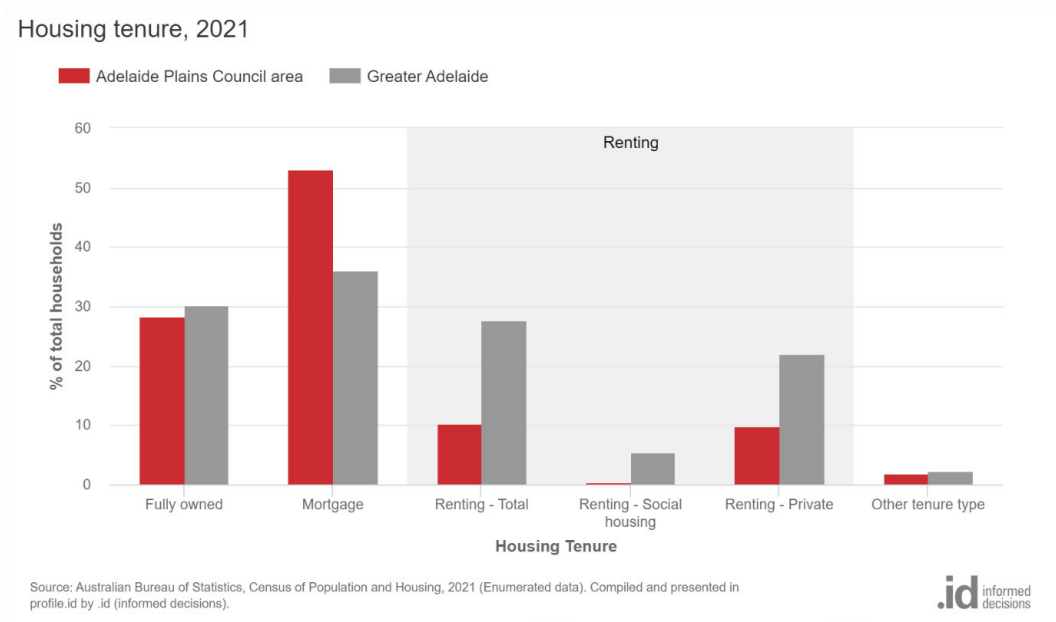
Dwelling structure, 2021



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Enumerated data). Compiled and presented in profile.id by .id (informed decisions).

.id informed decisions

Whilst numbers of houses are growing, most new dwellings are detached. Adelaide Plains has little medium density or small lot housing.



When compared to Greater Adelaide, a higher proportion of households have mortgages in Adelaide Plains.

Labour Force – Employment – Jobseeker

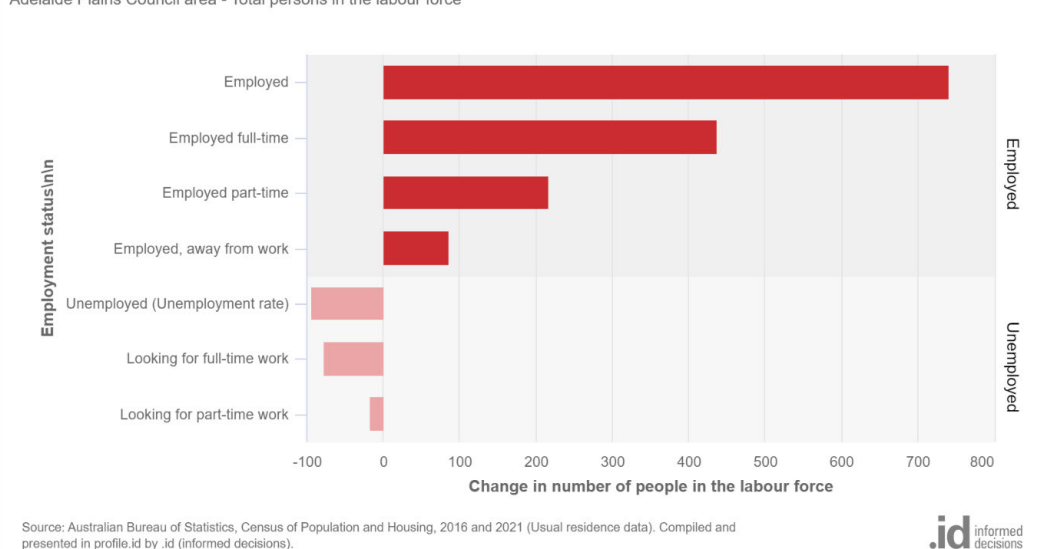
Between 2016 and 2021, the labour force increased by 647 or 14.7%. This rate is higher than the 11.93% population increase over the same time. A higher proportion of Adelaide Plains population is in the labour force (63.3%) compared with Greater Adelaide (61.7%).

The number of people employed in Adelaide Plains increased 741, and the number unemployed decreased 94.

The Adelaide Plains area's labour force in 2021 was 5,061, of which 1,581 were part-time and 2,939 were full time workers.

Change in employment status, 2016 to 2021

Adelaide Plains Council area - Total persons in the labour force



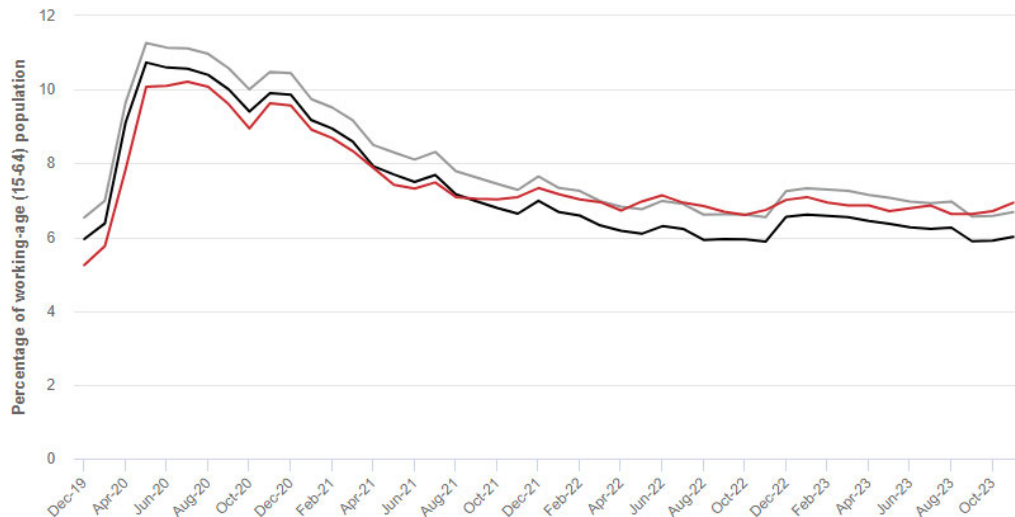
The unemployment rate in 2021 was 4.2%, much less than the 7% of 2016, and less than the 5.5% unemployment rate in 2021 across Greater Adelaide. Overall, 95.8% of the labour force was employed, and 4.2% unemployed, compared with 94.5% and 5.5% respectively for Greater Adelaide.

JobSeeker rate over time, Adelaide Plains Council and benchmarks

export

Adelaide Plains Council area

— Adelaide Plains Council area — South Australia — Greater Adelaide



JobSeeker

export reset

Current month	December 2023		March 2020		
Region - LGA/SA2	Job Seeker and youth allowance recipients	% of 15-64 age population	Job Seeker and Youth allowance recipients	% of 15-64 age population	Change
Adelaide Plains Council area	460	7.0	378	5.8	+82
Lewiston - Two Wells	290	6.5	216	4.9	+74
Mallala	170	7.9	162	7.6	+8
South Australia	76,115	6.8	78,431	7.0	-2,316
Greater Adelaide	54,565	6.1	56,811	6.4	-2,246

Source: Department of Social Services - JobSeeker and Youth Allowance recipients - monthly profile via data.gov.au. Compiled and presented by .id - informed decisions

Jobseeker represents the number of people who are eligible recipients of JobSeeker allowance (generally aged 22+) and youth allowance (excluding students, generally aged 21 and under).

Since latter 2021, the jobseeker rate in Adelaide Plains has been higher than Greater Adelaide. An increase in 74 between 2020 and 2023 in Two Wells/Lewiston is the major change.

Adelaide Plains Population and Unemployment Change	2016	2020	2021	2023
Population	8,912		9975	
Unemployment	623 (7%)		418 (4.2%)	
Jobseeker		378		460

Analysing population and unemployment change suggests with population growth, job outcomes have improved. This could be due to increase, or good portion of population increase, being outside the unemployed cohort (e.g., children, students, retirees). It could also be due to more people gaining employment as a percentage of the population.

The ABS counts people as employed if they work at least 1 hour per week. Working 1 hour per week means you are employed, but it also constitutes ability and good reason to be on jobseeker. 2016 – 2021 including the pandemic also saw other complicating factors⁵.

Jobseeker of March 2020 to December 2023 are a different timeframe to 2016 and 2021 population and unemployment data. In the absence of jobseeker data for 2016 – 2021, unemployment decreasing but jobseeker increasing 'could' be explained as follows.

The real number of people unemployed in 2016 was 623 – in 2021 it was 418. The population increased over that time by 1,146 (not necessarily all working capable). This could mean that simply, the increase in working age population came with jobs already and that 205 more people gained employment that were not previously employed (NB this does not mean they all work full time). It also would suggest that the % of the unemployed and possibly already employed population started working casual or part-time but also needed to supplement that income with jobseeker.

5

aph.gov.au/About_Parliament/Parliamentary_departments/Parliamentary_Library/pubs/rp/rp2122/TrendsCasualEmployment

Business and Tourism

In 2022, based on research and consultation Council adopted a Tourism and Economic Development Strategy 2022 – 2025⁶ (TEDS). TEDS proposes a range of actions across:

- town centres and main streets
- business support and growth
- food and primary industries
- coastal experiences
- marketing and branding.

Key entities to work with on these actions include:

- RDA Barossa
- Northern Adelaide Plains Food Cluster
- Adelaide Plains Business Group
- Clare Valley Tourism
- National Parks and Wildlife Service.

Agribusiness and related sectors are a foundational strength of Adelaide Plains, with town centres playing an important role. Both need ongoing targeted support.

The now adopted TEDS acknowledges opportunities to grow Adelaide Plains tourism role, be it in coastal experiences, or adventure, food, agribusiness or culturally based.

TEDS is progressively being implemented. An update report was considered by Council in December 2023⁷.

Macro-Economic Trends

Adelaide Plains is impacted by trends involving inflation, employment, grain meat exports, migration, and net zero climate change.

1. Inflation has dropped significantly over the past year to 3.4% closer to the 2 – 3% the Reserve Bank expects (2-3%) and in line with the US. Australia has experienced 8% inflation last year and wage growth of 4%. This has hit average and below average incomes hardest. Discretionary spending is now almost absent. We are in growth mode of the economy but it is very low, and it is expected to take a long time for the wages to increase, such that discretionary income is available once again.
2. Employment is at its lowest point in decades. However, one hour per week is all that is required to be taken off the unemployed figures. More people seem to be working part-time/casual and still not earning enough to be taken off of social welfare support payments. This is exacerbated by the increase in the cost of living and more people will

⁶ apc.sa.gov.au/our-council/council-documents/councilplans

⁷ apc.sa.gov.au/our-council/meetings-of-council/council

want more hours. The challenge here is that, with the decrease in spending, less businesses will be able to afford to pay for more hours.

3. Exports of grains have seen three consecutive years of good volumes, quality and prices. Whilst the quality is under question and the volume is down, China coming back online as an importer as well as the Russia/Ukraine war still playing out, there is increased demand for our grains and pulses and hampered supply. Red meat exports are also starting to move in China again for SA with Thomas Foods signing a deal worth up to \$60m annually – US Japan and Korea rounding out the top 4 markets. Whilst China-Australia relations are thawing and exports are starting to move again – Australia will be shy about this improvement given how quickly that market closed last time and the fact that certain industries are still feeling those impacts.
4. Inbound migration was big in 2023 and exacerbated housing supply and prices to a degree. This is expected to slow considerably in 2024 but there will still be a net increase to population and housing will continue to be a challenge.
5. Net Zero & climate change is big and going to get bigger – Climate anomalies are accepted as taking place. The impacts are costly and action on the ground is still lagging. However, net zero for businesses will become more of an issue to tackle. We can expect to see impacts starting to be felt by SMEs (Small Medium Enterprises) due to the larger players seeking to meet their net zero commitments. For example, for Coles and Woolworths to be able to claim to be net zero, they will need to commit their product (and service) suppliers to achieve the same – and as SMEs supplying Coles and Woolworths will need to be net zero accredited, they will demand the same of their suppliers and so on it goes. This ripple effect will be felt by all businesses in time and it is coming quickly. This will mean a change to infrastructure, equipment, suppliers, etc and will likely result in at least a temporary increase to some costs – not something businesses or consumers want right now, but it will happen.

Cultural Heritage

Adelaide Plains forms part of Kurna Country. European settlement commenced as part of the European settlement of South Australia from 1836. In 1983, a Heritage Survey of the Lower North included the coastal settlements⁸. For South Australia, Taa Wika⁹ is the Aboriginal heritage cultural database and 11 structures associated with European settlement are heritage listed¹⁰. Further heritage work by Council is underway.

⁸ environment.sa.gov.au/topics/heritage/sa-heritage-register/heritage-surveys

⁹ taawika.sa.gov.au/public/home

¹⁰ taawika.sa.gov.au/public/home

Parks and Recreation

Research and investigations in 2016 lead to an adopted Open Space Strategy¹¹. Since then, various improvements at Mallala and Dublin Ovals have been progressed, and master planning at Two Wells Oval and Hart Reserve is underway

These coastal areas are important for conservation and environmental reasons, in particular associated with local and migratory birds.

Residents and visitors enjoy activities such as bird watching, crabbing, fishing, walking, and horse riding. For residents and visitors, these are special areas to be experienced carefully.

Adelaide International Bird Sanctuary National Park - Winaityinaityi Pangkara (AIBSNP-WP)¹² is under co-management with the Kaurna Nation. A 2016 management strategy guides decision making about the parks future. As shorebird conservation is the Park's primary purpose, careful visitor planning is needed. .



Figure 5 Coastal settlements are sited within a nationally important wetland and are encompassed by the Adelaide International Bird Sanctuary National Park (Winaityinaityi Pangkara).

¹¹ apc.sa.gov.au/council-services/development/strategicprojects

¹² [Adelaide... - National Parks and Wildlife Service South Australia](#)

Blue Carbon Coastal Restoration

In 2022, The Nature Conservancy Australia (TNC) announced land in the AIBSNP-WP is to be among the first blue carbon coastal wetland restoration projects registered in Australia. Delivered in partnership between TNC and the South Australian Government, this is a milestone blue carbon project that aims to restore and enhance 12,500 hectares of mangrove and saltmarsh habitats.

Blue carbon is carbon captured and sequestered by coastal wetlands (mangroves, saltmarshes and seagrasses). This carbon can remain in the sediment for thousands of years, making it one of the longest-term natural solutions to climate change. This project, which has been supported by the Australian Government, is an example of outcomes sought in the State Government's Blue Carbon Strategy¹³.

The full list of project partners is Kaurua, Department for Environment and Water, Adelaide Plains Council, Flinders University, The University of Adelaide, Birds SA, Birdlife Australia, and the Northern and Yorke Landscape Board.

Utilities and Infrastructure

Both Council's Tourism and Economic Development and Growth Strategies acknowledge significant infrastructure barriers to investment, be it for business or living purposes. Key barriers include particular utilities such as potable water, recycled water and energy.

The Greater Adelaide Regional Plan Discussion Paper¹⁴ flags that in peri-urban locations like Adelaide Plains, funding infrastructure is more costly when compared to metropolitan Adelaide.

¹³ environment.sa.gov.au/topics/climate-change/government-action-on-climate-change/climate-change-blue-carbon-strategy

¹⁴ plan.sa.gov.au/regional-planning-program/how-to-get-involved

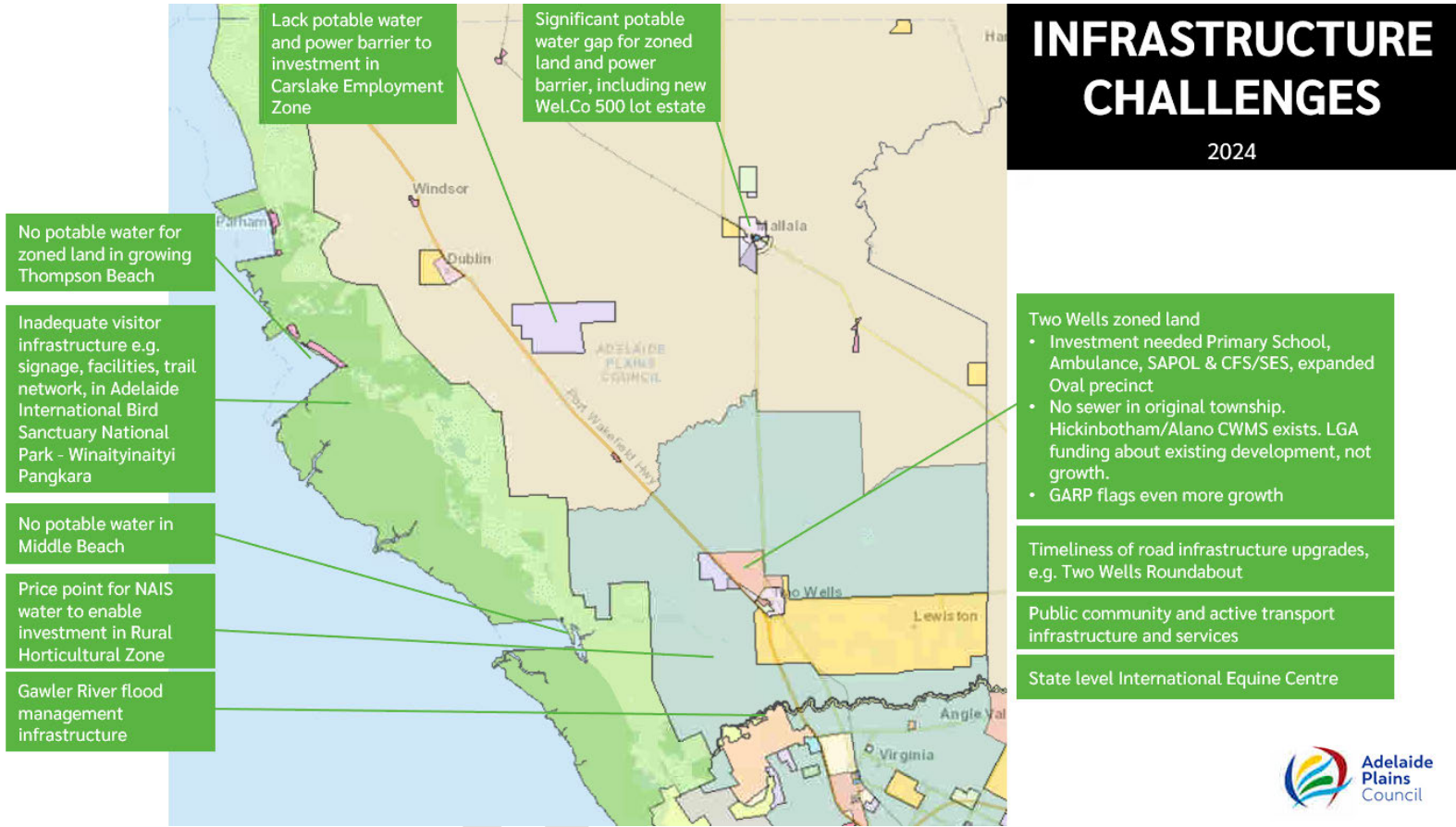


Figure 6 Infrastructure Challenges exist across Adelaide Plains

Transport

Residential location of local workers by LGA			export	reset
Adelaide Plains Council		2021		
LGA	Number	Percentage		
Adelaide Plains	1,024	41.3		
Salisbury	432	17.4		
Playford	375	15.1		
Port Adelaide Enfield	117	4.7		
Gawler	91	3.7		
Light	81	3.3		
Wakefield	75	3.0		
Tea Tree Gully	52	2.1		
Charles Sturt	49	2.0		
Barossa	36	1.5		
West Torrens	20	0.8		
Mildura	13	0.5		
Marion	11	0.4		
Onkaparinga	11	0.4		
Campbelltown (SA)	10	0.4		
Prospect	10	0.4		
Source: Australian Bureau of Statistics, <u>Census of Population and Housing 2021</u> . Compiled and presented in profile.id by <u>.id</u> (informed decisions).				
Please refer to specific data notes for more information				
Excludes residential locations with fewer than 10 people.				

Figure 7 Residential Location of Local Workers

Of the 2,480 people who work in Adelaide Plains, 1,024 or 41.3% also lived in the area. This is less than the 62.6% of Barossa residents who also work in the Barossa.

Of workers who come to Adelaide Plains to work, high numbers – almost 800 – travel from Salisbury and Playford.

Where Residents Work

Employment location of resident workers by LGA

export  reset 

Adelaide Plains Council		2021	
LGA		Number	%
Adelaide Plains		1,024	21.2
Salisbury		709	14.7
Playford		663	13.7
Port Adelaide Enfield		622	12.9
No usual address (SA)		328	6.8
Adelaide		245	5.1
Gawler		242	5.0
Charles Sturt		172	3.6
Light		128	2.6
West Torrens		127	2.6
Tea Tree Gully		100	2.1
Wakefield		92	1.9
Barossa		82	1.7
Norwood Payneham and St Peters		42	0.9
Unincorporated SA		34	0.7
Unley		24	0.5
Marion		23	0.5
Burnside		22	0.5
Roxby Downs		17	0.4
Prospect		16	0.3

Figure 8 Employment Location of Resident Workers

Of resident workers who leave Adelaide Plains to work, high numbers – almost 1800 – travel to Salisbury, Playford and Port Adelaide Enfield.

How Residents Travel to Work

Method of travel to work, 2021

[export](#)

Total employed persons

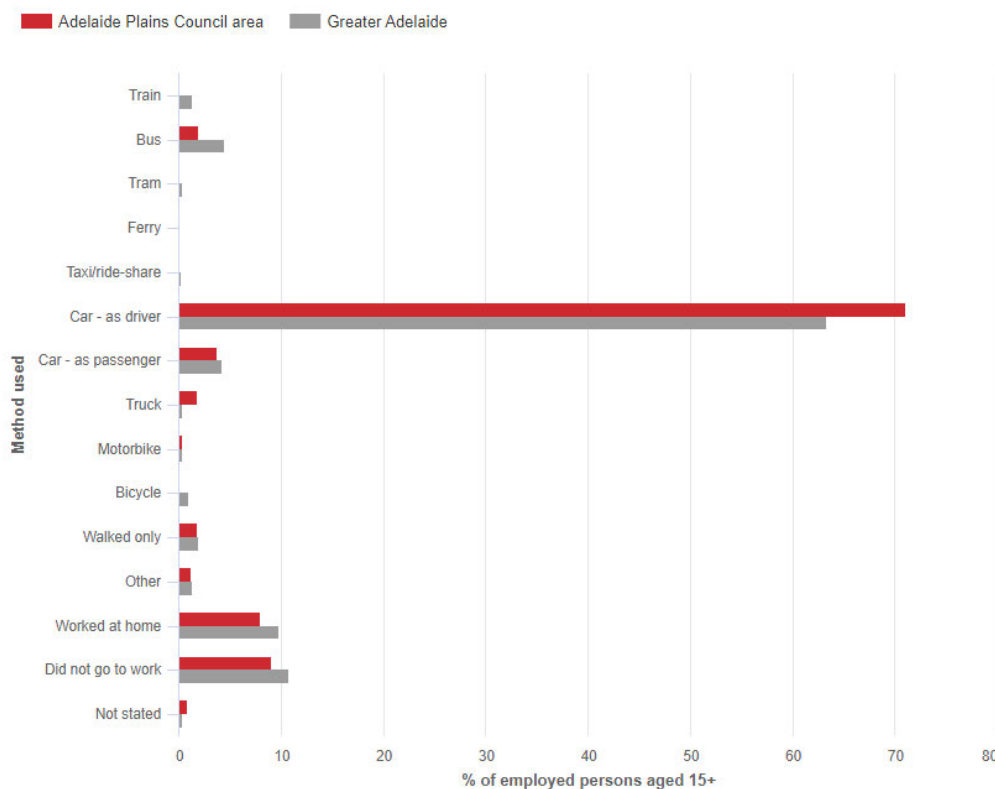


Figure 9 Method of Travel to Work

On Census Day 2021 in Adelaide Plains:

- 74.8% of people travelled to work in a private car (a higher rate when compared to 69.1% for Greater Adelaide, and only slightly higher than 73.5% in Barossa)
- 2.0% took public transport (a lesser rate when compared to 6.4% for Greater Adelaide, and greater than the 0.8% in Barossa)
- 1.9% rode a bike or walked (a lesser rate when compared to 2.9% for Greater Adelaide, and 3.1% in Barossa)
- 7.9% worked at home (a lesser rate when compared to 9.8% for Greater Adelaide, and 9.7% in Barossa)

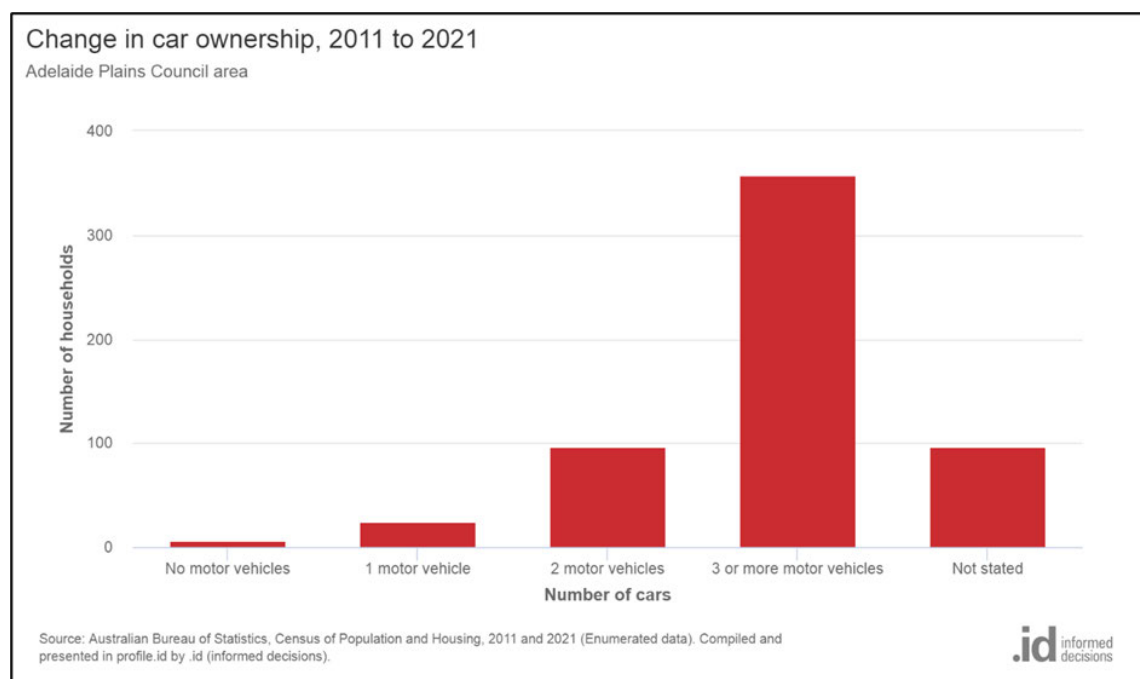
Car Ownership of Residents

Figure 10 Car Ownership

Since 2011, Adelaide Plains increase in households has been accompanied by almost 350 more households with 3 or more cars, and 100 with 2 or more cars. Of resident workers who leave Adelaide Plains to work, high numbers – almost 1800 – travel to Salisbury, Playford and Port Adelaide Enfield.

Community and Public Transport

The Mid North Community Passenger Network¹⁵ is a not-for-profit community organisation providing a transport service to the residents and communities encompassing the local government areas of Clare & Gilbert Valleys, Adelaide Plains, Goyder and Wakefield Regional and covers an area approximately 12,282 square kms.

Community Cars are located in each council and are available to assist transport disadvantaged residents to attend medical & health appointments locally or in metropolitan areas.

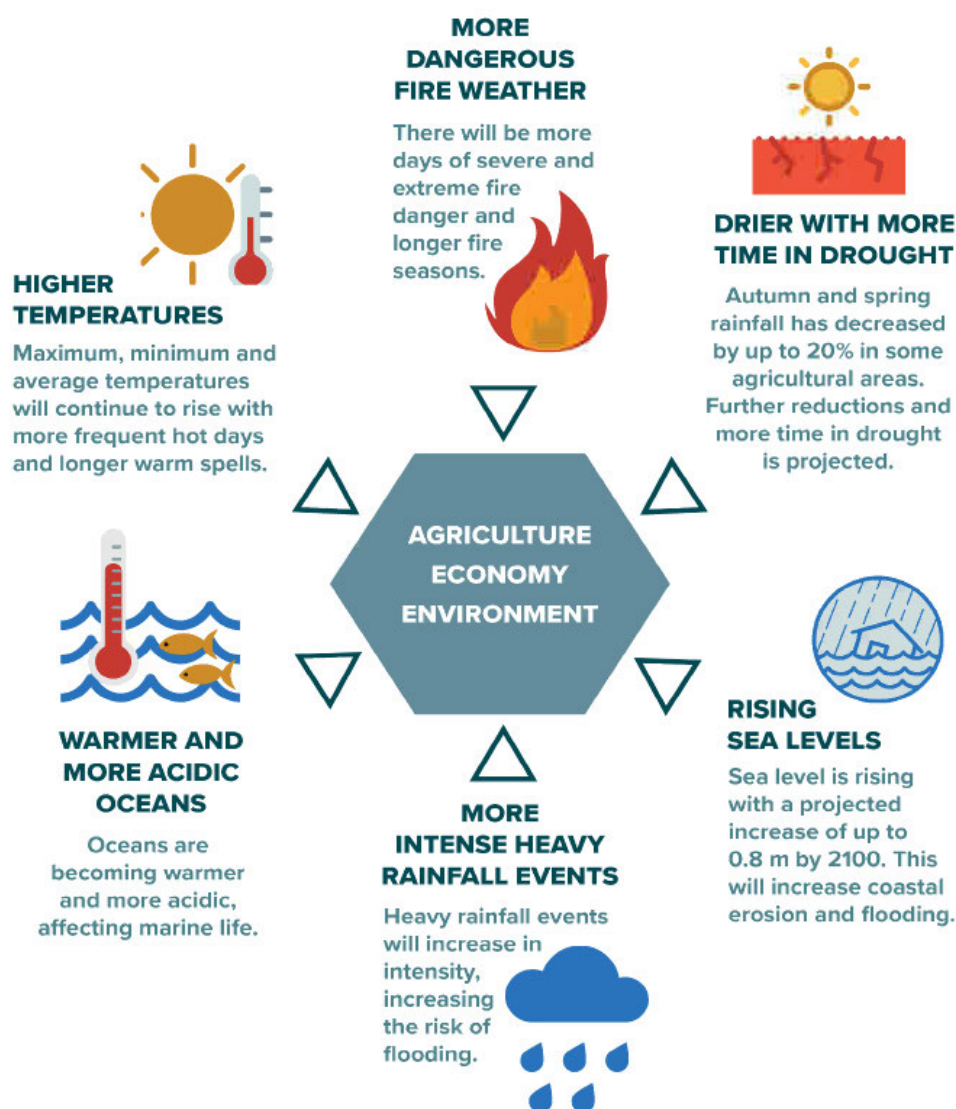
Community Car Use				
Year	Population (Estimated Resident)	Use	Trips/1000 Residents	Trips/Week
2011	8343	9		-
2012		5		-
2013		40		0.8
2014		81		1.6
2015		201		3.9
2016	8912	185	20.8	3.6
2017		86		1.6
2018		209		4
2019		239		4.6
2020		176		3.4
2021	9,975	145	14.2	2.8
2022	10,456	105	10.5	2
2023				

	Use 2023						Pop'n	Long Term Health Condition	Sq Km	Person/Sq Km	No car households
	Jan	Feb	Mar	Apr	May	Jun					
Goyder	31	47	51	75	74	64	4,060	1869	2,593	1.6	50
Clare/Gilbert	23	23	31	44	83	48	9,187	3,863	1,892	4.8	131
Wakefield	19	80	94	21	26	26	6,780	2,964	1,339	5	114
Adelaide Plains	7	12	12	5	7	9	9,835	3,971	933	10.5	73

¹⁵ passengernetwork.com.au/

Climate Trends and Hazards

The changing climate presents a number of challenges. The Northern and Yorke Landscape Board, which Adelaide Plains is part of, is committed to working with the Adelaide Plains community to respond by supporting strategies for adapting to the changes, mitigating the impacts and increasing regional resilience. Higher temperatures, more dangerous fire weather, drier times, warmer oceans, and more intense rainfall are anticipated longer term¹⁶.



Source: South Australian Government Climate Change Action Plan 2021-2025

¹⁶ Sourced from landscape.sa.gov.au/ny/about-us/our-regions-plan

Working with communities and Council, the Northern and Yorke Landscape Board works on biodiversity, water management, sustainable agriculture and pet plant and animal control.

Gawler River Flood Hazard

Work to address the flood hazard of Gawler River continues.

The Department of Environment and Water has advanced their body of work on the Gawler River Business Case; an initiative that seeks to provide options for flood mitigation within the Gawler River catchment.

Should the option to raise the Bruce Eastick Dam be adopted, this is likely to cost in the vicinity of \$190 million which is a cost that would need to be borne by all three tiers of government. Adelaide Plains Council's share of this cost is currently unknown and could equate to a significant amount of money

Advocacy and lobbying of the other tiers of government is needed to ensure a more equitable sharing of costs when factoring in ability to pay of constituent councils of the Gawler River Flood Management Authority.

Proactive Leadership

As a well-established country region, a variety of local groups and government based entities are active.

Attachment – Review of 2020 – 2024 Strategic Plan

(insert review document)

Strategic Plan 2025 – 2028 Engagement Plan



12 February 2024

Outcome	How
Stakeholders and community have opportunity to influence the strategic plan in an ordered way	Two stage engagement with discussion around strategic themes (Stage 1) followed by consultation on a draft (Stage 2)

Finish Stage 1 engagement with:

1. **Enough content to prepare a draft Strategic Plan:**
 - a. Vision
 - b. Themes, and under each, outcomes, strategies, priority actions, roles, timeframe
 - c. Strategic Targets (Wakefield have reduced road infrastructure gap, increased volunteering rate, increased local jobs, increased local businesses, population growth, doubling of development approvals)
2. **Opportunity for input and discussion on economic, social and environmental opportunities and challenges** shaping the next 5 – 10 years
3. Discussion about ‘**In 2028, looking back, how has Adelaide Plains changed?**’
 - a. **Socially, in terms of residents**
 - b. **Economically, in terms of workers and businesses**
 - c. **Environmentally, in terms of landscape, net zero, and hazard planning**
 - d. **Transport and communications** weaves through them all
4. Noting Council’s role in services and infrastructure, and importance of financial sustainability, **what priority actions should Council pursue:**
 - a. As a regulator?
 - b. As a planner?
 - c. As advocate?
 - d. As owner/custodian of assets?
5. Comfort with more structured ‘Plan’ and updated strategic planning framework
6. Sense of excitement about the future and relationships fostered

Stage 1 Key Stakeholders List is arranged on theme with external and staff interests. A forum with up-to 50 will require a forum plan	
Emerging Economy 1. Leonie RDA 2. Zac RDA 3. Barrie Oloan NAPFC 4. Jamie NAPFC 5. Ian O APBG 6. Invest SA 7. IWS 8. Anne Minion Growth and Investment APC 9. David Bailey Growth and Investment APC 10. Mike Development and Community APC 11. Josh Development and Community APC 12. George Development and Community APC 13. XX 14. XX 15. XX	Remarkable Landscape 1. Tony Fox NY Landscape Board 2. April NPWS 3. DIT 4. Tom Jones Infrastructure and Environment APC 5. Brad Norman Infrastructure and Environment APC 6. XX 7. XX 8. XX
Enviably Lifestyle 16. Kurna 17. Hickinbotham 18. Hicks 19. Welco 20. Leinad Pty Ltd 21. TWRAT 22. Plains Community Group 23. Middle Beach PA 24. TBPA 25. PADAG 26. Mallala Lions 27. Long Plains 28. Xavier 29. TWPS 30. Mallala PS 31. Riverbanks 32. Planning and Land Use Services 33. Anne S Library and Community APC 34. Sue D Library and Community APC 35. XX 36. XX 37. XX	Proactive Leadership 38. Mayor 39. CM 40. CM 41. CM 42. CM 43. CM 44. CM 45. Xx 46. Xx 47. xx 48. James CEO 49. Clarisse Comms 50. Amy Corporate 51. Raj Finance 52. Audit Committee Chair? (Alan Rushbrook?)

Engagement Tools Stage 1

- Webpage
- Public Notice
- Invitations (mostly email) to Key Stakeholders
- Discussion Forum
- Opportunity for Submissions (Written and Online)

Review of 2020-2024 Strategic Plan

February 2024



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Attachment – Proposed Strategic Planning Framework?	26
Attachment – Proposed More Structured Strategic Plan? Examples from Elsewhere.....	27

Council acknowledges that we are on the traditional country of the Kaurna people of the Adelaide Plains and pays respect to elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

About

This document is a review of what has been achieved during the time of Council's 2020 – 2024 Strategic Plan.

The key deliverable items in the 2020 – 2024 Strategic Plan are projects, measures and indicators. Under each theme, this document includes projects, measures and indicators, outlines progress over 2020 – 2024, whether it is a Priority/Ongoing/Complete, and makes a Comment for 2025 – 2028.

Note: For ease of reference, Projects/Measures/Indicators are shown in green text, with the review text in blue boxes. Context information from the 2020 – 2024 Strategic Plan is included in black text.

Below is an example:

Project	2024 Review		
	Progress 2020 - 2024	P Priority, O ongoing, C complete	Comment for 2025 - 2028
Review of Council's Long Term Asset Management Plan	Strategic Asset Management Plan adopted by Council 25 October 2021	O	O



Figure 1 2020 - 2024 Strategic Plan

Observations

1. Noting the last four years involved the Covid pandemic, intended projects have been completed, and measures/indicators are overall tracking positively.
2. More detailed observations are:
 1. Now having adopted Plans such as Regional Public Health, Tourism and Economic Development, Growth and Equine, Dog and Cat Management, the more detailed actions flagged in each are to be progressed.
 2. Fostering housing diversity remains a challenge
 3. Slightly reduced satisfaction with Ovals and Library reinforces importance of oval master planning and community facilities planning
 4. Working on transport across all modes remains important as business and residents grow
 5. Need to consider what measures are best about tourism and economic growth and to continue working closely with the business sector
 6. Decreased waste services satisfaction remains important to work on, as does the Gawler River business case, heritage protection, and water capture/reuse
 7. Council working with community and partners remains central, underscoring the importance of fostering a culture within Adelaide Plains and Council itself of 'Proactive Leadership'. Related for Council is ongoing sound governance, prudential long term financial planning and seeking grant funding related to strategic priorities.
3. From review of other council plans and staff discussion, areas to refine in the Strategic Plan are:
 1. Refine the 'vision' from seven paragraphs to 1 - 2 lines that are easier to remember. A proposed vision words form an Attachment
 2. Use a more structured approach to 'outcomes, strategies, priority actions, targets, measures'. This includes some 10 year framing for the 4 year priorities, as well as having several strategic level targets which are served by tracking operational measures. Examples of more structured plans from elsewhere form an Attachment
 3. Involve staff so their roles in operationalizing are better understood, be it agenda reports, annual business plan proposals
 4. Simplify context and consultation input, with detail in Background Paper
 5. Context and projects updating needed. Context e.g. ABS, resident survey. Progress on known projects, e.g. Community Civic Hub, 8HA town centre,
 6. Current Strategic Plan themes appear sound - emerging economy, enviable lifestyle, remarkable landscape and proactive leadership.
4. A refined strategic planning framework would assist with staff and council understanding how all the different plans fit together. A proposed strategic planning framework forms an Attachment.

Envable Lifestyle

Note: For ease of reference, Projects/Measures/Indicators are shown in green text, with the review text in blue boxes. Context information from the 2020 – 2024 Strategic Plan is included in black text.



Strategic Response

Arrest the departure of younger population through affordable housing, access to diverse employment opportunities, regional university pathways and retail/recreation. Support retention of older community members through compact living with ease of access to improved retail and services in townships. Add to the vibrancy of towns through events, volunteering opportunities and community initiative funds or service support.

Strategies

1. Manage growth to sustain and activate our townships;
2. Provide, support and acquire facilities, assets, services and programs that build community capacity, health and connection; and
3. Advocate for increased health, education, aged care and youth services, welfare and emergency facilities and services.

Key Council Services that Contribute to Our Community's Envable Lifestyle

- Public health and regulatory services
- Libraries
- Community development
- Social planning
- Playgrounds
- Community infrastructure planning (Footpaths, cycle paths, horse trails, walking trails, open space, community facilities and other sporting facilities)
- Arts and cultural activities
- Festival and event planning and facilitation
- Aged care facilitation
- Crime prevention through environmental design
- Community leadership and advocacy
- Dog and cat management
- Traffic management

Planned or Legislated Projects

2024 Review			
Project	Progress 2020 - 2024	P Priority, O ongoing, C complete	Comment for 2025 - 2028
Review the existing Regional Public Health Plan to reflect the public health priorities of a changing Adelaide Plains community	New Plan adopted	O	Progress Lighthouse Project priorities – community transport, mental health – suicide prevention and community participation. Committees formed with staff from the four councils.
Review and update Council's Animal Management Plan	New Plan adopted	C	Progress Dog and Cat Management projects
Implement Drought Funding Projects	Completed	C	-

2024 Review

In preparing the 2025 – 2028 Plan, **consider the following Projects** within Enviably lifestyle:

- Progress investigations and engagement about a **new Civic Community Hub**
- Prepare a **plan for community infrastructure** and advocate to relevant social service providers
- Prepare a **housing plan** to foster increased housing diversity including aged care
- Prepare an **updated Open Space Strategy** and Community Land Management Plan
- Complete the **Two Wells Recreation and Sport Precinct Master Plan** and progress implementing
- Prepare a **transport network plan** acknowledging growing townships, agribusiness and freight needs, regional active transport considerations, and the need for a coordinated approach with DIT
- Implement the **Two Wells Walking Cycling Plan** and create a **Mallala Walking Cycling Plan**
- Complete **settlement plans for coastal settlements and commence plans for rural settlement**

Relevant Legislation

South Australian Public Health Act 2011

Dog and Cat Management Act 1995

How We Could Measure Progress

The following measures and indicators will allow Council to understand what progress is being made towards creating an enviable lifestyle.

	2024 Review		
Indicator	Progress 2020 - 2024	P Priority, O ongoing, C complete	Comment for 2025 - 2028
Annual estimated residential population and change in population per annum	Estimated residents grew from 8,912 in 2016 to 10,456 in 2022, an increase of 257 residents/annum	O	O
Number of new dwellings per annum and change in total dwellings per annum	Number of dwellings grew from 3,617 in 2016 to 3,995 in 2021, an increase of 75 dwellings/annum	O	O
Housing diversity	From 2016 – 2021: <ul style="list-style-type: none"> • separate houses grew by 394 • Medium density grew by 10 • Caravans, cabin, houseboat grew by 9 • Other reduced by 22 	P	Fostering increasing housing choice, be it small lot, aged, specialised disability, remains important.
Community Survey satisfaction with Council's community services and facilities	2022 Community survey show improved satisfaction with: <ul style="list-style-type: none"> • Parks/reserves/gardens 35% (29% 2018) • Community events 23% (17% 2018) • Community transport 11% (8% 2018) Reduced satisfaction with: <ul style="list-style-type: none"> • Ovals and sporting facilities 41% (43% in 2018) • Library 35% (39%) • Playgrounds 34% (34% 2018). 	PO	In context of ongoing residential growth, underscores value of progressing open space upgrades e.g. Two Wells Oval, Hart Reserve, as well as progressing improved community facilities, such as libraries.

Measure	Progress- 2020 - 2024	P Priority, O ongoing, C complete	Comment for 2025 - 2028
Number of Council and community volunteers	<p>Due to COVID, volunteer programs were suspended in 2020. In 2022, 45 people volunteered with Council.</p> <p>In 2024, over 30 Council volunteers, working at:</p> <ul style="list-style-type: none"> • Mallala Museum • Justice of Peace at the Two Wells Library on a Saturday morning • Two Wells Community Nursery 	O	Continue volunteer participation with Council
Total area of open space in hectares and change per annum	Eden and Liberty housing estates created new open space to serve the new dwellings	O	Question how valuable 'area' of open space is as a measure of wellbeing
Performance against Regional Public Health Plan measures	Project planning for the three lighthouse projects had commenced in 2023	O	Projects commenced but that is all
Number and variety of community events held	<p>Post COVID, events resumed, with annual outdoor cinemas, Australia Day, the Mallala monument events, citizenship ceremonies, and community lead events such Christmas Parades in Mallala and Two Wells, twinkling, events in settlements such as Parham's annual sports event, and horse based events in Lewiston.</p> <p>Over 200 people attended the Australia Day Ceremony at the Mallala Football Club in 2023, Approx 3500 to 4000 joined in the festivities of the Two Wells Regional Action Team's first</p>	O	Ongoing fostering of events

	Christmas Parade since COVID-19. 180 adults attended library events and 975 children participated in programs in 2023.		
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Who We Could Work With

Government

- SA Health
- Department for Planning Transport and Infrastructure
- Infrastructure SA
- Department for Education
- Better Regions Fund
- SAPOL
- Office for Recreation and Sport
- State Library
- Public Libraries SA

Regional Partners

- RDA - Barossa, Gawler, Light and Adelaide Plains
- Country Health SA
- Country Arts SA
- Legatus
- Neighbouring Councils

Community

- Community groups and volunteer organisations
- Gracewood, Eden and Liberty Developments
- Xavier College

How This Could Contribute to Broader Policy and Legislation

30 Year Plan for Greater Adelaide

Target 1 - Containing our Urban Footprint and Protecting our Resources

90% of all new housing in the Outer Greater Adelaide will be built in established townships and designated urban development areas by 2045.

Target 6 - Greater Housing Choice

Increase housing choice by 25% to meet changing household needs in Greater Adelaide by 2045.

Emerging Economy

Note: For ease of reference, Projects/Measures/Indicators are shown in green text, with the review text in blue boxes. Context information from the 2020 – 2024 Strategic Plan is included in black text.



Strategic Response

Facilitate growth of the business sector through strategic advocacy, partnerships and service improvements that generate local procurement and employment opportunities, provide certainty for investment and enhance the appeal and visitor experience delivered by Council's key tourism strengths and opportunities.

Strategic Response

Partner with private and public investors to optimise infrastructure outcomes for growing townships and primary industries.

Strategies

- Support the growth of primary industries and the introduction of value-add employment generators;
- Facilitate greater access to local opportunities from public and private investment; and
- Reinforce Adelaide Plains Council as a place of choice for business, residents and visitors.

Key Council Services that Contribute to Our Emerging Economy

- Planning and development assessment
- Freight route planning
- Property management assistance
- Development and Community information service
- Tourism information and support
- Short stay accommodation planning and facilitation including camp grounds
- Business support
- Administration of Heavy vehicle applications
- Promotion of Adelaide Plains regions to potential investors
- Economic planning

Planned or Legislated Projects

	2024 Review		
Project	Progress 2020 - 2024	P Priority, O ongoing, C complete	Comment for 2025 - 2028
Tourism and Economic Development Strategy	Prepared and adopted early March 2022	C	Implementing
Business Breakfasts	Good attendance at Breakfasts. None since August 2022 but will have another February 29 th 2024. 5/8/2022 – 43 19/11/2021 – 47	O	Ongoing – progress TEDS themes via breakfasts
Transition to the Planning and Design Code	Orderly transition in March 2021	C	-
Crown Land Negotiation Two Wells	8HA land sold to Council in August 2022	C	Progress working with the private sector to enable the town centre development

2024 Review

In preparing the 2025 – 2028 Plan, **consider the following Projects** within Emerging Economy:

- Progress **actioning the Tourism and Economic Development Strategy**
- Progress working with the private sector to **enable the Two Wells town centre 8HA development**
- Prepare a **transport network plan** acknowledging growing townships, agribusiness and freight needs, active transport, and the need for a coordinated approach with DIT and ARTC

Relevant Legislation

- *South Australian Local Government Act 1999;*
- *Planning, Development and Infrastructure Act 2016*
- *Crown Land Management Act 2009*

How We Could Measure Progress

The following measures and indicators will allow Council to understand what progress is being made towards supporting an emerging economy.

	2024 Review		
Indicator	Progress 2020 - 2024	P Priority, O ongoing, C complete	Comment for 2025 - 2028
Proportion of people who live and work in Adelaide Plains Council	From 2021 data – 2,480 people work in the Adelaide Plains Council area with 41.4% living in the area. No data available for 2016	O	Seek better data
Local visitation and visitor expenditure trends	Data not readily available Only data we have is from the Clare Valley Tourism and that is heavily skewed to that region only.	P	Seek better data
Square metres of commercial floor space within townships	New businesses starting in Two Wells and Dublin has given us an increase in commercial floor space.	O	Seek better data
Gross Regional Product as a proportion of Gross State Product	GRP for RDA Barossa region grew from the Covid 2020 of \$3383M to \$3858M in 2022 No data for Adelaide Plains available.	O	Seek better data
Number of main street vacancies	There is the Medical Centre in Two Wells vacant, which is a major loss. Vacancies seem to be minimal.	O	Main street vacancy data needed.
Value and number of local procurement contracts	Council has engaged local contractors for 4 major contracts to the value of \$869,806.47. Various suppliers have identified they employ residents from Adelaide Plains	O	Officers can establish mechanisms to improve data captured on local spend.

Indicator	Progress 2020 - 2024	P Priority, O ongoing, C complete	Comment for 2025 - 2028
Community Survey satisfaction with Council assets and infrastructure	2022 Community survey show improved satisfaction with: <ul style="list-style-type: none"> • Footpaths 18% (17% 2018) Reduced satisfaction with: <ul style="list-style-type: none"> • Waste collection 29% (34% 2018) • Public lighting 23% (24% 2018) • Stormwater drainage 14% (15% 2018). 	O	Waste services a priority
Community Survey satisfaction with business support services	2022 Community survey showed 15% of businesses were satisfied, 30% neutral and 55% were not satisfied.	P	O
Attendance at business networking breakfasts;	Good attendance at Breakfasts. None since August 2022 but will have another February 29 th 2024. 5/8/2022 – 43 19/11/2021 – 47	O	O
Number and variety of business support activities delivered	A range of activities provided by RDA Barossa and APC staff	O	O
LGA Road Manager Consent Performance as reported by the National Heavy Vehicle Regulator	Obligations satisfied about bigger than regular trucks	O	O
Freight route connectivity/progress of the Legatus Regional Transport Plan Road Deficiency Actions	Local Government Partnership Program in last three years progressed several freight routes as well as Middle Beach Road bituminising.	O	Ongoing actioning of the road deficiency plan.

Who We Could Work With

Government

- Department for Planning Transport and Infrastructure
- Infrastructure SA
- Department for Innovation and Skills
- Department of Primary Industries and Regions
- Department for Trade and Investment
- South Australian Tourism Commission
- Department for Environment and Water
- National Heavy Vehicle Regulator

Regional Partners

- RDA - Barossa, Gawler, Light and Adelaide Plains
- Legatus
- Neighbouring Councils

Community

- Kaurna Community
- Local businesses, tourism operators and primary industries
- Gracewood, Eden and Liberty Developments

Industry bodies (Eg. Mainstreet SA, Australian Road Transport Suppliers Association, fishery and agricultural peak bodies and Business SA)

How This Could Contribute to Broader Policy and Legislation

30 Year Plan for Greater Adelaide

Policy 57 Economy and Jobs Maintain and protect primary production and tourism assets in the Environment and Food Production Areas, while allowing for appropriate value-adding activities to increase investment opportunities

Policy 62 Manage the interface between townships and adjacent primary production activities and areas of nature protection

Policy 63 Provide for sustainable tourism development across Greater Adelaide by: Protecting, enhancing and promoting the qualities that attract tourism and are of value to the whole community;

Providing appropriate support infrastructure for tourism; and

Facilitating sustainably designed tourism accommodation in suitable locations.

Remarkable Landscapes

Note: For ease of reference, Projects/Measures/Indicators are shown in green text, with the review text in blue boxes. Context information from the 2020 – 2024 Strategic Plan is included in black text.



Strategic Response

Advocate for Government investment in the Gawler and Light River Catchments and coastal townships, liaise with and support agencies responsible for adverse event mitigation and response, maintain a mix of waste management services and increase community education and lever volunteering opportunities and multiple State agency agendas to target the enhancement of coastal visitor experiences.

Strategies

1. Protect and enhance our coastal and riverine landscapes, native vegetation and heritage;
2. Mitigate the impacts of adverse natural events on the community;
3. Improve resource recovery and carbon and waste management.

Key Council Services that Contribute to Our Remarkable Landscapes

- Environmental management
- Cemeteries
- Wetland planning
- Local Museum and heritage support
- Coastal management and planning
- Stormwater recycling
- Landcare programs
- Community Wastewater Management Schemes
- Emergency management and support during floods and fire
- Stormwater drains and Flood protection/levees
- Rubbish collection, disposal and recycling
- Illegal dumping
- vandalism
- Community Land Management

Planned or Legislated Projects

2024 Review			
Project	Progress 2020 - 2024	P Priority, O ongoing, C complete	Comment for 2025 - 2028
Advocacy for Government funding through the GRFMA	Council continued to advocate for a reasonable shared funding model	P O	Ongoing
Heritage Protection	Updated survey work completed and Code Amendment commenced. Further expert work needed	O	Further expert work and stages of Code Amendment, including consultation, needed.

2024 Review

Add following Projects within Remarkable Landscapes for 25 - 29:

Relevant Legislation

- *South Australian Local Government Act 1999*
- *Heritage Places Act 1993*
- *Planning Development and Infrastructure Act 2016*

How We Could Measure Progress

The following measures and indicators will allow Council to understand what progress is being made towards fostering remarkable landscapes.

	2024 Review		
Indicator	Progress 2020 - 2024	P Priority, O ongoing, C complete	Comment for 2025 - 2028
Proportion of residential waste diverted from landfill	33% Driven by Council endorsed 21 – 26 Waste and Resource Recovery Strategy and Action Plan	PO	Aiming for 55%
Volume of water captured, treated and re-used	Annual water reuse from the Mallala CWMS is 20ML	PO	Opportunities to increase water capture, use and reuse remain a priority
Community Survey satisfaction with landscape management	Not measured in Community Survey 2022	O	Landscape management remains important
Area of successful pest plant management	Work closely with Green Adelaide and Northern and Yorke Board	O	Pest plant management remains important
Area of successful pest animal management	“	O	Pest animal management remains important
Number of stormwater treatment devices incorporated into township and residential development streetscapes	New estates stormwater devices at modern standards	O	Water use/reuse and flood hazard protection more important measures than number of treatment devices.
Number of trees planted	Each year 4500 seedlings have been planted in coastal areas. Two Wells Community Nursery propagated significant numbers of plants. Street	O	O

	trees also planted, with 289 planted in 2022/23.		
Measure	Progress 2020 - 2024	P Priority, O ongoing, C complete	Comment for 2025 - 2028
Inclusion of climate change and adverse events within Council's Asset Management Plans	Updated AMP included known works to address hazards, e.g. Two Wells levee. Recycled water used in a drought hazard environment. GRFMA flood study will look at hazard from different climate change event scenarios.	O	Update AMP as appropriate with regard to planning for different climate change event scenarios
Local Heritage Listing created	Survey work undertaken and an application to commence heritage listing processes lodged with the Minister for Planning.	O	Ongoing.

Who We Could Work With

Government

- Department of Primary Industries and Regions
- South Australian Tourism Commission
- Country Fire Service
- National Parks and Wildlife South Australia (Adelaide International Bird Sanctuary – Winaityinaityi Pangkara)
- Department for Environment and Water

Regional Partners

- RDA - Barossa, Gawler, Light and Adelaide Plains
- Gawler River Flood Management Authority
- Nature Conservation Society of South Australia
- Northern and Yorke Landscape Board
- BirdLife Australia

Community

- Kaurna Community
- Gracewood, Eden and Liberty Developments
- Land holders
- Volunteers and community groups

How This Could Contribute to Broader Policy and Legislation

Policy 35 - Encourage the innovative and sustainable reuse of heritage places and older building stock in a way that encourages activity and entices people to visit.

Policy 91 - Protect coastal features and biodiversity including: Habitats that are highly sensitive to the direct impacts of development

Important geological and/or natural features of scientific, educational or cultural importance

Landscapes of very high scenic value.

Policy 118 - Minimise risk to people, property and the environment from exposure to hazards (including bushfire, terrestrial and coastal flooding, erosion, dune drift and acid sulphate soils) by designing and planning for development in accordance with a risk hierarchy of: Avoidance

Adaptation

Protection.

Policy 119 - Improve the integration of disaster risk reduction and hazard avoidance policies and land use planning.

Policy 120 - Decrease the risk of loss of life and property from extreme bushfires through creating buffers in new growth areas that are in or adjacent to areas identified as high risk from bushfires.

Proactive Leadership

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Strategic Response

Proactive engagement in new and existing regional partnerships, pursuit of funding and exploration of new revenue opportunities will create value for the region and rate payers. Early engagement in reform will support opportunities for continuous improvement. Setting a strategic financial agenda with regard to sustainability ratios will open up investment opportunities for the delivery of Council's strategic plan, and a continued emphasis on engagement and consultation will raise awareness, understanding and participation by an increasingly active community regarding Council's intent and progress.

Strategies

1. Actively seek funding and partnerships to deliver Council initiatives;
2. Actively engage with and inform our communities;
3. Strategic and sustainable financial management; and
4. Proactively engage in Local Government Reform and continuous improvement.

Key Council Services that Contribute to Our Proactive Leadership

- Records management
- Work Health and Safety and Risk Management
- Human Resource Management
- Management of Council's Governance Framework, including management of Council
- Code of Conduct and complaints and handling
- Council Member Support and Training (including the provision of advice and preparation and distribution of agendas and minutes)
- Preparation of Annual Report
- Local Government Elections (preparation and assistance);
- Delegations
- Development and maintenance of statutory and other Council Registers.
- Provision of internal and external customer service (including handling customer requests, receive and distribute information, receive and transfer calls and
- IT services and support
- Communication and Community Engagement – management of all Council communication platforms, distribution of Council publications including newsletters, public consultation notices and media releases
- Prepare annual business plan and budgets and carry out quarterly budget revisions
- Apply/assist in relation to Federal and State government grant applications
- Review and completion of grant acquittals
- Long Term Asset Management and Financial Planning

Planned or Legislated Projects

	2024 Review		
Project	Progress 2020 - 2024	P Priority, O ongoing, C complete	Comment for 2025 - 2028
Review of Council's Long Term Asset Management Plan	Strategic Asset Management Plan adopted by Council 25 October 2021	O	O
Review of Council's Long Term Financial Plan	Long Term Financial Plan 2023-2032 adopted on 28 February 2022	O	O
Implementation of Local Government Reform	<p><i>Statutes Amendment (Local Government Review) Act 2021</i> for commencement in stages to enable time for local government and relevant authorities to prepare. 10 stages have implemented between September 2021 and November 2023.</p> <p>One major change was the introduction of mandatory training and behavioural standards/management policy for Council Members.</p>		<p>Anticipated reforms</p> <ul style="list-style-type: none"> • Local Government Participation and Elections Review • Community Engagement Reform
Representation Review	In 2020/2021 Council undertook a 'Representation Review'. The outcome, on 30 November 2021 was: Mayor retained, elected by community, 3 'wards' abolished and 9 'area councillors' introduced, all Council Members represent the whole Council area (elected by the community at Council-wide elections).	C	Next Review beyond 2029 (Reviews approximately every 8 years)

Relevant Legislation

- *South Australian Local Government Act 1999;*
- *South Australian Local Government Grants Commission Act 1992*
- *Local Government (Boundary Adjustment) Amendment Act 2017*

How We Could Measure Progress

The following measures and indicators will allow Council to understand what progress is being made towards demonstrating proactive leadership.

Indicator	2024 Review		
	Progress 2020 - 2024	P Priority, O ongoing, C complete	Comment for 2025 - 2028
Successful grant applications	Numerous grants have been secured <ul style="list-style-type: none"> • Two Wells Levee \$2.05M • Freight Networks \$2.34M • Two Wells Powerlines Undergrounding \$2.4M • Two Wells Roundabout \$0.43M • Coats Rd/Middle Beach Shelter \$470k • Village Green Two Wells • Toilets Parham Campground and Two Wells Oval • Lewiston Reserve • Conservation grants (many coastal) • Library Program grants • Parham Campground \$100k • Better Breeder Program \$60k • State Bike Fund \$60k • Coastal Adaptation \$60k 	O	Seeking grants is ongoing. One priority is likely to be seeking grant funding to implement the Two Wells Oval Precinct Master Plan.
Community satisfaction with Council communication	2022 Community survey showed 23% satisfied (24% 2018)	O	

Measure	Progress 2020 - 2024	P Priority, O ongoing, C complete	Comment for 2025 - 2028
Community Survey satisfaction with customer service	2022 Community survey showed 30% satisfied (30% 018)	O	
Compliance with all legislation governing Council business	Ongoing work ensured compliance, noting changing nature of obligations over time.	O	Ongoing
Customer service delivery meets documented service standards	Satisfied. The Community Requests, Complaints & Feedback Policy outlines APC's approach.	O	Ongoing
Asset Sustainability Ratio	On average, the Asset Sustainability Ratio has been 82% over these four years.	O	A suitable target is capital outlays on renewing/replacing assets are greater than 90% but less than 110% of the level proposed in the Infrastructure and Asset Management Plan.
Operating Surplus Ratio	On average, the Operating Surplus Ratio has been 1% over these four years.	O	A suitable target range on average over time is an operating surplus ratio of between 0 and 10%
Net Financial Liabilities Ratio.	On average, the Net Financial Liabilities ratio has been 50% over these four years.	O	A suitable target range on average over time is a net financial liabilities ratio between 0 and 100% of total operating income, but possibly higher in some circumstances.

Who We Could Work With

Government

- Department for Planning Transport and Infrastructure (Office of Local Government)
- Local Government Association of South Australia

Regional Partners

- RDA - Barossa, Gawler, Light and Adelaide Plains
- Northern and Yorke Landscape Board
- Clare Valley and Yorke Peninsula Tourism Regions
- Neighbouring Councils
- Gawler River Flood Management Authority
- Legatus

Community

- Volunteers and community groups
- Community Passenger Network

How This Could Contribute to Broader Policy and Legislation

Local Government Act

Section 6 - Principal role of a council:

- (a) to act as a representative, informed and responsible decision-maker in the interests of its community
- (b) to provide and co-ordinate various public services and facilities and to develop its community and resources in a socially just and ecologically sustainable manner
- (c) to encourage and develop initiatives within its community for improving the quality of life of the community
- (d) to represent the interests of its community to the wider community

Section 7—Functions of a council:

- (a) to plan at the local and regional level for the development and future requirements of its area
- (b) to provide services and facilities that benefit its area, its ratepayers and residents, and visitors to its area (including general public services or facilities (including electricity, gas and water services, and waste collection, control or disposal services or facilities), health, welfare or community services or facilities, and cultural or recreational services or facilities)

Review and Monitor

How We Will Deliver and Monitor our Strategy

Framework Approach

The Strategic Plan is a high-level document that looks long into our Council's future. It contains an assessment of the current context for Adelaide Plains and summarises ideas obtained from community and stakeholder consultation.

From this we have identified strategies, potential partners, targeted measures and existing or planned activities under four key themes.

Each year Council can look at how it may deliver on the key themes and strategies of this strategic plan.

This could be through policies, projects, services, assets or advocacy and can be considered for funding as part of its Annual Business Plan and Budget process.

Progress can then be reported quarterly and annually through Council's program of quarterly and annual Reporting.

The Plan itself is required to undergo a minor and major reviews in alignment with Council terms.

Attachment – Proposed Vision?

Adelaide Plains is...

Productive: A leading supplier of primary produce to local, national and international markets.
Proximity to markets and natural growing conditions provide competitive advantages for primary producers on the Adelaide Plains that has seen our economy emerge as a key contributor to the region's prosperity.

Diverse: A more diverse community with access to a greater mix of local opportunities.
Increased employment, services and education attracts and retains a diverse community that chooses to live, learn and work in the region.

Location: A lifestyle location connected to the Barossa, Coast and Adelaide.
Adelaide Plains is a quiet community that offers residents time and space with convenient access to the benefits of Greater Adelaide, the coast and the Barossa region.

Welcoming: A proud, spirited and generous community.
This is a place that everyone belongs, where community connection and care is strong and someone is always available to help when a neighbour is in need.

Ambition: Advancing infrastructure and technology to foster a competitive local economy.
Modern practice, research and innovation, and efficient access to export centres and local markets builds an economic environment and reputation that rivals the State's major primary productions regions. With employment opportunities diversifying and new housing products in abundance, Adelaide Plains will become the place of choice for the Northern Adelaide Plains.

Leadership: A decisive and proactive Council.
Our Elected Members share a vision of prosperity founded on courage, robust deliberation, transparency and forward thinking and investing.

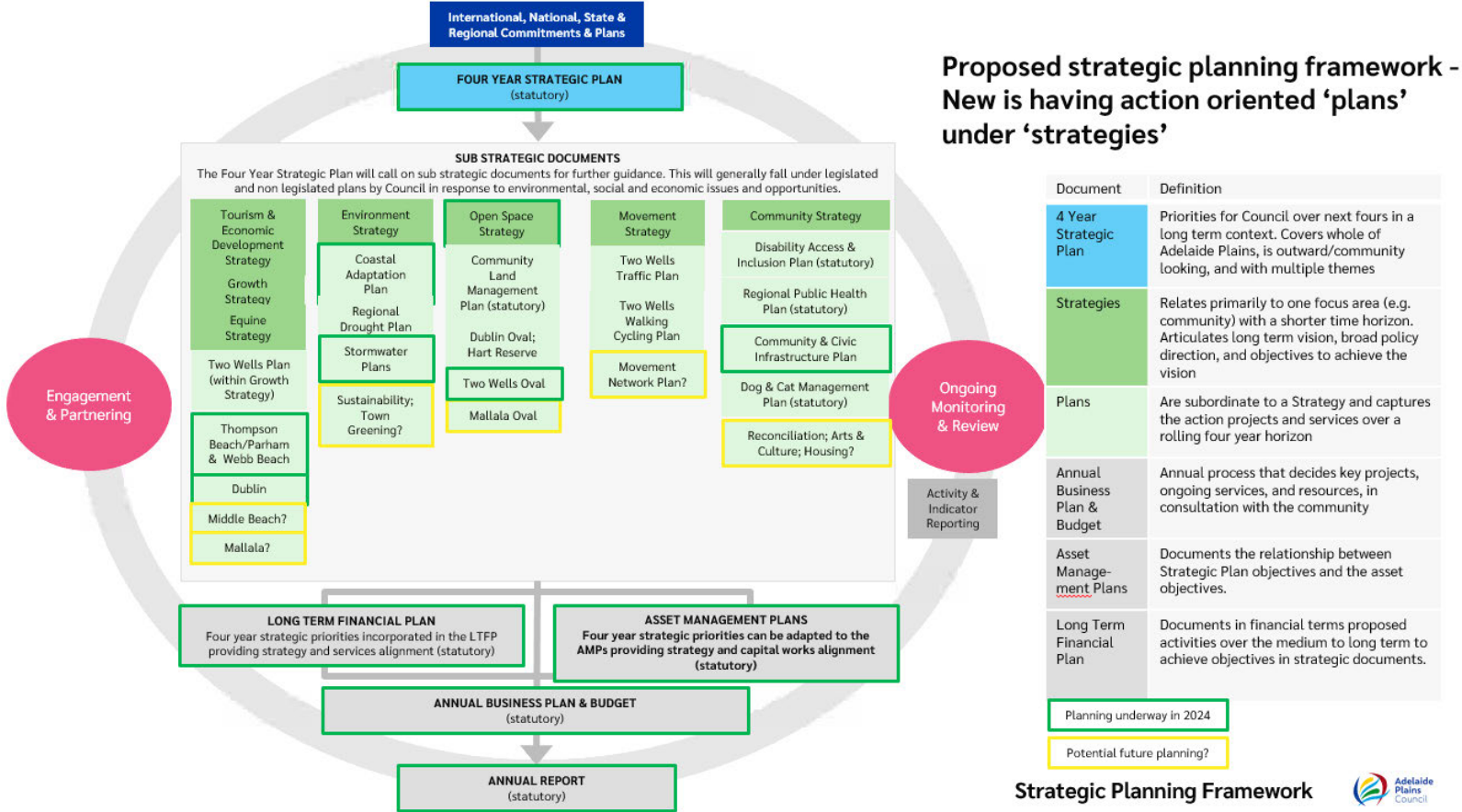
Attractive: A Place of choice for businesses, residents and visitors.
Our townships are inviting, well cared for, filled with character and provide a range of services, facilities and accommodation that caters for all people and our landscapes, events and infrastructure provide memorable experiences.

Vision 2024

Vision?

- 1 Adelaide Plains is a growing community with a great lifestyle, innovative economy, and valued environment.
- 2 Adelaide Plains is a welcoming community honouring our past, with an enviable lifestyle, diversified agricultural based economy, and remarkable landscapes.

Attachment – Proposed Strategic Planning Framework?



Attachment – Proposed More Structured Strategic Plan? Examples from Elsewhere

Background – Wakefield approach to themes, outcomes, strategies, priority actions, targets and measures. Note timeline and role articulation

OUR THEMES AND OBJECTIVES		OUTCOMES	KEY STRATEGIES	PRIORITY ACTIONS	ROLE	TIME
<p>Following our Wakefield 2030 community engagement process, a series of Council Member workshops was held to fine-tune the key themes and strategies.</p> <p>There are three key themes or areas where we will focus attention to bring our vision to life. These are shown below, with a short description of what success will look like by 2030:</p> <p>LIVEABLE COMMUNITIES Wakefield is a great place to live, work and play. Our vibrant, attractive towns are full of energy and excitement, with places and spaces designed for people to pursue recreation, leisure and fun. Our communities are connected by social events, a sense of pride and belonging and quality infrastructure that serves them well.</p> <p>THRIVING REGION Wakefield is open for business. Our region's economic future is bright as existing businesses thrive and expand, while new businesses and industries put down local roots. Our population is growing as people recognise the affordable, quality lifestyle on offer, with new housing options enticing people to move to the area.</p> <p>SUSTAINABLE FUTURE Wakefield has a clean, green future. Strong partnerships between Council, the community and other agencies have been formed as we come together to manage our environment in the best possible way. We are seen as a region that respects its natural assets and seeks sustainable outcomes for the community.</p> <p>The following pages set out these themes and show:</p> <ul style="list-style-type: none"> • Outcomes – the results we will see if we are successful. • Strategies – the key approaches we will take. • Priority actions – the more detailed activities to deliver the strategies. • Targets – measurable milestones. • Measures – methods we will use to determine if we have hit our targets. <p>Each year, the relevant targets from this plan will inform an Annual Community Plan, budget and operational plans, including specific annual performance targets. We will measure and regularly report progress against these plans.</p>		SF1 - OUR LANDSCAPE AND ECOSYSTEMS ARE VALUED AND PROTECTED	SF 1.1 - Safeguard and sustainably manage the environment.	SF 1.1.1 - Establish partnerships with the Landscape Board and community groups to promote and protect important local ecosystems. SF 1.1.2 - Manage and maintain roadside vegetation to allow safe access for farming machinery while protecting remnant vegetation.	Facilitator Asset owner	● ●
		SF2 - OUR RESOURCES ARE MANAGED SUSTAINABLY	SF 2.1 - Attract 'green' industries to the region.	SF 2.1.1 - Develop a prospectus that showcases the Wakefield region's potential to host renewable energy and waste recycling industries. SF 2.1.2 - Develop an incentives strategy that details what Council can offer to new green businesses. SF 2.1.3 - Support the development of a community-based renewable energy incentive program to deliver cheaper electricity for Wakefield residents.	Leader Leader Advocate	● ● ●
		SF3 - OUR REGION IS RECOGNISED AS A RESPONSIBLE ENVIRONMENTAL LEADER	SF 3.1 - Sustainably manage Council's water and waste operations.	SF 3.1.1 - Increase reuse of community wastewater treatment plant water to green more public spaces. SF 3.1.2 - Establish a program to reduce the community's waste to landfill.	Asset owner Leader	● ●
				SF 3.2.1 - Work with external agencies to develop a Climate Change Adaptation Plan for the region. SF 3.2.2 - Establish a program that supports community revegetation projects – on private and public land. SF 3.2.3 Support the implementation of an Electric Vehicle charging station network across the region.	Facilitator Leader Facilitator	● ● ●
			SF 3.2 - Help the community prepare for, and adapt to, a changing climate.			
		SUSTAINABLE FUTURE (SF)		This theme captures community feedback about becoming more sustainable when it comes to waste, water reuse and energy, as well as a desire to protect, promote and enhance our natural treasures. It is about providing proactive and responsible environmental leadership by making decisions and investments that consider generations to come.		
				Timeline: ● 1-3 years ● 4-6 years ● 7+ years ● Ongoing		







MEASURING OUR SUCCESS

Council will review Wakefield 2030 and other strategic plans on an annual basis to ensure the plans remain relevant and all deliverables are on track.

As a strategic, guiding plan, Wakefield 2030 does not detail every step we will take to achieve our priority actions. The operational milestones we are aiming for are detailed in a supporting operational plan that will be regularly reviewed by Council, with progress reported to the community.

STRATEGIC TARGETS

The following strategic targets have been set to ensure the progress and delivery of Wakefield 2030 is carefully monitored and adjustments made as necessary to ensure we remain on track.

	STRATEGIC TARGET	HOW WE WILL MEASURE	HOW OFTEN WE WILL MEASURE
	The infrastructure gap on roads is reduced by a minimum of \$1.2 million/year to achieve a gap of less than \$5 million by 2030.	Council asset data	Annually
	The volunteering rate for those aged 15 years and over has increased from 34.1% (2016 Census) to 37% by 2030.	Census	Every 5 years
	Local jobs have increased from 3,060 (2018/19 figures) by a minimum of 1% (or 30 jobs) per year to achieve growth of 10% (300 new jobs) by 2030.	Economy.id	Annually
	Local businesses have increased from 719 (2018/19 figures) by a minimum of 1% (or 7 businesses) per year to achieve growth of 10% (72 new businesses) by 2030.	Economy.id	Annually
	Wakefield's population has grown from 6,838 (2019 figures) by a minimum of 1% (or 68 residents) per year to achieve growth of 10% (684 new residents) by 2030.	Census	Every 5 years
	By 2030, the number and value of new development approvals has approximately doubled on the 10 years to 2019/20: •500 new homes valued at \$90 million •400 new industrial developments valued at \$140 million	Council planning data	Quarterly

Annual Community Plan

Each year, our Annual Community Plan will include the relevant annual priority actions we will need to deliver to remain on target to achieve our vision.

Quarterly Milestone Reporting

Reports will be reviewed by Council each quarter to show how we are tracking against each of the milestones related to the priority actions.

Annual Reporting

Annual reports will be provided to Council and the community, including an assessment of progress towards each of the outcomes.

COUNCIL'S ROLE IN DELIVERING THE COMMUNITY PLAN

Councils are required by law to act as representative, informed and responsible decision-makers in the interest of its communities. We must do this in ways that are socially, environmentally and financially responsible and that improve the quality of life of our community.

Throughout our engagement with the community, Council has made it clear we cannot deliver the community's vision and plans on our own. Priority actions will include work undertaken by the community and local businesses, industries, sporting groups, town committees and other stakeholders.

Council will work hard to help deliver this plan and to serve the community over the coming 10 years in a number of ways:

- As leader – setting the direction through policy, strategies and plans;
- As partner and facilitator – bringing stakeholders together to deliver community actions;
- As planner – checking in regularly to ensure our actions are appropriate for the current and future requirements of the region;
- As regulator – ensuring the health, safety and legislative compliance of Council and our community as we deliver our actions;
- As advocate – representing the community and negotiating with key decision makers for improved outcomes for Wakefield;
- As owner/custodian – delivering sustainable assets on behalf of the community.

Wakefield 2030 is the community's strategic plan but Council must ensure it operates as an effective, customer-focused organisation to fulfil the roles outlined above and to deliver the plan.

The following four key strategies underpin the ways in which Council will deliver the vision and targets detailed in this plan:

1. Ongoing and regular community engagement, communication and reporting on our plans and projects to ensure we are a community-focused organisation, trusted to deliver on our promises;
2. Customer service, rating and efficiency reviews, sustainable asset plans and robust, responsible financial plans that make us an efficient organisation that delivers value for money services;
3. Leadership and good governance through responsible management of resources, transparent decision making and Council Members, employees and the community working as one;
4. A 'one team' approach to work health and safety and continuous improvement culture that ensures we are a safe, effective and efficient organisation.

Understanding Council's role in delivering priority actions is an important consideration as Council's level of involvement may impact on its resources (staff, equipment, funding etc).

Applying the below roles matrix against each of the priority actions in Wakefield 2030 provides clarity and direction in determining future plans, including budget and personnel provisions.

BROAD ROLE	SPECIFIC ROLE	DESCRIPTION
NO ROLE	Nil	Council chooses not to have a role in relation to a particular service or activity.
	Leader	The Council sets direction through policy, strategies and plans.
ENABLER	Advocate	The Council may advocate to another government or other organisation for certain things to happen; this could range from a single event (such as writing to a Minister) through to an ongoing campaign.
	Facilitator	A step further from advocacy where the Council may try to bring parties together to work out a solution to an issue affecting the Council area.
PROVIDER	Regulator	The Council has legislated roles in a range of areas which it is required to fund from its own funds (apart from fees for cost recovery, government grants)
	Part funder	The Council either provides funding to another body to meet part of the cost of that body providing a function/service activity, or receives funding from another body (usually a government agency) to meet part of the cost of the Council delivering it.
	Asset owner	As the owner (or custodian, such as through a Trust Deed) of an asset (road, footpath, building, playground etc.), the Council has responsibility for capital, operating and maintenance costs.



Background – Wakefield approach to 'strategic' targets and measures. Note role articulated

Goal 1.0 Community

Relevant United Nations Sustainable Development Goals - #3 'Good Health and Wellbeing, #4 'Quality Education' and #8 'Decent Work and Economic Growth'.

No.	Objective	Actions	Performance Indicators
1.1	Remaining an 'intact' Council area and community, undiminished by boundary reform proposals instigated by adjoining councils, to sustain service levels and capabilities.	Opposing boundary reform initiatives that would diminish the rate revenue base and community service capabilities of this Council.	<ul style="list-style-type: none"> Effective advocacy Unsuccessful boundary reform proposals from adjoining councils.
1.2	Developing a program to identify, foster and develop the next generation of community leaders.	Initiate a program to encourage community members to consider nominating to participate in and/or contribute to civic life.	<ul style="list-style-type: none"> Success in attracting new interest from community members. Quality and effectiveness of materials in conveying the role of Council. Quality and effectiveness of materials in communicating the culture and strategic responsibilities of the Council.
1.3	Demonstrating leadership as the local public health authority.	<p>Progressing the review of the Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan and implementing this once endorsed.</p> <p>Completing the Light Regional Council Disability Access and Inclusion Plan and implementing this once endorsed</p>	<ul style="list-style-type: none"> Effective implementation of plans

Background – Light have goal, objective, actions, and a lot of indicators.








Strategic Approach

Light Regional Council has progressed its strategic planning based on the following approach:



14.10 TWO WELLS RECREATION AND SPORT PRECINCT MASTER PLAN FOR CONSULTATION**Record Number:** D23/50505**Author:** Manager Growth and Investment**Authoriser:** Director Development and Community

- Attachments:**
1. Brief Two Wells Recreation and Sport Precinct Master Plan May 2023 [↓](#) 
 2. Two Wells Recreation and Sport Precinct Master Plan - Draft for Consultation [↓](#) 
 3. Map - East West Road - Wells Road to Brooks Road [↓](#) 
 4. Draft Engagement Plan September 2023 [↓](#) 
 5. Draft Design Concepts - Larger Scale [↓](#) 

EXECUTIVE SUMMARY

- A contemporary Two Wells Recreation and Sport Precinct Master Plan is a significant and critical planning project for Two Wells future, noting the need for updated guidance concurrent with Two Wells' growth to around 11,000 in 2040.
- The consultant team have completed background work, informal consultation and prepared draft Master Plan (**Attachment 2**). This has involved Two Wells stakeholders – including lessees – as well as State wide peak sport bodies.
- Subject to Council's endorsement, the next steps involve formal consultation that meet's Council's Consultation Policy. Drawing on the initial Engagement Plan prepared by Tredwell, the next stage of consultation would involve:
 - webpage
 - online survey
 - public notice
 - direct email to Two Wells based stakeholders and to State wide peak bodies
 - workshop concept and management options with lessees
 - drop-in session
 - social media posts.
- Noting Council is in effect 'owner' of the land, the Master Plan outlines management options that are available to Council. Having these options available for consultation enables existing lessees in particular to consider how they collectively may approach precinct management with a shared building. An invitation only workshop with lessees is planned as part of the consultation.
- The Master Plan outlines funding opportunities from the Australian and South Australian Governments, as well as from various funds. These would complement what Council may plan as part of its Long-Term Financial Plan.
- Catholic Education SA (Xavier) are interested in the Masterplan associated with their planning for school/community use at Xavier. Xavier have been engaged with.

- All Concept Designs make use of the creek triangle land adjacent the existing Cemetery for recreation, noting the existing Cemetery has around 28 years supply. All Concept Designs envisage a roadway at the west of the Precinct connecting Brooks Road to Wells Road.
- Key challenges around precinct management and funding are central to realising an upgraded precinct in the future. Background is in the draft Master Plan. These are envisaged as being central topics along with the Concept Designs as part of consultation.
- For significant funding to be secured through grants, be it from government or private entities, it is important for a preferred master plan to have united support by existing lessees and Council, as well as to be supported generally by the broad community. The proposed consultation is intended to progress towards this shared support.
- Further analysis and work are needed on precinct management and funding to accompany a preferred master plan.

RECOMMENDATION

“that Council, having considered Item 14.10 – *Two Wells Recreation and Sport Precinct Master Plan for Consultation*, dated 26 February 2024, receives and notes the report and in doing so:

1. **endorses the draft *Two Wells Recreation and Sport Precinct Master Plan* presented as Attachment 2 to this report and instructs the Chief Executive Officer to work with the consultants to make any necessary editorial and mapping alterations to finalise the document for the purpose of undertaking consultation in accordance with Council’s Public Consultation Policy, further noting the output from consultation will be brought forward for Council consideration and endorsing a Master Plan; and**
2. **affirms an intent to work collaboratively with existing lessees and peak bodies on the physical design, funding, grant funding and precinct management solutions to lead to the realisation of an upgraded Precinct for the betterment of the growing Adelaide Plains community.”**

BUDGET IMPACT

Estimated Cost:	\$ 65,000 for the Master Plan itself
Future ongoing operating costs:	\$ 20,000 to support precinct management work or business case preparation. This is likely sufficient for precinct management work but a budget allocation may be needed for business case preparation.
Is this Budgeted?	Yes

RISK ASSESSMENT

Endorsing a draft Master Plan for consultation presents no particular risks of itself. Known challenges around precinct management and funding are included in the draft Master Plan and engaging about them assists progress potential solutions.

DETAILED REPORT

Purpose

To consider the draft Two Wells Recreation and Sport Precinct Master Plan for the purpose of undertaking community consultation.

Background

A contemporary Two Wells Recreation and Sport Precinct Master Plan is a significant and critical planning project for Two Wells future, noting the need for updated guidance about the precincts future concurrent with Two Well's growth to around 11,000 in 2040.

Council Decision

On 23 October 2023, Council received an information report about background research and informal consultation commencing.

RESOLUTION 2023/323

Moved: Councillor Boon

Seconded: Councillor Mazzeo

“that Council, having considered Item 14.10 – Two Wells Recreation and Sport Precinct Master Plan for Consultation, dated 26 February 2024, receives and notes the report.”

CARRIED

Draft Master Plan

The consultant team have completed background work and informal consultation. This has involved both Two Wells based stakeholders – including existing lessees – as well as State wide peak sport bodies.

Arising from this, a draft Master Plan (**Attachment 2**) has been prepared. The draft Master Plan contains:

- Background Research
- Site Analysis
- Outcomes of Informal Consultation
- Analysis
- Four Concept Design Options
- Management Options
- Funding Opportunities.

The draft Master Plan was presented at a Council Workshop on 12 February. The draft Design Concepts at a larger scale (**Attachment 5**) are for ease of Members understanding. Staff will work with Tredwell to ensure the plans for consultation are legible. The Master Plan is being prepared based on the Brief (**Attachment 1**) which was adopted by Council on 24 April 2023.

Consultation

Subject to Council's endorsement, the next steps involve formal consultation that meet's Council's Public Consultation Policy. Drawing on the initial Engagement Plan prepared by Tredwell (**Attachment 4**), the next stage of consultation would involve:

- webpage
- online survey
- public notice
- direct email to Two Wells based stakeholders and to State wide peak bodies
- workshop concept and management options with lessees
- one drop-in session
- social media posts.

Precinct Management

Several Concept Design options involve buildings shared by user groups. This is different from what exists currently.

Noting Council is in effect 'owner' of the land, the Master Plan (pg. 60 – 62) outlines management options that are available to Council. The three management options are:

- Direct
- Indirect
- Independent.

Tredwell concludes that an 'Indirect Management' structure tends to allow the following Council objectives to be achieved to a satisfactory level:

- Reduce or eliminate deficit funding
- Maintain a significant degree of control
- Keep assets in good repair (building and equipment)
- Gain optimum use and flexibility (multi-use)

Indirect management could be an incorporated association, Company Limited by Guarantee, or a specialist management agency.

The Master Plan outlines the benefits and constraints of the options.

Having these options available for consultation enables existing lessees in particular to consider how they collectively may approach precinct management with a shared building. An invitation only workshop with lessees is planned as part of the consultation.

Officers are considering resourcing options for 2024/2025 to support and enable lessees to collectively work through precinct governance options to arrive at a model that supports the preferred master plan.

Considering precinct management aligns with a 'Community Empowerment Model for Facility Management' resolution of 10 February 2020 by the Infrastructure and Environment Committee.

RESOLUTION 2020/011

Moved: Councillor Lush

Seconded: Councillor Parker

“that the Infrastructure and Environment Committee, having considered Item 8.4 – *Community Empowerment Model for Facility Management*, dated 10 February 2020, receives and notes this report and recommends that Management carry out further costings and consultation to better assess the likelihood of success in implementing a Community Empowerment model for facility management.”

CARRIED

Upgrade Funding Strategy

Noting the Master Plan is at initial concept design stage, definitive costs are not expected. That said, the brief asks the consultant team to estimate the approximate capital cost range as well as to outline a staging plan to enable parts to be done over several years as funds are available.

For the purpose of this report and to provide a working number, total capital cost could be in the order of \$15 – 25M.

The Master Plan outlines funding opportunities from the Australian and South Australian Governments, as well as from various funds. These would complement what Council may plan as part of its Long-Term Financial Plan.

For significant funding to be secured through grants, be it from government or private entities, it is important for a preferred master plan to have united support by existing lessees and Council, as well as to be supported generally by the broad community. The proposed consultation is intended to progress towards this shared support.

Council’s Business Plan allocates \$100k for the master plan. The consultants and consultation are \$65k. Through separate budget processes, \$15k is intended to be used for further expert advice to progress the Heritage Code Amendment. The balance of \$20k is flagged as a carry forward to progress further work for the Oval Precinct, possibly working with lessees to work towards a preferred management model or to prepare business case documentation to underpin grant funding.

Officers have commenced discussions about how to progress this major infrastructure proposal with the Office of Recreation, Sport and Racing.

Recreation and Sport at Xavier

Council’s 2016 Open Space Strategy envisages that as part of what is now the Liberty Estate, recreation and sport be provided including with a new oval. The 2012 Deed between Council and the Hickinbotham Group envisaged a level of ‘community use’ of an oval, soccer field and two tennis/netball courts.

Catholic Education SA (CESA) are aware of the expectations of the Deed and this has been informing their approach to both design and use of Xavier College. Officers are liaising with CESA around establishing suitable agreements for community use. A report is intended to be brought forward to Council later in 2024.

CESA are equally interested in the Two Wells Recreation and Sport Precinct masterplan and have been consulted with along with other recreation and sport entities.

Part of Council’s role is to consider how the Xavier and Two Wells Oval precincts provide sufficient range of recreation and sport offerings for the Two Wells community as it grows in size, with increasing children and young people, others with varying abilities, as well as ageing residents. This activity is ongoing by officers.

Main Street and Precinct Movement

The 'Map – East West Road – Wells Road to Brooks Road' (**Attachment 3**) shows a concept road from Brooks Road to Wells Road. This road would enable access at the west of the Oval Precinct. This concept road has informed the draft Master Plan.

Noting growth in movement and the planned town centre 8HA development, providing a second north south road parallel to Old Port Wakefield Road plans long term for increasing traffic demand in the main street/town centre. Increased long term demand is anticipated associated with the planned growth to around 11,000 as well as what may occur associated with growth flagged in the 2023 Greater Adelaide Regional Plan Discussion Paper.

The map also shows a potential shared path connection to Lewiston. Further work is needed as resources permit about trail networks through the Rural Living areas of Two Wells/Lewiston.

Cemetery

The Concept Options all make use of the creek triangle land for recreation.

The existing cemetery area has 425 unoccupied burial sites in 2023. Since 2021, on average, there have been fifteen burials per annum. If the 425 unoccupied sites are interred at 15/annum, this equates to 28 years supply. Sites are able to be double depth providing further capacity, and subject to proper processes being followed under statutory obligations, sites with very long-term interments are able to be reused. Noting ongoing population growth, ongoing demand at Two Wells needs monitoring.

Officers are also reconsidering fees for interments, noting if fees are increased (such as for people not residents or associated with Adelaide Plains), increased fees may reduce demand.

Long term, if the creek triangle is not available for cemetery purposes, other options could include:

- Allocating land in a new land release as part of rezoning
- Using an existing reserve, possibly through the Lewiston area
- Seeking to secure the Bethesda Cemetery in Lewiston through negotiating with the Uniting Church Property Trust.

Discussion

Ongoing population growth at Two Wells entails change at places like the Two Wells Oval Precinct. Upgrading recreation and sport offerings is an attractor for existing residents to 'be active', with the social, physical and wellbeing benefits that arise. For prospective residents, upgraded recreation and sport offerings play a role in decisions to move.

Engaging experts in recreation and sport to work with a range of peak bodies as well as lessees and Council progress the opportunity to realise an upgrade.

Key challenges around precinct management and funding are central to realising an upgraded precinct in the future. Background information about both is in the draft Master Plan and are envisaged as being central topics along with the Concept Options as part of the proposed consultation.

Further analysis and work are needed on precinct management and funding to accompany a preferred master plan.

Conclusion

The Draft Master Plan proposes a range of Concept Options and background about funding and precinct management in order to realise in the words of the Brief ‘... a Two Wells Recreation and Sport Precinct Master Plan envisaging how the precinct can accommodate a wide variety of sport, recreation, and community uses, and associated commercial uses, aligning with Two Wells long-term growth, and activating the Oval precinct seven days a week, including evenings.’

The Master Plan is recommended to proceed to consultation.

ReferencesLegislation

Local Government Act 1999

Council Policies/Plans

Public Consultation Policy

Community Land Management Plans

Consultancy Brief – Two Wells Recreation and Sport Precinct Master Plan



For Procurement - May 2023



Two Wells Oval Precinct Saturday 3 September 2016

Council acknowledges that we are on the traditional country of the Kaurna people of the Adelaide Plains and pays respect to elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

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Version	Comment
May 2023	For Tender. Includes fact check refinements after Lessee review
April 2023	For Council Report

Background

About Adelaide Plains

Adelaide Plains Council is a vibrant community located on Kurna Country about 45 kilometres north of the Adelaide CBD. With large areas of rural and horticultural land, Adelaide Plains also has a large tidal coastal region (47 kilometres of coast) facing the Gulf of St Vincent, a number of vibrant and historic townships and settlements and a rapidly growing urban areas in and around Two Wells, Lewiston, and Mallala.

Covering an area of 935 square kilometres and containing the Light River and Gawler Rivers, along with almost 6000 rateable properties, the Adelaide Plains Council provides a diverse economic base with a strong community focus. It is a place where people can choose to live and work locally, with quality services, facilities and open space that support community wellbeing and resilience.

Two Wells is the Council area's fastest growing town, growing at 5% per annum between 2016 and 2021, and planned to eventually be around 10,500 residents. To support this planned growth, the established Oval Precinct needs to be planned to provide for future sport and recreation needs.

Adelaide Plains Council promotes the growth of businesses and tourism, and encourages a place that provides local opportunities.

About the Two Wells Oval Precinct

Council has care and control of the land that forms the precinct, noting all land is 'community land' under the *Local Government Act 1999*, and some land is Crown Land under Council's care and control (see **Attachment A**).

In its current form, the Oval Precinct comprises six existing sporting and community uses (**Attachment A**). Leases with Council are as follows:

- Two Wells Football and Netball Club Ground Lease of 2019 expires in 2040.
 - Two Wells Football and Netball Club and the Two Wells and Districts Tennis Club Inc have historically made informal arrangements for the shared use of the courts. Both clubs are considering a formal sub-lease agreement which would need Council approval.
 - The Two Wells Football and Netball Club entered a sub-lease to Two Wells Cricket Club in 2016. This expires in 2036.
- The Two Wells and Districts Tennis Club Inc Ground Lease was awaiting development approval by Crown Lands before proceeding. Approval was granted on 13 December 2022. The Two Wells and Districts Tennis Club Inc Ground Lease is being prepared to send to the club for consideration.
- Two Wells Community Centre Inc lease till 2030.
- Two Wells Bowling Club lease commenced 2018 and expires 2039.

- Two Wells Bowling Club car park lease commenced 2018 and expires 2039.
- Two Wells Scouts are relocating south of the Bowling Club. This involves establishing a lease with Scouts in 2022 which expires in 2037.

Two Wells Softball Club uses the oval for training during summer season.

The 2016 Master Plan Concept (**Attachment B**) is of insufficient detail to provide the necessary master plan for both Council and existing sporting clubs and with respect to different sports and emerging recreation options that a Two Wells of 10,500 needs to offer, such as Parkrun.

Council has a 10-year asset plan linked with a long-term financial plan. Council has budgeted ahead for certain major capital investments, but needs an up to date Master Plan for the Oval Precinct.

Study Area



Image – Core and Secondary Study Areas

For the purpose of this Brief, there is a 'Core Study Area'. The Core Study Area comprises existing sport and recreation facilities and land to the west anticipated following investigations to be able to be used for recreation and sport purposes. The Core Study Area also includes what is called the creek triangle adjacent Two Wells Cemetery.

The 'Secondary Study Area' comprises the historic wells, waste transfer station and vegetation. The Secondary Study Area is located between the Core Study Area and a future town centre development on the north side of Wells Road. The purpose of including this land in this study is for various reasons:

- To explore potential recreation activities that may be suitable noting existing vegetation.
- To ensure a planned approach to north/south movement connections, be it vehicle, walking or cycling, integrating the Core Study Area and the future town centre development on the north side of Wells Road.

Key Drivers

It is critical that there is a master plan so that Council, working with site sport and community interests and future sport or community interests, can seek grant funding along with its own funds to inform detail design to lead to a staged, ordered upgrade timed with Two Wells population growth.

Key drivers that influence the Oval Precinct are within Two Wells itself and regionally, as well as about the site itself.

Two Wells and regional drivers include:

- A growing population needing a wider range of sport and recreation facilities.
 - Two Wells comprised 3256 residents in 2021, and is forecast to grow to around 10,500 in 2041
 - Adelaide Plains population is likely to grow from 9,977 in 2021 to 18,500 by 2041 (20 years). 80% of planned growth is at Two Wells
 - Two Wells has grown 5% per annum since 2016. By comparison, Greater Adelaide's growth rate is between 0.5% and 1.5%¹
 - Two Wells demographics is broadening, with increasing younger people and families, as well as ageing and various health challenges, including disability
 - A growing and changing population needs a wider range of sporting and recreation facilities
 - Summary information is in **Attachment C**.
- **Other Sporting Ovals** includes the Two Wells Primary School Oval and Xavier College within the Liberty housing estate.

Xavier at Two Wells was established in 2020 and in 2023, has around 600 students. Long term, Xavier is anticipated to grow to over 1000. The 2012 Development Deed between Hickinbotham Group (Liberty developer) and Council envisage the Xavier precinct being developed to include:

- One playing field that can be used for Australian Rules Football in the winter season and cricket in the summer season.
- One soccer pitch.
- Two courts that can each be used for tennis in the summer season and netball in the winter season.

¹ profile.id.com.au/adelaide-plains/population-estimate?WebID=120

The Two Wells Primary School Oval is principally used for school purposes and has been used for informal training in the past for hockey, soccer and football.

- **Regional growth** with potential recreation and sport facilities associated with growth at Riverlea, Virginia and Angle Vale. Summary information is in **Attachment D**.
- Establishing **good walking, cycling, and vehicle connectivity** with the Main Street, the envisaged future town centre development on the north side of Wells Road, and the overall Two Wells township. A draft Two Wells Walking Cycling Plan is ready for consultation.

Site drivers include:

- Ensure that future sports can be accommodated, where appropriate, within the wider precinct as the urban growth of Two Wells occurs.
- Ensuring **sport facilities meet the required standards** (e.g. lighting, court run-off areas). Note that State sporting bodies can assist. Lighting and the quality of surfaces is important to increasing the hours of usage and flexibility. Existing tennis/netball courts are being resurfaced in 2023 with a 'short term' surface to address particular risks and to not overinvest understanding that a master plan may/may not identify a different location for investment in 'long term' courts.
- The role of the precinct in **disaster 'incident' operations** needs consideration, be it for disaster operation hubs e.g. SES, CFS, areas of refuge, or of community infrastructure for refuge from extreme heat for vulnerable community members.
- **Recognising non sporting events** occur at the Oval Precinct and as the town grows, so will interest in a variety of events at the Oval.
- **People attending particular, but not all, events being expected to pay**, and enabling payment to occur in an orderly manner in the context of all uses of the precinct.
- **Existing buildings** are of varying ages, with the main buildings being the Football and Netball Club Rooms, Tennis Club Rooms, Community Centre, and Bowling Clubrooms.
- **Existing leases** to a variety of associations entail these leaseholders have a key stake in the Oval Precinct's future.
- **Retaining and growing volunteers** for the various associations who have leases. The State wide trend of reducing volunteering is also being experienced by existing lessees.
- Applying **Universal and Child safety design principles**. This assists progress Council's Disability Access and Inclusion Plan.

- Establishing **water and energy saving** initiatives including water harvesting, installation of new or upgrades to existing irrigation infrastructure, or connection to existing water infrastructure. Irrigation was installed in the Oval in 2022. Funding was also allocated in 2022 from the Two Wells Community Fund to replace bulbs in the lights on the western side of the Oval.
- Regard for **established mature trees and potential further greening**, noting increasing heat is a climate risk.
- **Appropriate Public Toilets** to serve public use associated with the main street and direct informal use of the Oval precinct. New public toilets were installed near the Bowling Club in 2021.
- **Appropriate Club Toilets** to directly serve the sporting clubs, such as within Club rooms.
- Regard about **former landfill** to the west of the existing Oval (**Attachment E**). The State Planning Commission Practice Direction 14 Site Contamination Assessment 2021 identifies development of land for 'Open space /recreation area', such as 'Parks, playgrounds, playing ovals and other recreational areas in the open' is a sensitive use for which the Practice Direction is relevant. Development for sports fields and associated buildings, roads and paths need to be sited with regard to the risk and challenges associated with the former landfill. The facts around what is known about the landfill is to inform the master plan. Further work in implementing the master plan is anticipated in order to meet relevant statutory obligations.
- The **Creek triangle** to the east of the Oval is within scope for consideration for activity associated with the Precinct. The report to Council about the 2021 Cemetery Capacity study advised 'The 'Creek Triangle' would provide 1500 interments, being 75 years capacity at 20 burials/annum. However, its location adjacent the oval and main street of a growing township suggests the triangle be considered for purposes more aligned to the oval and main street. Given the intent to undertake oval master planning in the next few years as budget becomes available, it is suggested the triangle be considered within that scope. That master planning will best determine the triangles future, noting that it may conclude the triangle does not suit oval or main street related purposes.'
- Reviewing '**How to Plan for a Community Recreation and Sports Hub – Guide**' by the Office of Recreation, Sport and Racing². This includes integrating a variety of activities in one location and facilities being shared by different sports bringing economic benefits.

² [PowerPoint Presentation \(orsr.sa.gov.au\)](https://orsr.sa.gov.au)

- Draft **Growth Strategy action** 'Town Centre Recreation Precinct - Plan and create upgraded sport and recreation precinct adjacent the Town Centre. Consider need and business case for indoor recreation. Consider Crown Land and land adjacent Cemetery.'

Available Investigations

- Adelaide Plains Strategic Plan³
- Growth Strategy and Background 2022⁴
- Demographic data from idconsulting⁵. An assessment of forecast population growth prepared by Council staff is available
- Resident Survey Results 2018 and 2022⁶
- Tourism and Economic Development Strategy and Background 2022⁷
- Equine Strategy and Background 2022⁸
- Council Accommodation and Service Review 2022⁹
- A Plan for Open Space Directions Report 2016¹⁰
- Community Land Management Plans 2016¹¹
- Various Two Wells urban design strategies
 - KBR Urban Design Framework 2008
 - WAX Main Street Design Guidelines 2011¹²
 - Jensen Old Port Wakefield Road Two Wells Master Plan 2020¹³
- Two Wells Traffic Assessment 2023 BE Engineering¹⁴
- SMEC Preliminary Site Investigation 61 Old Port Wakefield Road 2016
- Regional Public Health Plan 2022¹⁵
- Disability Access and Inclusion Plan 2020¹⁶
- Dog and Cat Management Plan 2022¹⁷
- Cemetery Capacity Review 2021¹⁸

³ [apc.sa.gov.au/our-council/council-documents/councilplans](https://www.apc.sa.gov.au/our-council/council-documents/councilplans)

⁴ See Agenda Council Meeting 24 April 2023 <https://www.apc.sa.gov.au/our-council/meetings-of-council/council>

⁵ [apc.sa.gov.au/our-council/community-profile](https://www.apc.sa.gov.au/our-council/community-profile)

⁶ [apc.sa.gov.au/our-council/communitysurvey](https://www.apc.sa.gov.au/our-council/communitysurvey)

⁷ [apc.sa.gov.au/our-council/council-documents/councilplans](https://www.apc.sa.gov.au/our-council/council-documents/councilplans)

⁸ See Agenda Council Meeting 27 March 2023 [apc.sa.gov.au/our-council/meetings-of-council/council](https://www.apc.sa.gov.au/our-council/meetings-of-council/council)

⁹ See more information under <https://www.apc.sa.gov.au/our-council/major-projects/community-and-civic-hub>

¹⁰ [apc.sa.gov.au/council-services/development/strategicprojects](https://www.apc.sa.gov.au/council-services/development/strategicprojects)

¹¹ Under <https://www.apc.sa.gov.au/our-council/council-documents/councilplans>

¹² Under 2011 via <https://www.apc.sa.gov.au/our-council/major-projects/two-wells-main-street>

¹³ Under Other inks via [apc.sa.gov.au/our-council/major-projects/two-wells-main-street](https://www.apc.sa.gov.au/our-council/major-projects/two-wells-main-street)

¹⁴ See 'Transport Investigations' Item 8.3 in [apc.sa.gov.au/our-council/meetings-of-council/committeesofcouncil/infrastructure-and-environment-committee](https://www.apc.sa.gov.au/our-council/meetings-of-council/committeesofcouncil/infrastructure-and-environment-committee)

¹⁵ Via <https://www.gawler.sa.gov.au/your-voice/consultations/barossa-light-and-lower-northern-region-regional-public-health-plan>

¹⁶ Via [apc.sa.gov.au/our-council/council-documents/councilplans](https://www.apc.sa.gov.au/our-council/council-documents/councilplans)

¹⁷ Via [apc.sa.gov.au/our-council/council-documents/councilplans](https://www.apc.sa.gov.au/our-council/council-documents/councilplans)

¹⁸ See 28 June 2021 Agenda via [apc.sa.gov.au/our-council/meetings-of-council/council](https://www.apc.sa.gov.au/our-council/meetings-of-council/council)

- Emergency Management Plan 2021 and background¹⁹

Note that investigations underway include:

- Two Wells Walking and Cycling Plan²⁰
- Hart Reserve Master Plan implementation²¹
- Delivering commercial, retail and community facilities on 8 HA of Crown Land²² as part of the Two Wells town centre
- New civic and community facilities²³
- Two Wells Golf Club further visioning²⁴.

In 2022/23, a proposed 'Open Space and Recreation Strategy' and 'Social and Community Infrastructure Plan' are yet to commence by Council.

Proposed Master Plan

Scope

The scope of the project is about delivering a detailed Two Wells Recreation and Sport Precinct master plan with suitable community participation by the end of 2023.

Goals

1. Create a Two Wells Recreation and Sport Precinct Master Plan envisaging how the precinct can accommodate a wide variety of sport, recreation, and community uses, and associated commercial uses, aligning with Two Wells long-term growth, and activating the Oval precinct seven days a week, including evenings.

This includes identifying sporting codes not currently present in the precinct but likely to need space, or more space, at the Two Wells Oval Precinct and to plan for them to be accommodated.

2. Enable the Two Wells growing number and diversity of stakeholders and community to influence the future vision for the Oval Precinct.
3. Work with the Oval's existing sporting and community groups to enable them to influence and understand the master plan vision and their groups role in its future.

¹⁹ Via apc.sa.gov.au/council-services/emergenciesanddisasters

²⁰ See 22 August 2022 Agenda via apc.sa.gov.au/our-council/meetings-of-council/council

²¹ apc.sa.gov.au/our-council/major-projects/hart-reserve-masterplan

²² [Investing in Our Community's Future | Adelaide Plains Council \(apc.sa.gov.au\)](https://apc.sa.gov.au/our-council/major-projects/community-and-civic-hub)

²³ apc.sa.gov.au/our-council/major-projects/community-and-civic-hub

²⁴ See 28 February 2022 Agenda via apc.sa.gov.au/our-council/meetings-of-council/council

4. Identify infrastructure constraints to accommodating a wide variety of sport, recreation, and community uses, and associated commercial uses
5. Identify an alteration and upgrade program of proposed works with preferred staging in order to build the physical changes needed. Works are to include:
 - a. sport fields and facilities
 - b. sporting and community use buildings (including multi-use buildings and sustainable design features)
 - c. movement networks for a variety of transport modes
 - d. wayfinding
 - e. greening
 - f. water sensitive and flood hazard design.

The alteration and upgrade program should include preliminary indicative cost estimates.

Separate future detailed design stages will provide increasing clarity on costs.

6. Provide an investigation basis to:
 - a. Inform detail design (this is to be done in subsequent work packages)
 - b. underpin grant applications
 - c. Inform Council's long-term asset and financial planning
 - d. Manage any risks associated with the former landfill
 - e. Inform Council's policy work, such as Community Land Management planning.
7. Integrate with Main Street, envisaged future town centre development, and consider movement connections.

Engagement

Within Two Wells, Council officers have established relationships with respect to community, sport and recreation groups. It is expected the consultant will work with Council staff in mapping stakeholders and community, preparing a targeted engagement plan, and in delivering that plan.

Outputs

Two Wells Recreation and Sport Precinct Master Plan document.

It is expected the document will contain, as a minimum, summary level information and imagery and maps showing overall vision, specific locations, and staging of improvements.

Methodology

The below method is one way of progressing the master plan. Council is open to innovative and different methodologies.

We seek proposals that outline methodologies with Gantt charts of key milestones that achieve the project outputs.

Stage	Outcome	Output
Start Up	Expectations Clarity	
Background Review and Specialist Analysis	<ol style="list-style-type: none"> 1. Understand demographic trends and forecast at Two Wells and in region. 2. Identify sport code trends, including sporting codes not present currently in Two Wells 3. Understand site and town context, including Main Street, The Wells historic area and the vision for centre development north of Wells Road 4. Assess condition of onsite physical assets. Assess current facility compliance to approved standards <ol style="list-style-type: none"> a. Football b. Cricket c. Tennis d. Netball e. Lawn Bowls f. BMX Track 5. Two Wells Primary School and Xavier College engaged regarding what they currently have on offer and what is planned for the future 6. Discussions with key State peak sport bodies 7. Identify up to three comparable sport precinct upgrades and summarise the outcome, and what was involved. 8. Complete initial analysis to identify strengths, 	Background and Observation Paper identifying Oval precinct opportunities and challenges

	constraints, opportunities, and priorities based on best practice and ORSR Guidelines.	
Preparing Plan for Engagement	<p>A cost-effective plan to involve relevant community and stakeholders prepared in collaboration with Council officers.</p> <p>The engagement plan is to be prepared based on Guidelines of the International Association for Public Participation.</p> <p>Precinct users, lessees, residents of various ages (children, youth, family, ageing, disability) are to be part of engagement.</p> <p>Council officers will review this plan regarding Council's Consultation Policy.</p> <p>Consider role of various engagement tools such as public notices, face to face meetings, surveys, workshops.</p>	Engagement Plan
Initial Engagement	<p>Stakeholders and community engaged around opportunities and challenges.</p> <p>This stage should also involve the consultant's initial analysis being discussed with existing groups at the Oval Precinct early on so they understand the rationale underpinning the proposed master plan and the groups are at the table about the long-term changes at the precinct.</p>	Revised Observations Paper
Draft Master Plan prepared	<p>Draft Master Plan with Council administration input.</p> <p>Master Plan to include:</p> <ul style="list-style-type: none"> Facilities 	Draft Master Plan

	<ul style="list-style-type: none"> • Accessibility and site connectivity • Community infrastructure and social amenity • Sports field provisions and suitability • Approach to implement including: <ul style="list-style-type: none"> ○ suggested staging ○ priority of actions ○ indicative cost estimates. <p>Master Plan presented to Council for endorsement for next stage</p>	
Draft Master Plan Stakeholder/Community Engagement	Engagement with Two Wells Recreation and Sport Precinct stakeholders and from wider township.	Engagement delivered and Engagement Report prepared
Refined Master Plan prepared	<p>Master Plan refined with Council administration input.</p> <p>Staging, priority and indicative cost estimates to be refined</p> <p>Refined Master Plan discussed with existing groups so they understand the rationale.</p> <p>Master Plan presented to Council for endorsement.</p>	Revised Master Plan

Project Management

Reporting

Day to day reporting is via Council's Strategic Project Officer. The Officer will manage information flow with other Council officers, and in regards to formal reporting to the Elected Council.

The Officer will refer to an Internal Project Control Group comprising Director Growth and Investment, Manager Library and Community Services, and Manager, Infrastructure and Assets. At appropriate project stages, the internal Two Wells Invest and Grow (TWIG) advisory group will be engaged with. The intent of TWIG is to ensure communication about and integration

between different projects changing Two Wells. Project sponsor is the Director Growth and Investment.

Council Support

Council will provide marketing and engagement logistics, such as venue hire, food, and Council's website. Consultants will need to provide digital engagement tools.

Budget

Competitive proposals are sought.

Expertise

It is expected a range of specialists will form collaborative teams.

It is expected specialists will inform themselves about relevant background and learnings from engagement/the process to inform their advice. Relevant background for each area of expertise includes current and emerging trends as well as Adelaide Plains specific and regional context.

Preliminary indicative cost estimates are sought. Separate future detailed design stages will provide increasing clarity on costs. We are open to quantity surveyors being part of teams. Alternately, it may be that analysis of comparable precinct upgrades in other locations combined with the teams expertise is sufficient for preliminary indicative cost estimates, or range of costs.

Expertise is expected to include:

Expertise	Overview of Intended Purpose in Master Plan
Central Roles	
Sport and Recreation/ Social Planning	Inform understanding of needed recreation and sporting uses and infrastructure, and directly associated commercial uses.
Stakeholder and Community Engagement	Ensure a planned approach to engagement enables local and peak stakeholders and community to participate in a way that is orderly, that informs the outcomes, and that builds stakeholder and community understanding about the outcomes and rationale. It is expected practitioners are qualified in IAP2.
Urban Planning	Review growth projections and planned urban growth for Two Wells as it impacts on the demand for services and facilities within the Two Wells Oval Precinct.

Landscape Architecture/Urban Design	Ensuring an integrated, coordinated, and wholistic master plan.
Supporting Roles	
Architecture	Building needs and sustainable building approaches. Advice about contemporary approaches to buildings in recreation and sport precincts.
Civil Engineering	Civil infrastructure, including traffic, walking, cycling, stormwater, and water sensitive urban design.
Team and Project Management	Ensure collaborative approach between specialists and with Council and key stakeholders

Evaluation Criteria

1. Relevant experience of the Team
2. Technical skills & qualifications of the Team
3. Methodology
4. Value for money
5. Capacity to undertake the project in a reasonable timeframe.

Information Expected in Proposals

Information that responds to the evaluation criteria and Council's procurement policy

Work, Health and Safety policy.

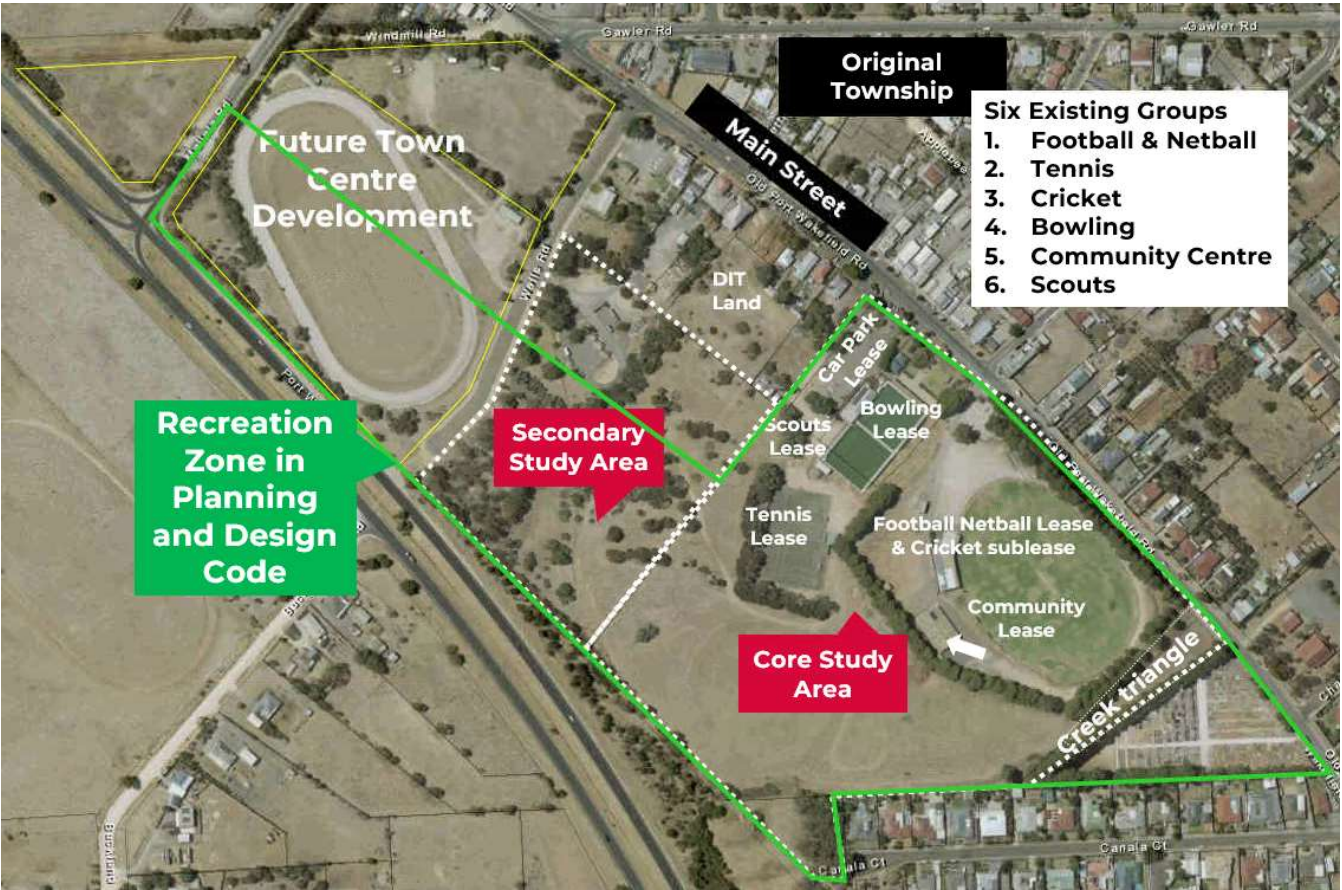
Information about the consultant team, including each consultants:

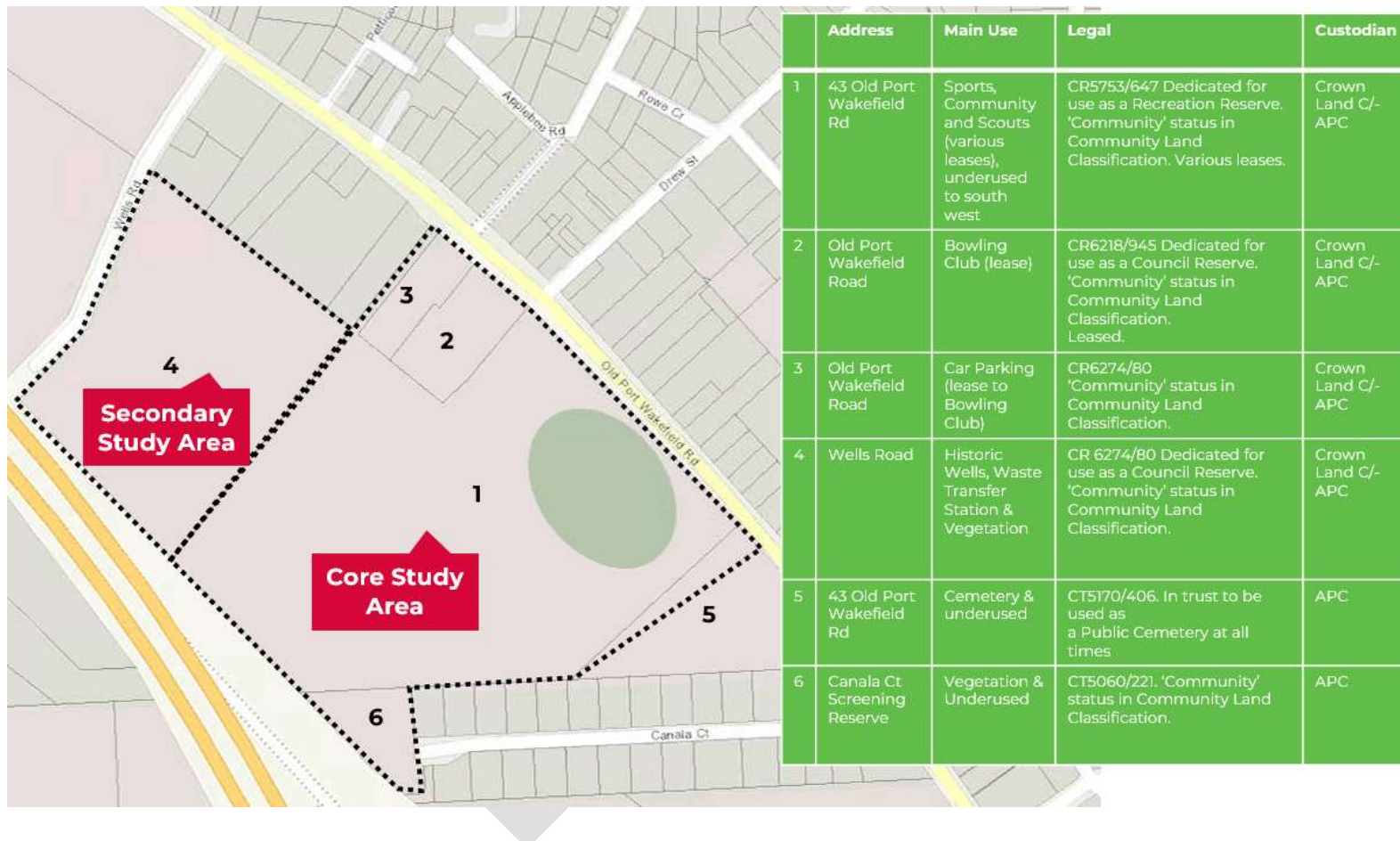
- Key value they add to the project
- Qualifications, relevant experience and accreditations
- Charge out rate/hour
- Hours planned for this project.

Three referees for similar projects.

Attachments

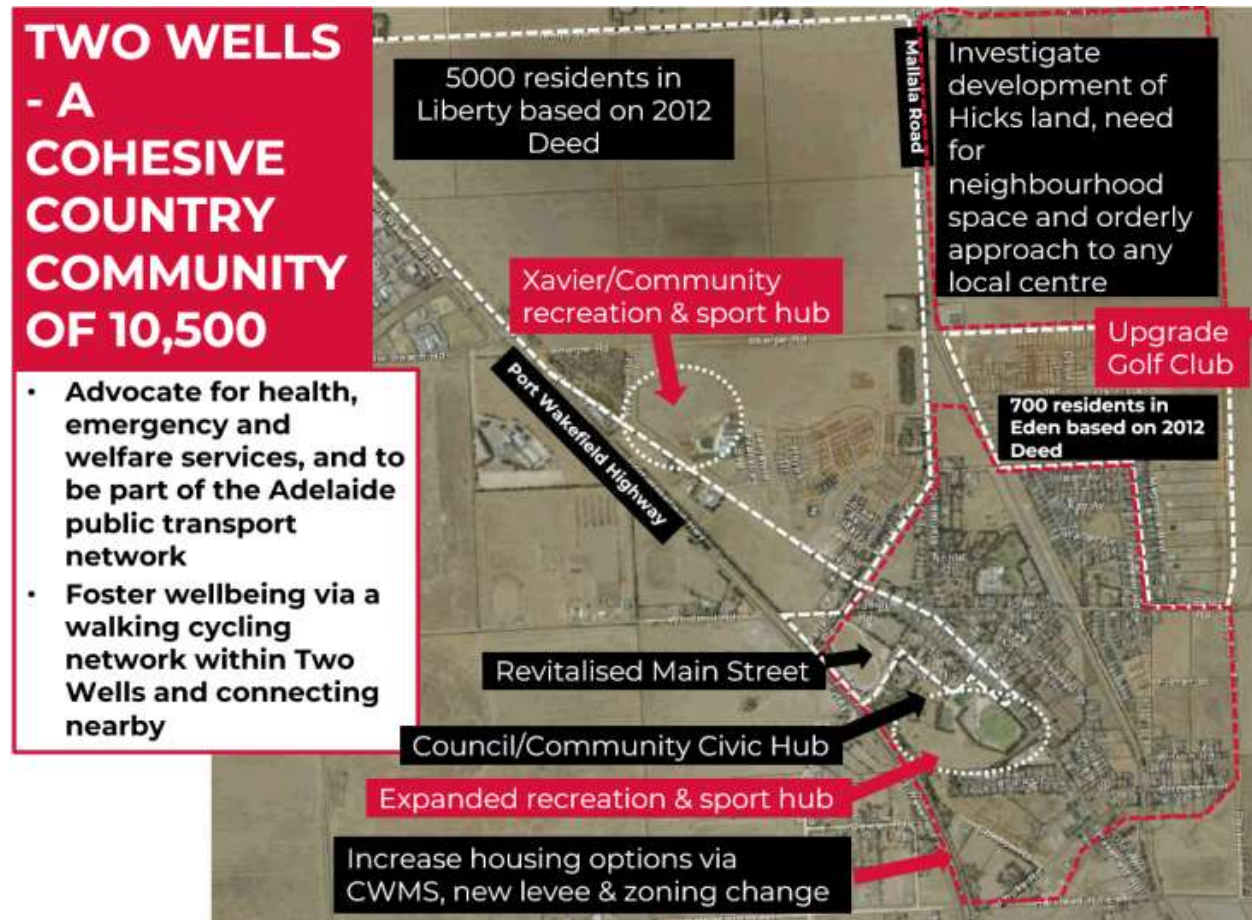
A Overview of Two Wells Recreation and Sport Precinct & Environs





B 2016 Master Plan Concept



C Two Wells Population Growth

An upgraded recreation and sport precinct is a key part of Two Well's future growth

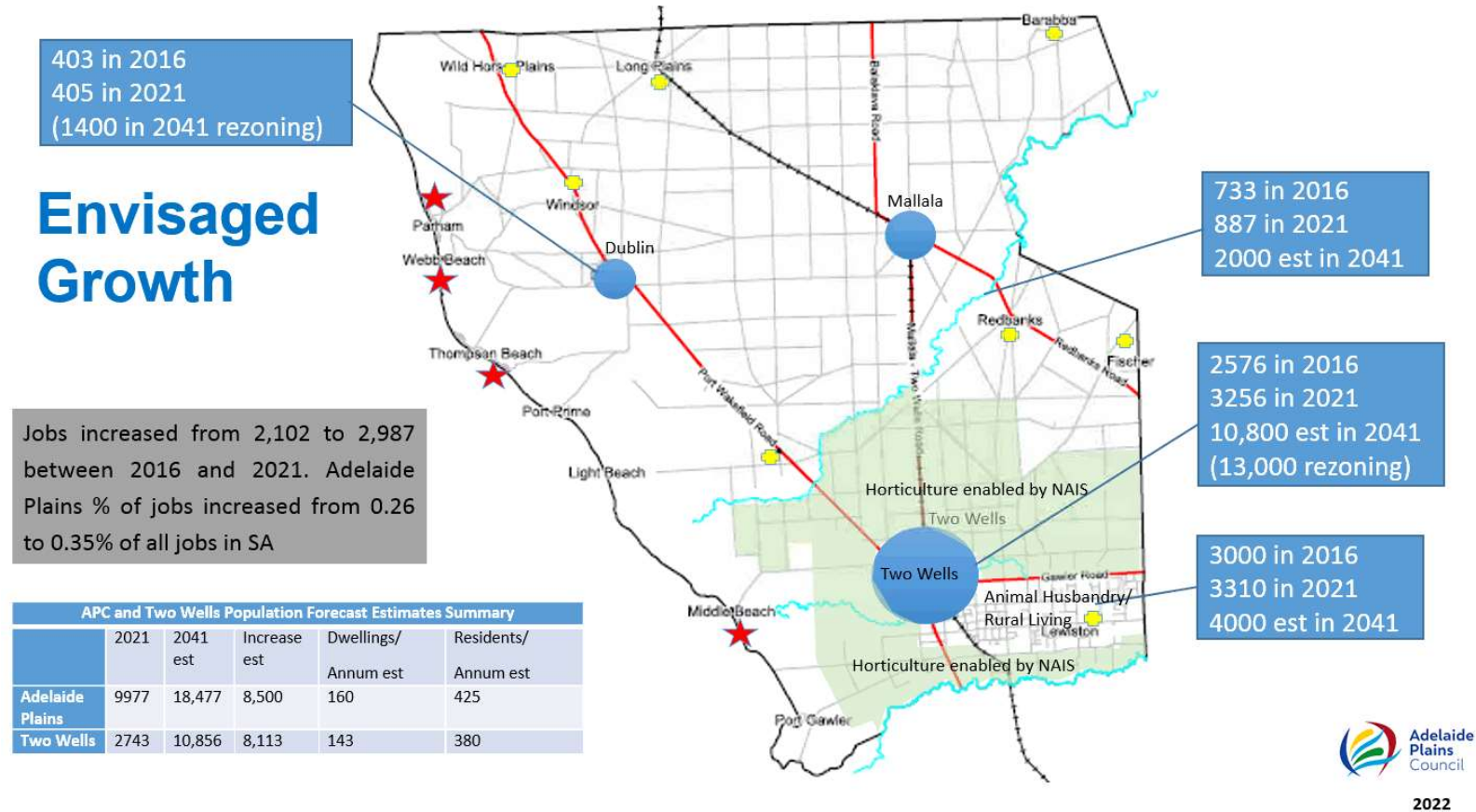
What is Needed and When

This table summarises what is needed and when at Two Wells.

	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	
Population	3256	3636	4016	4396	4776	5156	5536	5916	6296	6676	7056	7436	7816	8196	8576	8956	9336	9716	10096	10476	10856	
Town Centre	Facilitate growth of Two Wells Main Street through development of contemporary retail offering																					
Community Civic Hub	Plan and deliver community civic hub																					
Xavier Recreation Precinct	Work with Xavier on vision, noting Deed requiring oval, soccer field, and two courts for netball/tennis and shared school/community use																					
Town Centre Recreation Precinct	Plan and create upgraded sport and recreation precinct adjacent the Town Centre. Consider need and business case for indoor recreation. Consider Crown Land and land adjacent Cemetery.																					
Local Northern Centre & Recreation Precinct	Noting potential 2,500 in Hicks, investigate and advocate for a local centre to provide convenience goods and services in the northern part of Two Wells. Consider colocation with recreation and sport uses, and a community/shared hall or space. Consider range of locations, including adjacent Mallala Road.																					
Increased Housing Choice		Rezone land inside levee. Consider options for large sites																				
Walking Cycling Network	Prepare Plan		start delivery			Update	continue delivery															
Public Transport incl interchange and EV's	Ongoing advocacy and planning																					
Town CWMS	Plan and install. Note this opens up housing choice																					
Hicks	Scope Hicks potential for 2,500 residents to inform a position in 2026 EFPA review.																					

An upgraded recreation and sport precinct is a key part of Two Wells' future growth

D Regional Population Growth



80% of Adelaide Plains long term population growth is envisaged at Two Wells



Significant growth is occurring to the south in Playford, and CC Playford working on similar open space challenges

E 1967 Aerial of Former Landfill



DRAFT REPORT - V1.1

FEBRUARY 2024

ADELAIDE PLAINS COUNCIL TWO WELLS RECREATION AND SPORT PRECINCT MASTER PLAN



TREDWELL ARCHITECTURETHAT! ekistics

Revision	Date	Details
V0	29/11/2023	Two Wells Recreation and Sport Precinct Master Plan - Draft Report
V1	08/02/2024	Two Wells Recreation and Sport Precinct Master Plan - Updated Draft Report
V1.1	09/02/2024	Two Wells Recreation and Sport Precinct Master Plan - Updated Draft Report

Disclaimer

We make every reasonable effort to ensure the information we source for your report is true, correct and accurate and that we fully and properly represent our findings to you.

We endeavour only to work with reputable and experienced partners to obtain information and prepare our findings. Despite these efforts, the content and information provided by any third party is outside of our control and we do not make any warranty, representation or guarantee that such information is true, correct and free from errors or omissions.

We will take all reasonable steps to verify any information obtained by us from third parties however we are not liable, whether directly or indirectly, for any loss, cost, expense, claim or inconvenience arising as a result of your use of such information.

For further information:

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Acknowledgments

The Adelaide Plains Council and Tredwell Management would like to acknowledge the Traditional Custodians of this land and we pay our respects to Elders both past and present. We would also like to acknowledge the young leaders who are the Elders of today, tomorrow and our future.

Tredwell would like to thank the following people and/or organisations for their contribution to the development of the Two Wells Recreation and Sport Precinct Master Plan:

- Local Sports Clubs and User Groups
- Xavier College
- Two Wells Primary School
- Office for Recreation, Sport and Racing
- Playford City Council
- State Sporting Associations
- David Bailey, Project Manager, Adelaide Plains Council
- Michael Ravno, Director Development & Community, Adelaide Plains Council
- Tom Jones, Director - Infrastructure & Environment, Adelaide Plains Council
- Other Key Stakeholders

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01 Introduction

Project Background

Adelaide Plains Council (APC) is a vibrant community located on Kaurna Country about 45 kilometres north of the Adelaide CBD. With large areas of rural and horticultural land, Adelaide Plains also has a large tidal coastal region (47 kilometres of coast) facing the Gulf of St Vincent, a number of vibrant and historic townships and settlements and rapidly growing urban areas in and around Two Wells, Lewiston, and Mallala.

Council has care and control of the Two Wells Recreation and Sporting Precinct land that forms the TWRSP, noting all land is 'community land' under the Local Government Act 1999, and some land is Crown Land under Council's care and control. In its current form, the TWRSP comprises six existing sporting and community uses.

The 2016 Master Plan Concept is of insufficient detail to provide the necessary Master Plan for both APC and existing sporting clubs and with respect to different sports and emerging recreation options that a Two Wells of 11,500 + residents needs to offer.

Council has a 10-year asset plan linked with a long-term financial plan. APC has budgeted ahead for certain major capital investments, but needs an up to date Master Plan for the TWRSP to inform their investment priorities.

For the purpose of this Brief, there is a 'Core Study Area'. The Core Study Area comprises existing sport and recreation facilities and land to the west anticipated following investigations to be able to be used for recreation and sport purposes. The Core

Study Area also includes what is called the creek triangle adjacent Two Wells Cemetery.

The 'Secondary Study Area' comprises the historic wells, waste transfer station and vegetation. The Secondary Study Area is located between the Core Study Area and a future town centre development on the north side of Wells Road. The purpose of including this land in this study is for various reasons:

- To explore potential recreation activities that may be suitable noting existing vegetation.
- To ensure a planned approach to north/south movement connections, be it by vehicle, walking or cycling, integrating the Core Study Area and the future town centre development on the north side of Wells Road.

A map outlining the core and secondary study areas is provided on page 7.

It is critical that there is a Master Plan so that the APC, working with site sport and community interests and future sport or community interests, can seek grant funding along with its own funds to inform detail design to lead to a staged, ordered upgrade timed with the Two Wells population growth.

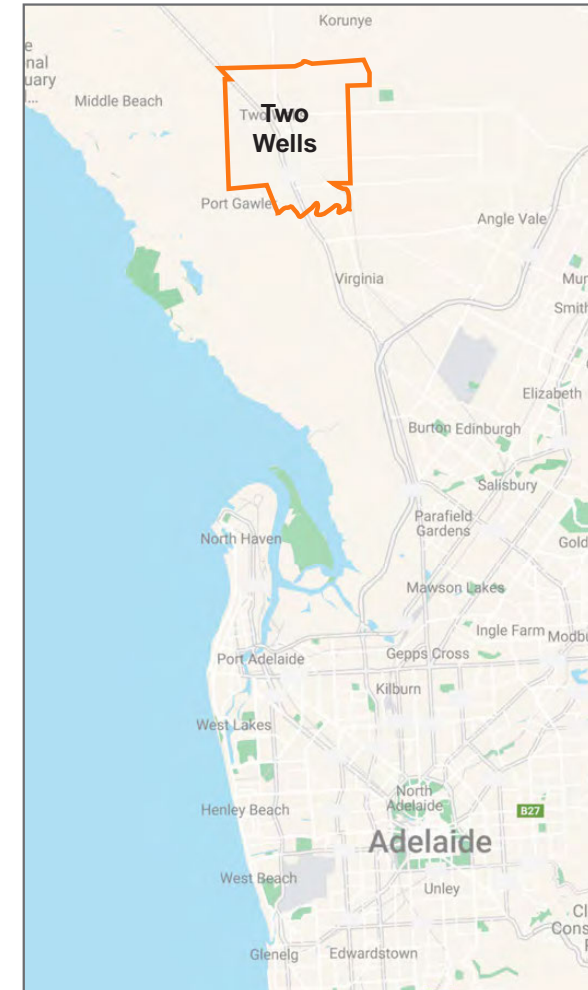


Figure: Location Map

01 Introduction

Key Drivers and Considerations

Within the project brief a series of regional and site specific drivers and considerations have been identified for the Master Plan and include from a regional perspective:

- A growing population needing a wider range of sport and recreation facilities.
- Regional growth with potential recreation and sport facilities associated with growth at nearby communities including Riverlea, Virginia and Angle Vale.
- Other nearby Sporting Ovals including the Two Wells Primary School Oval and Xavier College within the Liberty housing estate.
- Establishing good walking, cycling, and vehicle connectivity with the Main Street, the envisaged future town centre development on the north side of Wells Road, and the overall Two Wells township.

Specific Site drivers include:

- Ensure that future sports can be accommodated, where appropriate, within the wider precinct as the urban growth of Two Wells occurs.
- Ensuring sport facilities meet the required standards (e.g. lighting, court run-off areas).
- The role of the precinct in disaster 'incident' operations, be it for disaster operation hubs e.g. SES, CFS, areas of refuge, or community infrastructure for refuge from extreme heat for vulnerable community members.

- Recognising non sporting events occur at the Oval Precinct and as the town grows, so will interest in a variety of events at the Oval.
- People attending particular, but not all, events being expected to pay, and enabling payment to occur in an orderly manner in the context of all uses of the precinct.
- Existing buildings are of varying ages, with the main buildings being the football and netball clubrooms, tennis clubrooms, Two Wells Community Centre and bowling clubrooms.
- Existing leases to a variety of associations entail these leaseholders having a key stake in the Oval Precinct's future.
- Retaining and growing volunteers for the various associations who have leases.
- Applying Universal and Child safety design principles.
- Establishing water and energy saving initiatives including water harvesting, installation of new or upgrades to existing irrigation infrastructure, or connection to existing water infrastructure. Noting Irrigation was installed in the Oval in 2022.
- Regard for established mature trees and potential further greening, noting increasing heat is a climate risk.
- Appropriate Public Toilets to serve public use associated with the main street and direct informal use of the Oval precinct. New public toilets were installed near the Bowling Club in 2021.
- Appropriate Club Toilets to directly serve the sporting clubs, such as within clubrooms.
- Regard about former landfill to the west of the existing Oval
- The Creek triangle to the east of the Oval is within scope for consideration for activity associated with the Precinct.
- Reviewing 'How to Plan for a Community Recreation and Sports Hub – Guide' by the Office of Recreation, Sport and Racing². This includes integrating a variety of activities in one location and facilities being shared by different sports bringing economic benefits.
- Draft Growth Strategy action 'Town Centre Recreation Precinct - Plan and create upgraded sport and recreation precinct adjacent the Town Centre. Consider need and business case for indoor recreation. Consider Crown Land and land adjacent Cemetery.'

01 Introduction

Project Methodology

The scope of the project is about delivering a detailed TWRSP Master Plan with suitable community participation.

The Goals of the Master Plan are:

- 1. Create a TWRSP Master Plan envisaging how the TWRSP can accommodate a wide variety of sport, recreation, and community uses, and associated commercial uses, aligning with Two Wells long-term growth, and activating the TWRSP seven days a week, including evenings.

This includes identifying sporting codes not currently present in the TWRSP but likely to need space, or more space, at the TWRSP in the future and to plan for them to be accommodated for.
- 2. Enable the Two Well's growing number and diversity of stakeholders and community to influence the future vision for the TWRSP.
- 3. Work with the existing sporting and community groups based at the TWRSP to enable them to influence and understand the Master Plan vision and their groups role in its future.
- 4. Identify infrastructure constraints to accommodating a wide variety of sport, recreation, and community uses, and associated commercial uses.
- 5. Identify an alteration and upgrade program of proposed works with preferred staging in order to build the physical changes needed. Works are to include:

- a. sport fields and facilities
- b. sporting and community use buildings (including multi-use buildings and sustainable design features)
- c. movement networks for a variety of transport modes
- d. wayfinding
- e. greening
- f. water sensitive and flood hazard design.

The alteration and upgrade program should include preliminary indicative cost estimates. Noting separate future detailed design stages will provide increasing clarity on costs.
- 6. Provide an investigation basis to:
 - a. Inform detail design (this is to be done in subsequent work packages)
 - b. underpin grant applications
 - c. Inform Council's long-term asset and financial planning
 - d. Manage any risks associated with the former landfill
 - e. Inform Council's policy work, such as Community Land Management planning.
- 7. Integrate with Main Street, envisaged future town centre development, and consider movement connections.

A methodology has been developed to ensure that the project incorporates relevant consultation, research and planning processes while meeting the project brief requirements.

The seven-stage methodology undertaken will ensure that all of the project requirements outlined in the project brief are addressed.

The seven stages are:

- Stage 1: Start-up
- Stage 2: Background Review and Specialist Analysis
- Stage 3: Preparing Plan for Engagement
- Stage 4: Initial Engagement
- Stage 5: Draft Master Plan Prepared
- Stage 6: Draft Master Plan Stakeholder/Community Engagement
- Stage 7: Refined Master Plan Prepared

This report represents the findings of Stages 1 through to Stage 4.

01 Introduction

About Two Wells

In response to the rapid growth of Two Wells and its surrounds, the APC is developing a Master Plan for the TWRSP. The land holding is situated between Port Wakefield Road and Old Port Wakefield Road in Two Wells and collectively covers an area of approx. 17.2 hectares.

The land in question comprises Council owned ‘Community Land’ and Crown Land (also under Council’s care and control). The Core Study area contains a number of facilities for football, netball, cricket, tennis, bowling, tennis, Scouts (future) and other community facilities including a BMX track and a playground. The additional secondary study area contains a Council managed waste recovery facility. The land contains a significant amount of mature vegetation.

A range of other community facilities about the study area including the Country Fire Service, APC civil offices and public library. A number of these nearby buildings are heritage listed including the library (former Institute) and the former Two Wells Courthouse. We note the existence of the ‘Historic ‘Two Well’s’ including the wells, plaque and sculptures located in the north-western corner of the secondary study area however also note that this location does not appear to be officially listed as either a State or Local heritage place.

A significant Two Wells ‘Town Centre’ redevelopment is proposed on land to the immediate north-west (over Wells Road). This will need to be considered in the planning for the TWRSP particularly in relation to linkages through establishing good walking, cycling, and vehicle

connectivity with the Main Street, the envisaged future town centre development on the north side of Wells Road, and the overall Two Wells township. The area to be investigated as part of the Master Plan is illustrated in the following figure.

As part of the Two Wells Town Centre Development Plan Amendment an Aboriginal Cultural Heritage Desktop Study was undertaken and a search of the Central Archive revealed that two previously recorded sites are located within the Two Wells Town Centre project area, the Two Wells Aboriginal Wells (Historic) and the Two Wells

Burial Site. Whilst these sites do not fall within the core study area for the Master Plan the Two Wells Aboriginal Wells are located in the secondary study area within the north west of the site and the Two Wells Burial Site is located just to the east of the secondary study area. It is important to note that the Central Archive is not a comprehensive record of all Aboriginal sites and objects in a designated area. Unrecorded Aboriginal sites and/or objects may be present. Aboriginal sites and objects in South Australia are granted protection under the Aboriginal Heritage Act whether or not they have been recorded, or registered.



Figure: Subject Area

01 Introduction

Two Wells Demographic Analysis

Catchment Profile & Demographics

In 2021, the suburb of Two Wells had a population of 3,233, representing a 26.7% growth in population since 2016. The population of Two Wells is expected to significantly grow over the next 20 years. APC have provided the following population projections for the suburb of Two Wells by 2041:

	2031	2041
Low growth	6,556	9,706
Medium growth	7,056	10,856
High growth	7,506	11,906

Approximately 6km south of the Two Wells township, a master planned development at Riverlea Park is underway. Riverlea Park is expected to accommodate a population of 30,000 people by 2040. While the development will include future recreation and sports facilities, a portion of the Riverlea Park population may utilise the TWRSP, with land in Riverlea potentially functioning as a ‘secondary catchment’ of the future TWRSP in Two Wells.

In addition, the Greater Adelaide Regional Plan (‘GARP’) will identify how and where Greater Adelaide will grow over the next 30 years. The 2023 Discussion Paper released to inform the final GARP identifies land within and immediately north of Two Wells as a ‘Growth Investigation Area’ as well as land south of the Riverlea development to accommodate the projected population growth of Greater Adelaide. The Discussion Paper notes

that further development in this area will “build on and leverage” current development activities in Riverlea and Two Wells, with 15,000 new dwellings anticipated over the short-medium term.

On this basis, further population growth is anticipated, in addition to that currently projected by APC.

The Two Wells population are statistically a relatively ‘young’ population (as per 2021 ABS data), with a median age of 35 years, four years less than the median age of residents of Greater Adelaide. A breakdown of the age structure of Two Wells is as follows, with red indicating a relatively lower, and green indicating a relatively higher proportion in comparison to Greater Adelaide.

Age	Two Wells (Suburb)	Greater Adelaide	Net difference
0-4 years	7.33%	5.39%	+1.94%
5-14 years	13.92%	11.73%	+2.18%
15-19 years	6.00%	5.64%	+0.36%
20-24 years	5.85%	6.56%	-0.72%
25-34 years	16.58%	13.96%	+2.62%
35-44 years	12.77%	13.31%	-0.54%
45-54 years	13.11%	12.62%	+0.50%
55-64 years	11.94%	12.14%	-0.20%
65-74 years	7.98%	10.15%	-2.17%
75-84 years	3.22%	5.88%	-2.66%
85+ years	1.02%	2.61%	-1.59%

To this extent, 49% of households in Two Wells comprise households accommodating children (combined ‘couple family with children’ and ‘one parent family’), a trend expected to continue noting the anticipated population growth and relatively ‘affordable’ allotment offerings in Two Wells. In direct contrast, 41% of households across Greater Adelaide accommodate children.

The proportion of Aboriginal and/or Torres Strait Islander people in Two Wells is greater than that across Greater Adelaide (4.14% & 1.71%, respectively).

Key household income statistics for Two Wells are provided below

- Low income households (\$0-1500/week): 32.75%
- High income households (\$3000+/week): 16.01%
- Median household income: \$1,906 per week (23% more than Greater Adelaide)

In comparison to all other Suburbs and Localities within South Australia, the Two Wells suburb has a percentile of 34 in the SEIFA Index of Relative Advantage and Disadvantage. This indicates that approximately 34% of Suburbs and Localities in South Australia are more disadvantaged, while 66% are more advantaged.

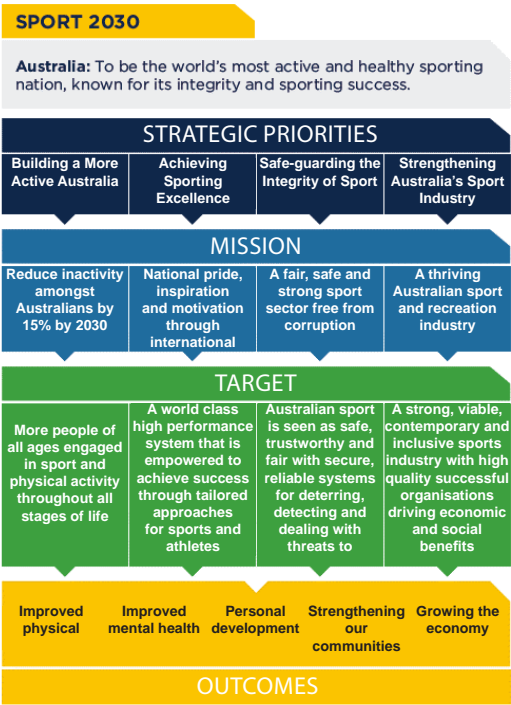
Given the lower socio-economic status of the Two Wells suburb it will be important that the TWRSP continues to provide low and no cost sport and recreation opportunities.



02 Background Research and Context

Literature Review

A wide range of strategic documents and policy positions are relevant to the development of sport, recreation and open space facilities of this nature. Various national, state and local level documents are reviewed in this section, with relevant visions, strategies and policies that relate to the future development of the TWRSP outlined.



National Level Documents

Federal Government - Sport 2030, Sport Australia

Australia's national sport plan has four key priority areas:

1. We have a diverse and inclusive sport and physical activity sector that supports more Australians to be more active more often, creating a stronger and healthier Australia where as many people as possible see and feel the benefits of sport and physical activity through every stage of their lives.
2. Future generations will be more physically active and better prepared with the skills and knowledge to live healthy, active lives.
3. Sport and physical activity organisations are connected into other sectors such as health, education and infrastructure to tackle challenges such as physical inactivity and leverage sport for social benefits.
4. Barriers will be reduced, allowing greater access to sporting facilities and infrastructure for all Australians no matter where they live.

National Sporting Body Sport Facility Guidelines

All of the sports played at the TWRSP are represented by state and national bodies who have prepared facility development guidelines. These guidelines have been used to inform the design of the TWRSP Master Plan concepts.



02 Background Research and Context

State Level Documents

South Australia Recreation and Sport Facility Hierarchy Model

The below table identifies the five hierarchical levels of sporting facilities and their ideal characteristics which has been sourced from the SA Regional Level Recreation and Sport Facilities Planning Guidelines prepared by the Office for Recreation, Sport and Racing and the Local Government Association of SA. The TWRSP is a district hierarchy level for recreation and sport activities, noting there are other non recreation and sport activities at the Precinct currently.

HIERARCHY LEVEL	GENERAL CHARACTERISTICS
STATE / NATIONAL Primary catchment of South Australia attracting users and visitors from interstate and overseas	Provides for the highest level of sporting competition which may include International events and competitions, National League(s) and associated state and national team and squad training centre(s). Facilities also assist to promote sports and provide community access and pathway opportunities for participants. May also provide a Headquarters for State or National Sporting Organisation administration.
REGIONAL Primary catchment of local users with extended catchment across multiple local council areas, primarily for competition and events	Integrates competition and recreational forms of participation and provides a broad range of sport and recreation activities and programs for a large number of participants across local and regional geographic catchments, generally beyond a single local council area. Regional facilities are best provided at high profile sites in accessible locations with links to transport nodes and/or commercial / community centres and services. Generating usage via sporting events and specialised (for multi-sports) venue or sport specific services is also a core role and function of regional facilities.
DISTRICT Primary catchment area of local communities and single local council areas	Provides a focus for Association competition, as well as service a local catchment to provide a mix of recreational, competitive and program formats of participation. Facilities may also provide a primary function as a local finals venue or a central venue that facilitates regular competition for multiple clubs / teams.
NEIGHBOURHOOD Primary catchment area of local townships or single suburb areas	Generally services the needs of local communities and sporting clubs for home and away fixtures, training activities and for participation programs.
LOCAL Primary catchment area usually within walking distance of most users	Small sites on local road networks that provide basic facilities and landscape treatments. Local facility locations are not considered suitable for larger facilities as they are generally provided in residential settings and have limited or constrained function for multiple activities and events.

02 Background Research and Context

Game On

The South Australian Government has invested in *Game On: Getting South Australia Moving* (Game On), a forward-looking framework that outlines a collaborative approach to ensure physical activity and play can fit seamlessly into the daily lives of South Australians. Game On also seeks to provide a shared vision and common platform for the sport and recreation sector in South Australia. Through better coordination between whole-of government and sectors that play an enabling role in physical activity, Game On will reverse the levels of poor physical activity and increase movement opportunities across the state, leading to stronger outcomes in community wellbeing, liveability, and economic productivity. Game On will:

- Be innovative and change the mindset of South Australians by investing in areas that guarantee physical activity to work around people's lives.
- Build system resilience and capacity, connecting investment in infrastructure, high performance, and events.
- Improve the use of research and technology.
- Adapt and evolve sport and recreation programs, services, and approaches, placing additional focus on active recreation that provides everyone with an opportunity to participate.
- Develop 'family-friendly' fixturing across sports and alternative club structures to better harness available volunteers.
- Design and develop adequate public open spaces.

- Meet community demand to allow people increased hours to participate in activity safely.

The recommendations within Game On will contribute to getting more people active, more often by making it easier to get moving. The TWRSP has been prepared with these recommendations in mind.

State Sport and Recreation Infrastructure Plan

The purpose of this Plan is to support sport and recreation from the grassroots to the elite level by ensuring that the facilities required to achieve this are available to all South Australians. The aim is to develop facilities of the future that fill current gaps, are accessible, and encourage all South Australians to live an active and healthy lifestyle.

Key elements of the Plan that are of particular relevance to the future planning of the TWRSP are:

- Access for All - Infrastructure must be flexible enough to satisfy the needs of multiple sporting codes and recreational activities. Infrastructure must be built using the principles of universal design to ensure people with a disability are able to participate. Infrastructure must cater for the increase of female participation in 'traditionally male' sports and Councils and sporting organisations need to show leadership and schedule equal access to facilities.
- Complementary use of infrastructure - Councils and sporting organisations need to

maximise infrastructure use to ensure their operating model is sustainable and the money invested results in maximum community benefit.

Other state level documents

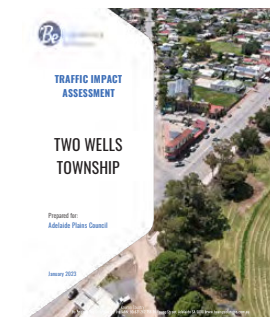
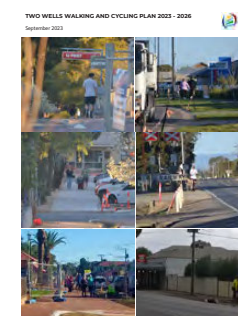
- *SA Property and Planning Atlas*, in particular, proposed and approved land divisions
- *Code Amendments* (rezoning) which seek to increase local housing and associated populations
- Office for Recreation Sport and Racing Planning Guidelines e.g. *Regional Level Recreation and Sport Facilities Planning Guidelines*.
- Peak Sporting Body Facility Master/Strategic Plans (i.e. South Australian Cricket Association, South Australian National Football League, Netball South Australia, Bowls South Australia, Tennis South Australia)



02 Background Research and Context

Local Level Documents

- *Adelaide Plains Council Strategic Plan*
- *Adelaide Plains Council Growth Strategy and Background 2022*
- *Community Land Management Plans 2016*
- Various Two Wells urban design strategies
 - *KBR Urban Design Framework 2008*
 - *WAX Main Street Design Guidelines 2011*
 - *Jensen Old Port Wakefield Road Two Wells Master Plan 2020*
- *Adelaide Plains Council Tourism and Economic Development Strategy and Background 2022*
- *Adelaide Plains Council Resident Survey Results 2018 and 2022*
- *Adelaide Plains Council Equine Strategy and Background 2022*
- *Adelaide Plains Council Accommodation and Service Review 2022*
- *Adelaide Plains Council A Plan for Open Space Directions Report 2016*
- *Two Wells Traffic Assessment 2023 BE Engineering*
- *SMEC Preliminary Site Investigation 61 Old Port Wakefield Road 2016*
- *Regional Public Health Plan 2022*
- *Adelaide Plains Council Disability Access and Inclusion Plan 2020*
- *Adelaide Plains Council Dog and Cat Management Plan 2022*
- *Adelaide Plains Council Wayfinding Strategy 2023*
- *Cemetery Capacity Review 2021*
- Existing leases
- *Two Wells Walking and Cycling Plan*
- *Hart Reserve Master Plan implementation (underway)*
- *Delivering commercial, retail and community facilities on 8 HA of Crown Land22 as part of the Two Wells town centre (underway)*
- *New civic and community facilities (underway)*
- *Two Wells Golf Club further visioning (underway)*
- *Asset Management Plans*



02 Background Research and Context

Trends Analysis

Emerging demographic and participation trends relevant to the development of sport, recreation and open space facilities are considered in this section.

Trends are considered at a global, state, regional and local level to inform the development of the Master Plan. Acknowledging the broader influences of global trends, whilst recognising that local sporting and recreation preferences will have a significant bearing on the specific needs of the local community and outcomes for the site.

This section also outlines the broader, strategic support for the development of community hub complexes, optimising the shared use of facilities and minimising facility duplication with the intention of delivering sustainable, fit-for-purpose, accessible facilities for all members of the local community, including its sport and recreation clubs and groups.

Global Megatrends

The CSIRO's 2022 report entitled The Future of Australian Sport identified six global sporting 'megatrends' that will likely influence the Australian sport sector over the next 30 years.

1. Escalate The Exercise

'Modernising sport to create new pathways for all Australians'

Participation in organised sports across Australia has remained relatively steady over the past decade, but there has been a rise in participation in non-organised physical activities such as walking, running, cycling and gym-based fitness. This trend was further boosted by the COVID-19 pandemic and fitness apps and wearable technologies. Much of the increase in fitness-based activity has been through non-formal or semi-formalised participation in fitness centres, home gyms, exercise groups, online communities, and individuals accessing outdoor recreational infrastructure and green space within their communities.

2. New Horizons

'Adopting new and emerging technologies to help change the game'

New technologies and advances in areas of technical expertise that support the enhancement of performance (including but not limited to human physiology, nutrition, psychology, genetics, engineering and materials science) are now changing the game in sports. A better

understanding of the individual and biological diversity of athletes is leading to an individualised approach to performance support across a range of technical direction disciplines, from coaching to sports medicine and training. Training programs tailored to the individual, resulting from the work of multi-disciplinary teams, can optimise sports performance, assist with injury prevention, enhance physical and mental recovery, and maximise the well-being and long-term psychological benefits of sport.

3. The Next Arena

'The rise of entertainment sports including augmented reality, virtual reality and e-sports'

Digital sport and e-sports are becoming increasingly popular, offering access to new activities in virtual environments. Some of these digital sport variants more recently supplemented or provided redundancy for cancelled real-world sporting events during the COVID-19 pandemic. At the same time, urban and adventure sports are engaging the next generation of sports fans as they become more visible and available to mainstream audiences.

4. Mind The Gap

'Bringing Australia together across the generational and societal divides'

Sport can bridge the cultural and demographic gaps existing and emerging across Australian society. Australia's population overall is aging

02 Background Research and Context

and increasingly diverse. Young Australians are growing up with new technologies and global connections, creating distinctly different behaviours and values.

Over the coming decades, sports organisations and individual athletes will play a unique role in broader societal change and help bridge the gaps between demographic groups. Sport will provide a sense of common purpose, identity and belonging to Australians from many different backgrounds and abilities.

5. Our Best Sporting Side

‘Encouraging diversity, inclusivity, fair play and sustainability’

Persistent societal challenges such as racism, violence, abuse and other poor behaviours in sport have elevated the importance of sports integrity, safety and ethics in the sports industry at all levels. Stronger accountability, reporting structures and advocacy for vulnerable Australians will place further pressures on sports to provide a safe and welcoming place for all.

Community-driven sports clubs will increasingly seek to tap into the benefits of engaging a broader cross-section of Australian society. Many will place more emphasis on providing positive participant experiences and promoting inclusive behaviours on- and off-field.

6. The Perfect Pivot

‘Adapting sports for a more uncertain world’

The world is entering historically uncertain times including climate change and heightened geopolitical tensions, and Pandemics, such as COVID-19, have increased in likelihood. All these factors have disrupted scheduled sporting activities over recent years and this disruption is likely to continue and increase in frequency over

the coming decades. It will increase the need for some sports and their associated business models to be flexible and make strategic ‘pivots’ or rapidly deploy alternative approaches and resources, move venues and competitions at short notice, or respond to other unexpected challenges.

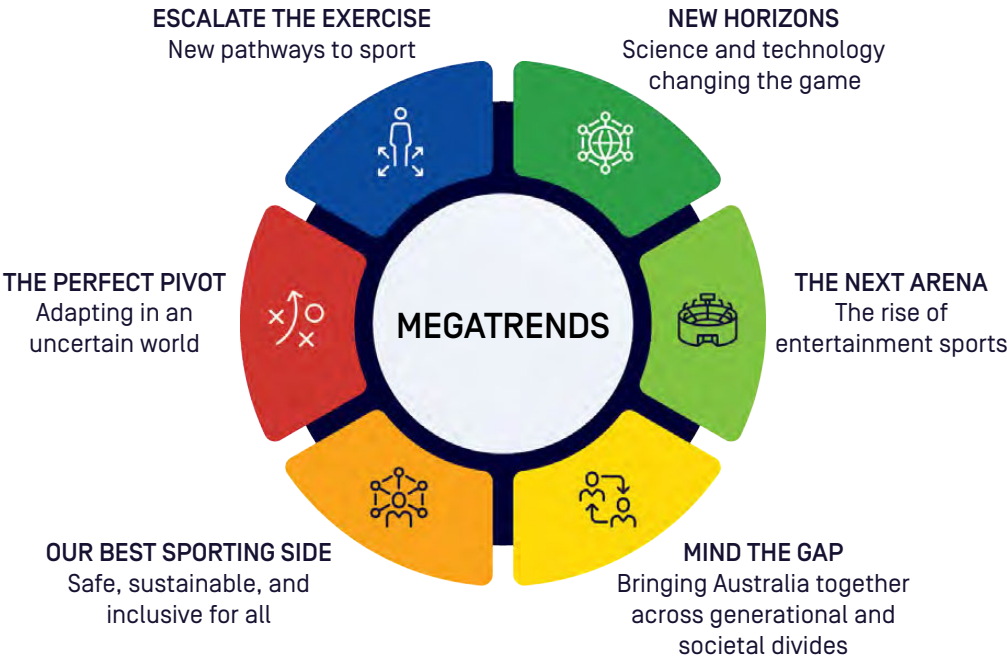


Figure: The Future Of Australian Sport The second report: Megatrends shaping the sport sector over coming decades, 2022

02 Background Research and Context

Sport and Recreation Trends

A wide range of factors will need to be considered during the development of the Master Plan. A variety of reports and studies over recent times have identified a raft of trends that are likely to influence Australian local sport and recreation over the coming years including:



Increasing popularity of individualised sport and fitness activities (such as yoga, gym, aerobics and jogging) that align with time-poor, increasingly busy lifestyles.



Increasing popularity of adventure/extreme/lifestyle sports, specifically among younger people.



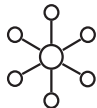
Activities are becoming more geared towards the ageing and more culturally diverse Australian population, changing both the types of sports we play and how we play them.



Governments are increasingly incorporating sport into various policies to tackle a range of issues from childhood obesity through to community wellbeing and female participation.



Trend towards **participation in sports that receive a higher salary at the elite level**, placing pressures on less financially backed sports.



Greater pressures on loosely organised community sporting clubs to become organisations with corporate structures and formal forms of governance.



Rising cost of sport participation which is now becoming a barrier for some members of the community.



Physical Education (PE) is becoming increasingly marginalised in schools, with less teaching hours being dedicated to PE, and declining rates of teachers trained to deliver sports programs.



Inactivity in children is growing, linked to a decline in sport in schools, less active commuting and changing recreation behaviours.



Sport and physical activity opportunities will need to be diversified and expanded to meet the needs of the growing cohort of **older Australians**.



Australians now have less time available for recreation, and a smaller proportion of that time is spent being physically active; **traditional sport formats require a significant time commitment and may be adversely impacted by this trend.**



Sport is being transformed by technology; social technologies have created online sports communities outside traditional club structures.

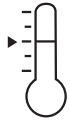


Sport is becoming increasingly professional and commercial; the benefits from this trend however are being shared unevenly, resulting in potentially negative impacts on 'smaller' sports, such as declining participation rates, and reducing the diversity overall.



Asset management is a key requirement and focus of local government who own and control vast amounts of infrastructure including sporting facilities, open spaces and recreation areas. Ensuring contemporary asset management principles are applied is a necessity as is identifying lifecycle costings for proposed new facilities.

02 Background Research and Context



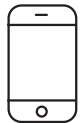
Potential impacts of climate change include the risk of increased summer temperatures, prolonged periods of extreme/high temperatures and droughts, increased rainfall intensity and damaged infrastructure through extreme heat and flooding. All these factors will impact upon the delivery of facilities and programs that support structured and unstructured physical participation.



Broadly speaking, **participation rates in traditional organised sports are declining**, with preferences trending towards activities such as walking and cycling/mountain biking and other informal recreation activities that can be undertaken as and when the participant desires, offering them greater flexibility and control.



The emergence of nature-based tourism and increasing visitor numbers will place additional pressures on certain open spaces across the region, particularly higher profile regional open spaces and other popular and accessible locations.



Technological advances have also introduced a wide range of fitness apps that promote participation in physical activity and provide a platform where the individual user can promote and compete against themselves or other individuals on specific challenges.



The emergence of female participation in traditionally male dominated sports has exploded in recent years. This is placing pressure on facilities both from a capacity (grounds/courts/pavilions) and functionality perspective (e.g. change room design and access). Ensuring existing and newly developed facilities are universally accessible is essential and ensuring sporting organisations governance arrangements and cultures are inclusive and supportive of female participation.

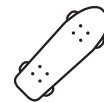


The open space network plays a critical role in the facilitation of structured and unstructured sport and recreation.

Open space is becoming increasingly linked to climate change adaptation policies, with forward planning required to ensure that open spaces are resilient to the challenges arising from climate change and adaptive measures implemented wherever possible.



The Visitor Economy is now recognised at all levels of government as an intrinsic, sustainable and driving part of economic development, creating long term improvements in the liveability of cities, towns and rural life and significantly improving the prosperity of Australian communities. **The open space network, sport and recreation facilities form a critical component of the infrastructure that supports the Visitor Economy**, facilitating access to visitor destinations and experiences, offering sport and recreation participation opportunities and playing host to a wide range of community events.



Modified formats of the more traditional organised sports are also increasing in popularity (e.g. T20, AFL 9s), as are other sports previously considered as extreme or niche interest activities (e.g. BMX and skateboarding).



Public/private/community partnerships with schools (private and public), private providers and across local/state/federal levels of government are **essential moving forward to ensure resources are maximised and sustainable services are provided**. Examples include publicly accessible school facilities and private public partnerships for the delivery of infrastructure such as stadiums and aquatic facilities.



Community sporting and recreational preferences are continually changing over time, and this has a direct impact on how the sport, recreation and open space facility network will be utilised.

02 Background Research and Context

Community Sporting Hubs

Community expectations and demand for accessible, integrated, and well-designed sporting facilities are increasing across South Australia and the nation. National and State Governments, as well as other funding bodies, are encouraging the development of multi-use, shared and co-located facilities to achieve various policy objectives and high returns on investment. A Community Sporting Hub is a model where progressive sports clubs cooperate to achieve best-practice outcomes for their members and the wider community, they are normally developed at a regional, state and/or national level.

Community hubs are conveniently located public places valued as places facilitating access to a wide range of community activities, programs, services, and events. They can be a single building or several buildings with associated outdoor social meeting areas to deliver services and activities. Community hubs can be cost effective in delivering a range of community services, sharing resources, and linking other activity areas, audiences, and target groups.

Typically, a community hub would:

- Provide for a compatible range of services/ functions that are co-located.
- Provide facilities used by a diverse range of community organisations, agencies, and groups on both permanent and casual basis.
- Provide opportunities for the co-location of key service delivery.

- Be located within or close to population centres and in close proximity to public transport.
- Be economically viable and provide opportunities for community partnerships where resources are shared, and efficiencies can be demonstrated.
- Possibly include health and aged care, family, and children's services, social and recreation and lifelong learning.

Multi-sport hubs are a variation of community hubs, multi-use and shared use community facilities. Multi-sport hubs utilise a range of shared sporting services within one combined location under a single management arrangement. This provides a more effective and viable operation.



“Multi-sport hubs utilise a range of shared sporting services within one combined location under a single management arrangement. This provides a more effective and viable operation.”



Glenunga Sports Hub, Glenunga, SA

02 Background Research and Context

Participation Rates

The AusPlay participation survey identifies the popularity of sport and recreation activities in South Australia, which can inform future development at the TWRSP by ensuring it caters to popular activities for both adults over fifteen years and children under fifteen years.

In-line with the global trends in sport, the 2022 AusPlay participation survey found that the top five activities among South Australian adults are primarily individual fitness pursuits such as recreational walking and going to the gym, due to their ability to fit into increasingly busy lifestyles. For children, it is more likely for them to participate in sports clubs/associations.

Currently, of the recreation activities located in the top ten for adults over fifteen years of age in SA, the TWRSP caters to tennis, Australian football and netball, which are ranked 8th, 9th and 12th respectively. For children under the age of fifteen years, the TWRSP currently caters to Australian football, netball and cricket, which are ranked 2nd, 6th and 8th respectively.

The high levels of participation in these activities helps to support their presence at the precinct, and highlights the value the precinct plays in catering to the needs of the region and district.

Due to the large expected population growth in Two Wells, it is important for the precinct to cater to other popular activities, groups and community organisations. These activities have been determined through comprehensive community consultation and include fitness, jogging/running, cycling, football (soccer), basketball, gymnastics and swimming.

Top Activities - South Australian Adults (15+ years old)

Rank	Activity	Total	Men	Women
1	Walking (Recreational)	47.2%	34.4%	59.5%
2	Fitness/Gym	35.8%	28.5%	42.8%
3	Athletics, track, and field (includes jogging and running)	14.6%	15.6%	13.7%
4	Cycling	12.7%	14.9%	10.5%
5	Swimming	10.4%	10.0%	10.8%
6	Bush walking	10.3%	8.7%	11.8%
7	Yoga	7.0%	1.7%	12.0%
8	Tennis	6.5%	7.5%	5.5%
9	Australian football	5.9%	7.8%	4.1%
10	Football/ soccer	5.1%	7.5%	2.7%
11	Pilates	4.9%	1.2%	8.5%
12	Netball	4.6%	1.2%	7.8%
13	Basketball	4.4%	5.8%	3.0%
14	Virtual based physical activity	4.4%	5.0%	3.7%
15	Golf	4.0%	6.8%	1.2%

TWRSP current activities - highlighted in orange

Top Activities - South Australian Children (0-14 years old)

Rank	Activity	Total	Men	Women
1	Swimming	33.1%	33.2%	33.0%
2	Australian football	17.1%	27.1%	6.4%
3	Gymnastics	15.8%	12.2%	19.8%
4	Basketball	14.1%	18.0%	10.0%
5	Dancing (recreational)	9.9%	1.5%	18.9%
6	Netball	9.7%	1.0%	19.0%
7	Football/ soccer	9.3%	12.4%	6.0%
8	Cricket	9.3%	14.0%	4.2%
9	Athletics, track, and field (includes jogging and running)	8.4%	9.1%	7.6%
10	Fitness/Gym	4.9%	8.2%	1.4%

TWRSP current activities - highlighted in orange



03 Site Analysis

Site Context Plan



03 Site Analysis

Site Analysis Mapping

The site analysis mapping illustrates the existing features, services and infrastructure of the TWRSP. Understanding the site context and key existing characteristics and features is important as it provides an understanding of the existing layout, pedestrian and vehicular movements, and how the sites elements function individually, and as a whole.

Through the identification of inefficiencies and potential improvements to the existing site layout we can ensure that we provide a streamlined, functional and well-considered Master Plan for the TWRSP.

The site analysis plans include:

- Surrounding land use
- Topography
- Open space and features
- Access and circulation
- Existing infrastructure

It is important to note also the following site features and constraints:

- Aboriginal Heritage Site the Historic Two Wells in the north western corner of the site (secondary study area)
- former landfill site in the south western portion of the site.

Also of note is the triangular piece of land directly to the north of the cemetery has been included within the core study area despite it being reserved for future expansion of the cemetery. APC has advised that the existing cemetery area had in 2023 425 unoccupied burial sites

and since 2021 on average there have been 15 burials per annum, and with the opportunity to have double depth sites and the reuse of very long term interments there is sufficient capacity at the cemetery for many years to come. This presents an opportunity to use the additional land for an alternate purpose in the medium to longer term and as such has been included in the master plan core area.



Surrounding Land Use

There are an array of various land uses surrounding the TWRSP. These have been considered in the development of this Master Plan to ensure that the site is designed to compliment its surroundings.

The site is surrounded by land used for residential and commercial/community purposes. It is important for the Master Plan to consider these surrounding land uses to ensure that it addresses elements such as pedestrian and vehicular connections to these areas, improve traffic management and ensure on site features such as sports lighting and noise do not negatively impact these areas.

03 Site Analysis



Topography

The topography of the site needs to be considered in the development of the TWRSP in order to minimise major earthworks, reduce cost implications and improve usability and functionality.

The topography across the site is relatively flat. The TWRSP's highest point is located at the existing tennis and netball courts, from here the site slopes gradually down in all directions. Given the informal nature of the site, stormwater management is a challenge and there is a two metre drop in height between the tennis courts and oval and a four metre drop in height between the tennis courts and the sites southern boundary and two wells historic site.



Salt Creek Flood Mapping

The above map shows the SA Department of Environment and Water's flood mapping for TWRSP, illustrating a one in 50 and one in 100 chance flooding event of Salt Creek (2011). When compared to the topography of the site, it is evident that the sites natural gradient reduces the effect of flooding on the central and northern locations of the site.

It is important to consider flooding events in the development and planning of the TWRSP to drive infrastructure and facility placement, and plan for design and mitigation techniques to reduce negative and costly flooding impacts on the site.



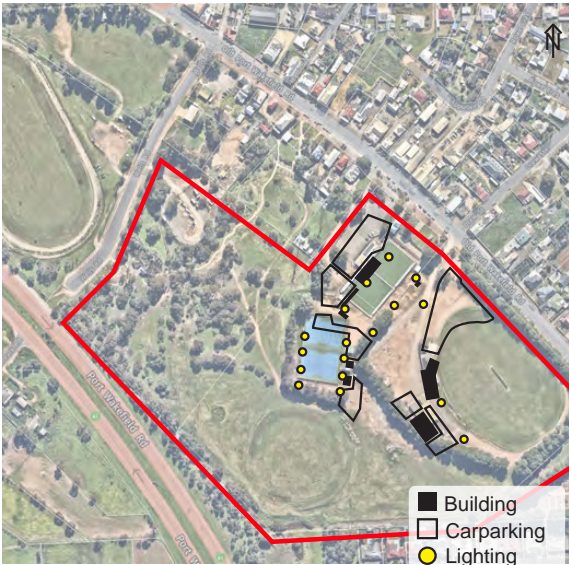
Access and Circulation

Currently there are two main entry/exit points into the TWRSP for vehicles along Old Port Wakefield Road. During busy periods the site experiences bottlenecking of vehicles at these points. These issues are to be addressed in the new Master Plan design through effective design and the inclusion of additional entrance/exit points for vehicles.

There is limited pedestrian access/circulation around the existing site which can pose a risk to pedestrians and vehicles. A network of pathways is to be included to ensure a safe, connected and accessible site, with paths that can be functional and recreational. Pedestrian connections to attractors outside of TWRSP are also considered.

03 Site Analysis

There are also the potential for long term trail connections (walking, cycling and horse riding) from Lewiston (which has a high level of horse ownership) along Condon Road corridor through to the town centre.



Existing Infrastructure and Parking

The existing infrastructure located at TWRSP is currently disconnected and scattered throughout the site. The site would benefit from a ‘hubbing’ approach to maximise space and minimise required infrastructure and costs. Currently the site does not function effectively and the inclusion of additional sporting infrastructure and facilities will need to be designed to improve functionality, efficiency of provision and flexibility of use. There is only one formal carparking area on site, informal parking serves the remainder of the site which is inefficient and presents safety concerns. Additional formal carparking is required to maximise carpark numbers and reduce traffic management and congestion issues across the site.

03 Site Analysis

Existing Facilities Assessment

As part of the master planning process a high level assessment of the key existing facilities on the site was undertaken. The general condition, functionality and usage of the facilities was assessed.



Bowling Club

The Two Wells Bowling Club has two newer synthetic greens that are lit by sports lighting and an ageing clubroom facility. There is also a storage shed for maintenance equipment and shelters for players. The facility is well kept however the clubrooms are in need of upgrading to meet current compliance requirements.



Tennis and Netball Courts and Support Facilities

There are four netball and six tennis courts which are multi-lined and lit by sports lighting, the courts have recently been re-surfaced to meet the short-term needs of both sports whilst the master planning process takes place and are in very good condition. There are two smaller support buildings which service the courts also which are in average condition.

03 Site Analysis



Clubrooms and Changerooms

The Two Wells Football and Netball Club operate the clubroom and changerooms building which is located overlooking the oval on the north-western side pocket of the oval. The clubrooms and changerooms have been redeveloped over time and are currently in good condition however the facility is at capacity at peak times and additional space is required. There are only two changeroom facilities also.



Community Centre

The Two Wells Community Centre provides a large hall/function space and includes a commercial kitchen and stage. The building caters primarily for special events and also the local theatre group. The facility is in average condition and has some functionality issues which need addressing.



Community Oval

The community oval is used primarily for sport (Australian football, cricket and softball). The oval has recently been upgraded with a new irrigation system and is in good condition given the level of usage it receives. It currently has four basic sports lights on the oval which do not adequately light the entire oval and the oval size is not in-line with the recommended AFL oval dimensions of 165m x 135m (slightly too short in length and too narrow in width).

03 Site Analysis



Playground

There is a basic playground which is in average condition located to the east of the bowls club and also is accessible from Old Port Wakefield Road the current main street. There have been concerns raised by the user groups that the location is not suitable given the distance from the sporting facilities.



Cricket Practice Nets

There is a set of cricket practice nets (2 lanes) which are “hard wicket” with a concrete base and synthetic pitch with chain mesh wire fencing netting. They are in poor condition and need replacement.



BMX Track

A dirt based BMX track with a series of jumps and turns is provided for on site and is located to the south of the bowls club. The track is in poor condition and receives limited usage.

03 Site Analysis



Storage Shed

There is a double bay shed that was previously used by the football club and it is in poor condition and needs to be removed from the site.



Parking (formal)

There is a formalised parking area which extends to an informal parking area to the north of the bowls club and playground area. The parking surface is primarily bitumen and is in variable condition and will need to be resurfaced in the short to mid term. It is the only formalised parking area on the site.



Scouts Facility

A new Scouts Facility is proposed to be developed at the TWRSP replacing the old facility (as shown in the image above). This will be located to the west of the lawn bowls facility. Planning and design has been completed and the new facility is expected to be constructed in 2024.



04 Community Consultation

Approach

As part of the initial stages of the project a wide range of extensive consultation processes including online surveys of residents and user groups, interviews and workshops with key stakeholders.

A summary of the key findings from each of the consultation processes is included within this section.

Please note that the views provided below are not necessarily the views of the consulting team and/or the Adelaide Plains Council.



TWO WELLS RECREATION AND SPORT PRECINCT MASTER PLAN
PROJECT OVERVIEW AND CONSULTATION

PROJECT BACKGROUND

The scope of the project is about delivering a detailed Two Wells Recreation and Sport Precinct Master Plan based on community needs and input. The goals of the Master Plan include:

- Envisaging how the precinct can accommodate a wide variety of sport, recreation, community uses and associated commercial uses.
- Aligning with Two Wells long-term growth.
- Activating the Oval precinct seven days a week, including evenings.
- Enable the existing sporting and community groups and growing number and diversity of stakeholders and community to influence the future vision for the Oval Precinct.
- Identify infrastructure constraints to accommodating a wide variety of sport, recreation, community use, and associated commercial uses.
- Identify an alteration and upgrade program of proposed works with preferred staging.
- Integrate with Main Street, envisaged future town centre development, and consider movement connections.

APPROACH

- Stage 1: Start-up
- Stage 2: Background Review and Specialist Analysis
- Stage 3: Preparing Plan for Engagement
- Stage 4: Initial Engagement
- Stage 5: Draft Master Plan Prepared
- Stage 6: Draft Master Plan Stakeholder/Community Engagement
- Stage 7: Refined Master Plan Prepared

COMMUNITY ONLINE SURVEY

A community online survey has been developed to capture your thoughts and ideas on the Two Wells Recreation and Sport Precinct Master Plan.

Please scan the QR Code to have your say.
www.surveymonkey.com/twoWellsMPC
This survey closes Monday 9 October, 2023



FURTHER INFORMATION

For any further information regarding this project, please email admin@tredwell.com.au or phone (08) 8234 6387.

CONSULTATION PROCESS

Stakeholder consultation for the project will include:

- Community online survey
- Stakeholder online survey
- Workshop with user groups
- Focus groups with young people, people with disabilities and older people
- Interviews with Government Agencies, State Sporting Associations and other Key Stakeholders.

August 2023



Image: Community Consultation Flyer

Existing Clubs and User Groups

A key part of the Master Plan development is an online survey and workshop with the clubs and user groups was conducted. A summary of the key consultation findings from each of the clubs

and user groups who are currently based at the TWRSP is included within this section (note the Two Wells Scout Group were also included as they are relocating to the site in the near future).

Two Wells Bowling Club

Activity	Lawn Bowls
Facilities Utilised	Bowling Greens Bowls Clubrooms Parks and Open Spaces Formal Car Park
Season	All year round
Peak Body	Bowls SA
Positives	Accessibility Sports are well catered for Reasonable facilities are provided.
Negatives	Storm water management is an issue Dust from trucks using the precinct as a turning circle State of the car park surface
Proposed Developments + Improvements	Improved storm water management Sealed car parking areas A fitness “playground” within the precinct Improved security Upgraded clubhouse including toilets
Additional Comments	Club hosts other clubs at the venue with around 100 additional players using the facility on these days. The club also organises tournaments that attract around 600 participants. The Bowls Club has a lease with APC until 25 June 2039 for the car park and until 4 July 2035 for the premises.

04 Community Consultation

Two Wells Community Centre

Activity	Hall for Hire, local theatre, birthday parties, presentation nights, special events
Facilities Utilised	Community Centre
Season	All year round
Peak Body	Not applicable
Positives	Central to the township
Negatives	Informal parking Need for upgraded internal roads Dumping of rubbish and soil/rubble behind the community centre
Proposed Developments + Improvements	Improved fencing Improved car parking areas Better use of space behind the community centre Connection to mains gas General facility upgrades Removal of pine trees behind the building (blocks gutters and downpipes)
Additional Comments	The Two Wells Community Centre is community built and owned. This has been paid for by the community. It is a small group of volunteers who work to maintain and upgrade the facility to be hired out to the community. We rely on income and grant funding to undertake this. The Two Wells Community Centre has a 21 year lease with APC until 18th May 2030 with a five year right of renewal.

04 Community Consultation

Two Wells Cricket Club

Activity	Cricket
Facilities Utilised	Clubrooms Changerooms Sports Oval and Cricket Pitch Cricket Nets
Season	Summer
Peak Body	South Australian Cricket Association
Positives	Oval surface
Negatives	Cricket nets require upgrading and expanding
Proposed Developments + Improvements	Upgraded/expanded clubrooms with additional changerooms Improved car parking areas General facility upgrades New cricket nets (three lanes) Additional oval and ideally a turf pitch on this new oval developed in-line with Cricket Australia requirements
Additional Comments	Nil

04 Community Consultation

Two Wells District Tennis Club

Activity	Tennis
Facilities Utilised	Tennis courts and support facilities Clubrooms Playground Parks and Open Spaces
Season	Summer
Peak Body	Tennis SA
Positives	It is a large open space The courts are now safe for all to use
Negatives	The courts and oval are too far away from each other, along with the playground and new public toilets. The paths, car parks and driveways need to be upgraded
Proposed Developments + Improvements	Upgraded paths, car parking and internal roads A playground closer to the courts and the oval The courts moved closer to the oval Upgraded buildings Indoor courts/gym facility close by
Additional Comments	The courts have been upgraded but will only last five years, so will need to be upgraded again soon. We also have a growing population so there will need to be more courts. The courts should be moved closer to the Oval and a playground added next to this, for the safety of all playing and attending sport. Next to the courts there needs to be a new building with toilets for tennis and netball to share. All roads, paths and carparks need to be upgraded and made safe, for all children and everyone using the facility. Long term there needs to be an indoor court/ gym/pool facility for all to use (Similar to Starplex). The Two Wells District Tennis Club has a lease with APC pending signatures for two years expiring on 12 December 2024 with a two year renewal option at APC's discretion.

04 Community Consultation

Two Wells Football and Netball Sporting Club

Activity	Australian Rules Football, Netball
Facilities Utilised	Netball/Tennis Courts and Support Facilities Clubrooms Sports Oval Public toilets
Season	All year round
Peak Body	South Australian National Football League (SANFL) and Netball SA
Positives	Central location to Township Clubrooms are community owned and managed
Negatives	Courts are located too far away from the clubrooms Informal roadways and parking Playground is too far away from the clubrooms BMX Track is in a poor location Trucks and buses using the precinct to turnaround
Proposed Developments + Improvements	Upgraded/expanded clubrooms with additional changerooms New oval lights Relocation of netball/tennis courts Playground closer to the sporting facilities Improved fencing Improved site drainage Formalise parking and internal road access Unisex changeroom facilities Continue to maintain high quality playing surface
Additional Comments	It is important to note that the facility is already multi use with football/netball/tennis/cricket/ softball clubs who are already working together in harmony with one another. As the town has grown, the club has experienced significant growth. Paid entry is essential to continue to operate football and netball and the club is committed to remaining in a country league where entry will always be paid. The Two Wells Football and Netball Club have a 21 year lease with APC due to expire on the 9 January 2040.

04 Community Consultation

Two Wells Scouts Group

Activity	Scouts
Facilities Utilised	Currently operate from an off-site facility, there are future plans to relocate to the TWRSP
Season	All year round
Peak Body	Scouts SA
Positives	Potentially will access other facilities on site (bowls club, oval, community centre) for use by the scouts once established on site. There will be potential for community use of the new scout hall during the day and this provides a passive income for the local Scouts group.
Negatives	Having issues accessing water and power for the new facility, need to discuss with bowls club about accessing their water or consider going off grid.
Proposed Developments + Improvements	New scout facility being planned and designed at the western end of the bowls club approximately 250-275 square metres in size.
Additional Comments	Growing membership currently 50 but expect this to increase to around 100 in the next couple of years. Scouts SA in 2022 entered a 15 year lease with an option of a five year extension (at APC's discretion) within the TWRSP.

Two Wells T-Birds Softball Club

Activity	Softball (training only)
Facilities Utilised	Currently compete at an off-site facility and train at the TWRSP on the sports oval, Clubrooms
Season	Summer
Peak Body	Softball SA
Positives	Successful club – recently Premiers in Division Two Gawler and Districts competition
Negatives	Softball clubs typically need to make way for/work around AFL/Cricket trainings and games
Proposed Developments + Improvements	Major requirement is for green space on the oval for trainings Café style area for food and beverages would be beneficial to raise revenue Provision of hitting nets – ideally enclosed could be retractable nets
Additional Comments	Smaller clubs are piloting midweek social games to avoid clashes with other user groups over weekends. Social areas – clubs tend to go use their base/home venue for presentations, functions, committee meetings, selection meetings etc.

04 Community Consultation

User Group Membership and Participation

The membership and participation numbers for all existing sports clubs and user groups currently using the TWRSP have been included in the following tables. The membership and participation data has been sourced from key club/association representatives as part of the online survey and stakeholder consultation. They show the 2020, 2023 and predicted 2026 membership numbers for senior and junior males and females, social members, and the total number of participants. Some of the clubs were not able to produce data for some of the years.

Most clubs experienced an increase in membership numbers from 2020 to 2023, the most significant being the Two Wells Football and Netball Sporting Club with an increase of 225 members.

There is expected to be a continued growth across all clubs (that were able to provide data) into 2026. This includes an additional 50 scouts, 36 tennis players, 30 footballers/netballers and 12 lawn bowlers. This supports the development of the TWRSP, as increased membership numbers result in additional pressure on the capacity of existing facilities, which in some instances are already at capacity at peak times. Any facility developments need to be designed to be flexible and cater for the future growth forecast.

Past (2020) Membership/Participation Numbers

Club	Adult Males	Adult Females	Junior Males	Junior Females	Social Members	Total Members
Two Wells Bowls Club	46	16	-	-	31	93
Two Wells Community Centre	3	4	-	-	-	7
Two Wells Cricket Club	Not provided by the club					
Two Wells District Tennis Club	5	5	20	20		50
Two Wells Football and Netball Sporting Club	50	-	50	-	50	150
Two Wells Scouts Group	Not provided by the club					
Two Wells T-Birds Softball Club	Not provided by the club					
Total	104	25	70	20	81	300

Current (2023) Membership/Participation Numbers

Club	Adult Males	Adult Females	Junior Males	Junior Females	Social Members	Total Members
Two Wells Bowls Club	51	16	1	1	24	93
Two Wells Community Centre	3	4	-	-	-	7
Two Wells Cricket Club	Not provided by the club					
Two Wells District Tennis Club	7	7	25	25	-	64
Two Wells Football and Netball Sporting Club	55	25	125	55	115	375
Two Wells Scouts Group			~25	~25		50
Two Wells T-Birds Softball Club	Not provided by the club					
Total	116	52	176	106	139	589

04 Community Consultation

Predicted (2026) Membership/Participation Numbers

Club	Adult Males	Adult Females	Junior Males	Junior Females	Social Members	Total Members
Two Wells Bowls Club	60	18	1	1	25	105
Two Wells Community Centre	3	4	-	-	-	7
Two Wells Cricket Club	Not provided by the club					
Two Wells District Tennis Club	10	10	30	30	20	100
Two Wells Football and Netball Sporting Club	55	35	130	60	125	405
Two Wells Scouts Group			50	50		100
Two Wells T-Birds Softball Club	Not provided by the club					
Total	128	67	211	141	170	717

04 Community Consultation

Workshop with Key Stakeholders

A workshop was held in early October 2023 at the TWRSP.

Attendees representing Two Wells Regional Action Team; Two Wells Cricket Club; Two Wells Bowling Club; Two Wells District Tennis Club; Two Wells Football and Netball Club; Two Wells Melodrama; Two Wells Community Centre; Two Wells Softball Club; and Adelaide Plains Council were at the workshop.

A workshop activity was conducted with the workshop attendees to determine what to “KEEP” e.g. what’s working, what facilities should be retained or what the community would miss if they were removed; TOSS that is what is not working at the precinct and which facilities should be removed: and finally CREATE that is what is missing at the precinct, what the community wishes would be provided and improved.

A summary of the workshop outcomes have been included.

Keep

- Oval including general position
- Lawn bowls (but upgrade clubrooms)
- Retain existing football and netball clubrooms but enlarge.
- New toilets
- Old scoreboard
- Parking around the oval perimeter
- Community Centre
- Co-location of major sports
- Country feel and setting

Toss

- Insufficient shade
- Community Centre theatre space does not work well given proximity to the kitchen area
- Parking particularly when multiple activities are occurring at the same time
- Ad-hoc provision of buildings
- Oval lights need upgrading/replacement
- Cricket nets need upgrading/replacement
- BMX track (poor location and design)
- Traffic movement and access to the site
- Old football club shed
- Drainage and stormwater management is ineffective
- Netball/tennis courts location, too far away from the clubrooms and oval
- Oval entrance signage
- Trucks and buses using the precinct as a turnaround area
- Rubbish dumped on the site
- Dump point is in too a prominent location on the site
- Playground needs to be closer to the courts and oval or an additional playground provided
- Additional netball/tennis courts required
- Current football and netball clubrooms are too small for major functions (i.e. presentation nights, end of season functions)
- Bowling clubroom facilities need upgrading
- Site entrance needs to be widened and reduce build up of traffic along Old Port Wakefield Road during game days

04 Community Consultation

Key Stakeholder Interviews

Create

- New multi-purpose building including toilets close to courts and oval
- New playground close to clubrooms and oval/ courts
- Safe pathways
- Improved roads and traffic flow
- New cricket nets
- New courts with a better relationship to the clubrooms
- Potentially indoor courts/gym facility
- Stormwater plan for the entire site
- Under cover parking
- Swimming pool
- More seating and improved spectator areas around the oval and courts
- Fencing around the sporting precinct
- Security lighting particularly within the car parking areas
- RV Park
- Picket fence around the oval
- Passive recreation areas

A series of face-to-face and online interviews were held with key stakeholder representatives including:

- | | |
|--|---|
| • City of Playford | • Netball SA |
| • Office for Recreation, Sport and Racing | • South Australian Cricket Association |
| • Two Wells Primary School | • South Australian National Football League |
| • Xavier College | • Scouts SA |
| • Badminton SA | • Softball SA |
| • Basketball SA | • South Australian Amateur Soccer League |
| • Bowls SA | • Sport SA |
| • Caravan and Motorhome Club of Australia Ltd (CMCA) | • Swimming SA |
| • Football Federation of SA | • Tennis SA |
| | • Volleyball SA |

A summary of the key outcomes of the discussions are included in Appendix A.

04 Community Consultation

Community Online Survey Findings

A community online survey was conducted over a two month period from late August to mid October 2023 and received a strong response of 115 respondents. The age profile of respondents was primarily middle aged 35-49 and 50-59 years followed by 25-34 years and 18-24 years. Two thirds of respondents were female and one third were male. The vast majority of respondents [94 people] lived in Two Wells followed by Lewiston [10 people].

A range of questions were asked and are outlined below along with a summary of the most common responses.

Which sport and recreation activities do you participate in and how regularly?

- Top 15 Sport and Active Recreation Activities in APC
- 1. Walking [84]
 - 2. Australian Rules Football [82]
 - 3. Fitness/Gym [79]
 - 4. Netball [79]
 - 5. Swimming [72]
 - 6. Bushwalking [70]
 - 7. Cycling [70]
 - 8. Jogging/running [68]
 - 9. Lawn Bowls [64]
 - 10. Basketball [62]
 - 11. Cricket [62]
 - 12. Tennis [62]
 - 13. Golf [61]
 - 14. Play [61]
 - 15. Yoga/Pilates [61]

Are you a member of any local sport and recreation organisations?

- 1. Two Wells Football and Netball Club [63]
- 2. Two Wells Cricket Club [14]
- 3. Other [14]
- 4. Two Wells and District Tennis Club [12]
- 5. Two Wells Bowling Club [10]
- 6. Two Wells Community Centre [4]
- 7. Two Wells Melodrama Group [3]
- 8. Two Wells Scout Group [2]
- 9. Two Wells T-Bird Softball Club [1]

How often do you use the following facilities at the Two Wells Recreation and Sport Precinct?

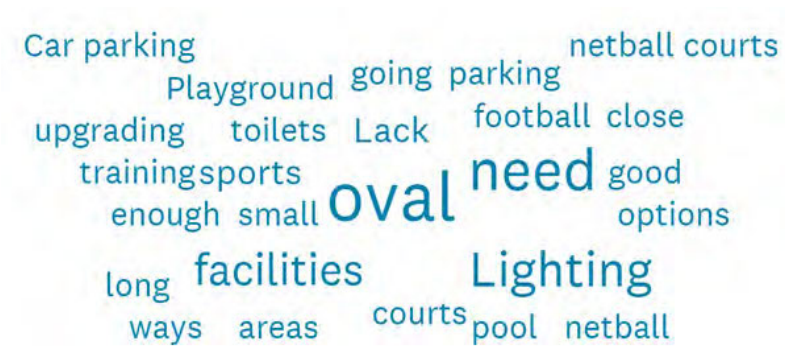
- Facility by Usage Level
- 1. Sports Oval [90]
 - 2. Parks and Open Spaces [87]
 - 3. Football Clubrooms [78]
 - 4. Community centre [76]
 - 5. Playground [70]
 - 6. Tennis and Netball Courts [63]
 - 7. Soldiers Memorial Park [60]
 - 8. BMX Track [42]
 - 9. Bowling Greens and Clubrooms [33]
 - 10. Cricket Nets [33]

04 Community Consultation

What are the top three aspects that you like about the Two Wells Recreation and Sport Precinct?



What are the three issues or constraints with the Two Wells Recreation and Sport Precinct?

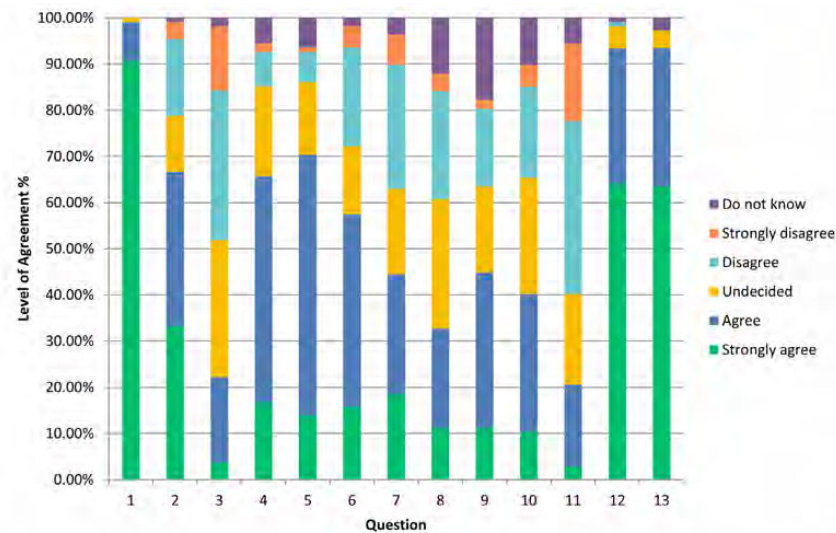


Please list your top three upgrades or improvements that you would like to see at the Two Wells Recreation and Sport Precinct?



04 Community Consultation

The level of agreement with a range of statements provided around recreation and sport provision at the TWRSP was provided by respondents.



No.	Question
1	Sport and recreation are important aspect of the Two Wells community.
2	There are plenty of opportunities to be involved with the sport and recreation activities that I enjoy in Two Wells.
3	The existing sport and recreation facilities are meeting my needs at the Two Wells Sport and Recreation Precinct.
4	The existing sport and recreation facilities are generally well managed at the Two Wells Sport and Recreation Precinct.
5	The existing sport and recreation facilities are generally easily accessible and affordable at the Two Wells Sport and Recreation Precinct.
6	There are sufficient parking at Two Wells Sport and Recreation Precinct.
7	There are sufficient opportunities for young people to participate in sport and recreation activities in Two Wells.
8	There are sufficient opportunities for older people to participate in sport and recreation activities in Two Wells.
9	There are sufficient opportunities for people from culturally and linguistically diverse backgrounds to participate in sport and recreation activities in Two Wells.
10	There are sufficient opportunities for low-income families to participate in sport and active recreation activities in Two Wells.
11	The current sport and recreation facilities at the Two Wells Sport and Recreation Precinct are sufficient for hosting major events.
12	The multi-use and optimal use of sport and recreation facilities is important.
13	The development of contemporary, flexible and sustainable sport and recreation facilities is important.

04 Community Consultation

Other comments made regarding the Two Wells Recreation and Sport Precinct.

“The precinct needs a major upgrade and allow for more sports/recreational activities. An entrance and an exit to be created separately as it's quite dangerous having the current one coming out at a t-junction.”

“We desperately need a gym, the closest one is at Angle Vale and is packed at all times during the day and night. With the increase in Two Wells and Virginia locals having to now attend Angle Vale with their suburb growing rapidly, it's a must!”

“With the growth of the town more sports that are not currently available should be allowed for ie basketball, soccer etc.”

“I'm fairly new to the area so I'm not fully aware of what's available as yet but as part of the recreation side of the development and as the community grows, it would be great if there was a “neighbourhood house” that included regular evening classes for various things (like cooking, tai chi , gardening, painting etc). Most of these classes are generally held through the day and it's hard for people who work during the day to participate or join groups. Having to travel to Gawler or Elizabeth is ok but if the council is going to develop the area maybe this could be a consideration? Also, as a casual runner, there's not many areas that are particularly safe to run due to traffic and uneven footpaths so perhaps the sport precinct could consider including a running path as part of the development.”

“It would be fantastic for our growing town to have facilities such as a swimming pool and indoor courts / gym. But before that level of development, the courts moving closer to oval (and more courts) would be a great improvement, along with a bigger clubhouse to accommodate our rapidly increasing population. Other sports offered without having to drive to Gawler would be amazing.”

“Would love to see a public pool with swimming lessons available!”

05 Planning and Analysis



05 Planning and Analysis

SWOT Analysis

The Strengths, Weaknesses, Opportunities and Threats (SWOT) associated with the future development of the TWRSP are identified in this section. These findings have been derived from the key findings of the preceding sections of this report, and consider the implications associated with:

- Strategic policy documents and policy positions (local, state and federal)
- Emerging participation trends
- Demographic analysis
- Site analysis
- Sport/recreation user group/club needs and desires

A table summarising the SWOT analysis study is located on the following pages.

From the research, consultation and SWOT analysis an Issues and Opportunities Plan and Aspirations Plan have been developed for the TWRSP and are included below.

Strengths	Weaknesses
<ul style="list-style-type: none">• The TWRSP is a multi-purpose site that caters for a number of sporting and community clubs and associations as well as the local community for unstructured recreation.• Strong existing user groups and clubs, with growing membership and volunteer numbers.• The site is a large area and adequately caters for the existing sport, recreation, and community activities. There is space to expand and re-configure facilities and infrastructure.• The topography of the site is relatively flat, allowing for easier expansion and development of facilities.• The TWRSP is strategically placed in a central location in close proximity to the town's amenities and attractions.	<ul style="list-style-type: none">• Lack of female friendly changeroom facilities and unisex toilets across the site.• The sites key infrastructure and facilities are ageing, and some are reaching the end of their useful life with the majority requiring updates to improve functionality, universal access and encourage multi-use.• Access and circulation throughout the site for vehicles and pedestrians is limited and poor, creating traffic management issues and safety issues for pedestrians.• A number of the user groups are reaching capacity with their current facilities and need to expand facilities and/or services.• Major participation sports and active recreation activities such walking/jogging, fitness/gym, football (soccer), basketball, gymnastics and swimming are not currently provided for at the site.• There is a lack of consistent signage and branding at the site and most of the existing signage requires upgrading.• Current access to the site creates a backlog of vehicles on Old Port Wakefield Road on match and high use days.

05 Planning and Analysis

Opportunities	Opportunities cont.	Threats
<ul style="list-style-type: none"> The township of Two Wells is growing rapidly and this strong growth will provide opportunities for the existing user groups to grow their participation and memberships. To create new sporting and active recreation facilities and services for activities not currently provided for on site. All clubs and user groups are open to sharing facilities and there is an opportunity to address the disjointed and ad-hoc provision of existing facilities across the site. The upgrade and development of the facilities and infrastructure on site can help cater for district and higher level events and competitions. The site would benefit from becoming more energy efficient and sustainable, utilising alternate power options such as solar and providing tanks and catchments for rainwater. There is the potential to access external funding from state and federal government, private sector, and other funding sources to develop the Master Plan. Opportunity to incorporate modern technology into the design of the new facility and associated infrastructure. Opportunities to increase gender diversity and universal access by providing improved amenities for all user groups (e.g., female, and unisex toilets). 	<ul style="list-style-type: none"> Improve linkages and integration with the existing main street and proposed town centre. Improve traffic management, circulation and parking. Optimise the use of undeveloped areas of the site. To provide a low cost accommodation option (i.e. RV Park). Adjoining creek triangle cemetery land for medium term development. Improvement of site access and egress including an attractive entrance statement. Improved shade and passive recreation spaces and facilities. Walking and cycling path/s throughout the site and also external linkages to proposed paths/trails such as Two Wells to Lewiston. Ensure new facilities, sports lighting and sporting playing spaces/surfaces meet relevant guidelines and requirements. Existing vegetation and cultural sensitivities throughout the site 	<ul style="list-style-type: none"> The high cost of establishing large multi-purpose and shared use facilities and site infrastructure. Former land fill site and as such parts of the site are contaminated. The implications of climate change will have a significant impact on the facility provision in the future. There is a need to provide facilities and infrastructure which are environmentally sustainable and climate resilient to ensure longevity. The ageing and rundown facilities and infrastructure if not upgraded will become a major hazard and risk for the users and APC. The increased levels of usage that a new facility will bring may impact negatively on surrounding residents and land uses (e.g., noise, parking, lighting etc). The current economic environment including a significant increase in costs of building materials and trades and scarcity of skilled labour. Existing vegetation and cultural sensitivities throughout the site

05 Planning and Analysis

Issues & Opportunities and Aspiration Plans

As part of the planning and design process an Issues and Opportunities Plan and an Aspirations Plan were developed. These were both informed by an on-ground site assessment by the consulting team including the architect, the community and key stakeholder consultation and review of background documents. The Issues and Opportunities Plan outline at a high level the issues and constraints of the site whilst also identifying opportunities to address these

challenges and to improve the functionality, amenity and sustainability of the TWRSP. An image of both plans are included below along with larger sized plans with improved clarity included as Appendix C.

TWRSP Issues and Opportunities Plan



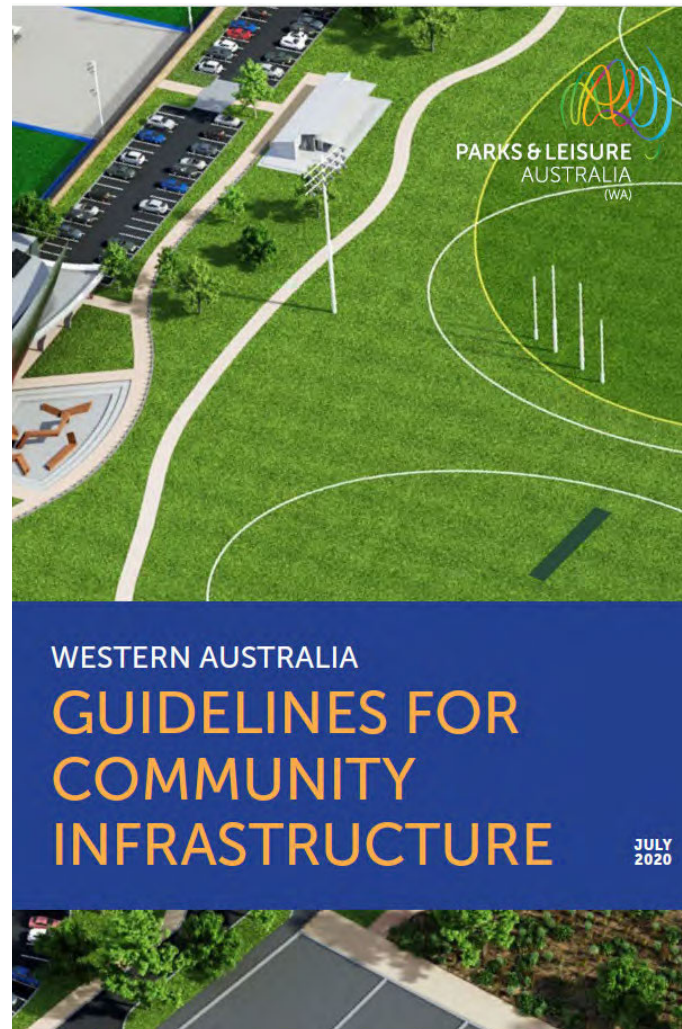
TWRSP Aspiration Plan



05 Planning and Analysis

Sporting Facility Analysis and Future Requirements

An analysis was conducted of the existing and potential sporting activities that are and could be provided for at the TWRSP. Using the *Parks and Leisure Australia Guidelines for Community Infrastructure* along with the national sporting association facility guidelines (where available for the relevant sports) and the forecast population projections for the Two Wells and surrounding areas it was possible to forecast the specific facility needs, based on the population projections. This analysis was used to inform the Master Plan design options (refer Section 06) and is included in Appendix B.





06 Master Plan

Process

A series of high-level draft concept plans were developed utilising information gathered through site analysis, current trends, club and user group consultation and the guiding principles. These draft concepts were presented to key stakeholders for feedback and four short-listed options have been presented below for consideration. Following additional key stakeholder consultation a preferred option will be determined.

Guiding Principles

When planning to meet future community infrastructure needs, developing strategies and projects for delivery, a number of important principles apply to ensure the long term viability, suitability and ease of access for the facility and service users. The general principles and approaches to the development of community facilities are outlined below and guide the design and development of the TWRSP Master Plan.

Hierarchy of development:

The key to a successful network of facilities is the organisation of facilities within a hierarchy framework.

Catering for a defined catchment:

Ideally, facilities should be central to a catchment with equitable access.

Accessibility:

Should be readily accessible to people of all abilities and be compliant with the requirements of the Disability Discrimination Act 1992 and Australian Standards 1428.

Equity:

Should be readily accessible by all members of the community irrespective of age, mobility, sexual orientation, gender, cultural background or religious belief.

Visible:

Facilities are generally located to promote visibility and accessibility to maximise use and services to meet identified social needs.

Location:

As a general principle, community facilities should ideally be located within easy access to public transport, residential areas and other major community precincts/facilities.

Co-location:

The focus is on integrated/co-located facilities, programs and services to maximise opportunity, use and benefit.

Service integration:

Design community buildings to enable the sharing of resources and increase the level of service integration.

Flexibility of use:

Facilities should be designed, built and managed to maximise flexibility in use (particularly multiple uses), so they can respond and adapt as needs change.

Social connectivity:

Programs, activities and services offered should respond to the needs and interests of the people who live and work nearby and should foster long term social benefits for the community.

Design:

The design should be presented as a reflection of local culture where possible.

Adaptation:

Community facilities should be of sufficient size and design to enable expansion/adaptation (both internally and externally). Future-proof community infrastructure to ensure it can respond to changing demographic and technical requirements.

06 Master Plan

Concept Design Options

Four concept design options have been developed based on the site analysis, research and extensive consultation processes undertaken with key stakeholders including the local user groups, peak bodies, Council and government agencies.

A key purpose of this draft Master Plan report is to seek feedback from the wider community, user groups, peak bodies and government agencies about the four concept options and what they like and don't like about each option to enable a preferred option to be developed.

The following elements are common across the four options:

- Refurbished Bowls Clubrooms to bring the facility up to contemporary standards including new amenities
- New Scout Hall to replace the existing Scout Hall currently located on Wells Rd
- Formalised car parking areas including parking around the oval to improve parking efficiency and capacity
- Relocated outdoor sports courts (four netball and six tennis) to integrate better with new community hub facility
- New multi-purpose floodlit oval to cater for a range of sports and events including AFL, soccer, softball, cricket and hockey (with the exception of Option 3) in line with sporting code requirements.
- New playground in close proximity to the new shared facilities

- Indoor multi-purpose courts to cater for sports such as basketball, netball, indoor soccer, volleyball, badminton, indoor events and to also act as an emergency evacuation centre.
- New shared use clubrooms for all user groups which will include a function centre, stage and commercial kitchen
- New unisex changerooms to service all sports and physical activities conducted at the site
- Park Run Loop for jogging and walking
- Mountain Bike Skills Area
- New and relocated cricket nets to meet Cricket Australia requirements
- New nature play area
- New access road with parking along western boundary of the site to alleviate congestion on Old Wakefield Road
- Community tennis courts and 3 on 3 basketball court for casual use
- RV Park
- Trailhead and multi-use trail through to Lewiston for walking, cycling and horse riding

An overview of the major design differences for each option is detailed here and then a comparison table provided below that enables the different options to be compared.

Larger scale versions of the four design options are included in Appendix D.

Purpose of design options

The purpose of these design options is for Council representatives and key stakeholders to see the potential and constraints of the site and be able to apply their own unique scenarios and movement patterns to a number of different configurations for a comparative analysis. From here the options will be presented and the project team will listen and record the feedback to incorporate into a singular preferred option for further development and detail.

Overview of design rationale applicable to all options

We started by mapping the existing facilities that made sense to remain in position. which were the bowling club and proposed scout hall plus the existing buildings on the main shopping street and then providing a formal carparking space that will help in reducing the congestion that currently occurs at the main entrance and can allow a control point for football attendance. In all options we have proposed perimeter parking around the main oval to retain and reinforce the 'country footy' feel of the oval and maximise the potential for revenue from spectators.

Following this we broke down the different recreational and sporting requirements into 'shapes' which needed to be ordered within a finite space. This is working from macro to micro. The largest and least flexible shapes were the sporting fields starting with the football and cricket ovals to the soccer and hockey pitches to the softball and then to a lesser extent the tennis and netball

06 Master Plan

courts. Following this smaller and less rigid activity spaces were positioned strategically on the site to maximise passive surveillance, 'cross-pollination'* and reduce noise to close-by residents.

The wilderness section to the northwest of the site was used for breakout and less spatially structured activities like RV camping and the ability to recreate in a different more wild setting which you would find at places like Belair National Park. In addition to this we have proposed a new road connecting the proposed new town centre with Condon Road to alleviate some of the traffic congestion on Old Port Wakefield Road. This design and parking configuration on this new road take inspiration from War Memorial Drive as it interacts with the University Playing Fields in the City of Adelaide - allowing for informal parking along a linear arrangement that could be close to your chosen activity.

All design options contain a proposed pathway for a 2.5km loop to facilitate a Park Run scenario that explores a range of ecosystems and has a range of surfaces under foot.

**cross-pollination refers to the opportunities for example one parent or guardian to have proximity or a visual connection to multiple children playing in different areas. Also it aims to encourage opportunities for people doing different sports to be able to see and communicate with each other rather than a segregated arrangement where serendipity is less likely to occur.*

Option 1

This option includes all of the above elements with the ability to expand the shared use clubroom facility and number of indoor courts at a later date.

From a macro perspective this option starts with two ovals, the existing oval reconfigured to optimum size and orientation and the second oval the same size and orientation, both would be to AFL Community Standard. Other amenities listed above have been placed around and between the two ovals in the remaining space- soccer, softball and hockey fields have been overlapped with the second oval and create a larger building exclusion zone in this area. The existing clubrooms and community building have been removed to allow for the optimum oval configuration which also allows for full perimeter parking around the main oval and the ability to restrict access to the main oval allowing paid entry. The new clubrooms and community facility are combined into a single building that interfaces with the two ovals and sports fields with the possibility of expansion in the future. The intention is for the new building to connect the two ovals with an arcade style indoor space with participants from all sports fields and courts sharing the amenities. Activities with smaller and less rigid dimensions have been located in the spare spaces around the site and strategically located to afford the opportunity for multiple levels of passive surveillance and activation of potential hidden spots.

Option 2

Includes all the elements of option 1 with the addition of a public indoor swimming pool.

Similarly to Option 1, from a macro perspective this option starts with two ovals, the existing oval reconfigured to optimum size and orientation and the second oval the same size and orientation. Other amenities listed above have been placed around and between the two ovals in the remaining space- soccer, softball and hockey on natural turf fields have been overlapped with the second oval and create a larger building exclusion zone in this area. The existing clubrooms and community building have been removed to allow for the optimum oval configuration which also allows for full perimeter parking around the main oval and the ability to restrict access to the main oval allowing paid entry. The new clubrooms and community facility are combined into a single building that interfaces with the two ovals and sports fields with direct access to the main carpark and a swimming pool. The ability to expand the indoor facility is on top of the outdoor courts with further expansion for outdoor courts to the south. The inclusion of the pool means there is less space for indoor and outdoor courts. Activities with smaller and less rigid dimensions have been located in the spare spaces around the site and strategically located to afford the opportunity for multiple levels of passive surveillance and activation of potential hidden spots.

06 Master Plan

Option 3

The major design difference for Option 3 is the existing oval is retained and not re-aligned (which doesn't leave enough space for a hockey pitch) and the existing Community Centre is retained. There is also an outdoor swimming pool included within the design. It also has the ability for the indoor multi-purpose courts to be expanded at a later date.

From a macro perspective this option starts with two ovals, the existing oval in its current location and the second oval of optimum size and orientation. Other amenities listed above have been placed around and between the two ovals in the remaining space- soccer and softball can fit but without the space for hockey (management may mean a share and overlap arrangements can make this work for both hockey and soccer). These fields have been overlapped with the second oval and create a larger building exclusion zone in this area. The existing clubrooms and community building have been removed to allow for full perimeter parking around the main oval. The existing community facility has been retained for reuse. The new clubrooms and additional amenities are combined into a single building that interfaces with the main oval and less with the other sports fields. It includes an outdoor pool that interfaces with the main carpark to maximise water appeal and passive surveillance. The ability to expand the indoor facility is to the west and may create an opportunity for a sports

plaza outdoor area to interact with the western oval and fields. Activities with smaller and less rigid dimensions have been located in the spare spaces around the site and strategically located to afford the opportunity for multiple levels of passive surveillance and activation of potential hidden spots.

Option 4

Includes all the elements of option 1 and 2 with the addition of a public outdoor swimming pool. The clubrooms also wrap around the oval in the north west corner.

Option 4 is similar to option 2 with a more linear arrangement to the clubrooms and indoor facility to provide a sense of enclosure to the main oval by hugging the boundary and working in conjunction with the grove of trees along the main road could create a picturesque contained environment around the oval that maximises its sense of place.

Design Considerations

Within the next stage of the design process (detailed design) there are a number of design and guidelines that can be followed to inform a sustainable and community wellbeing focussed design. These include programs such as the Good Sports program, Wellbeing Hub model, community garden spaces, multi-functional spaces for break-out meetings or learning groups etc.

06 Master Plan

Staging

This outlines a general strategy that can be applied in principle to all options. Once a preferred option is established a more customised staging plan with diagrams can be added to the presentation.

Stage 1

To achieve an initial ‘quick win’ we would suggest that the first stage would consist of:

- Building the new indoor court facility with changerooms and bituminising the proposed 150 space carpark and works to the entry. This will enable the current clubrooms and community facility to remain throughout this process.
- Construct the earthworks and landscaping to construct the second oval and sports fields for AFL football, soccer, hockey and softball.
- Construct the new outdoor tennis and netball courts.
- Construct one of the new play spaces to support the new facility.

Stage 2

- Temporarily move the clubs into the new facility and demolish the current buildings.
- Construct the new clubrooms as an addition to the stage 1 indoor facility.
- Construct the perimeter carparking around the main oval and if required, realign the main oval to the optimum position.
- Renovate the existing bowls club.
- Construct the remaining play spaces and informal play facilities.

Stage 3

- Construct the pool facility (if proven feasible).
- Construct the Condon Road extension and associated carparking.
- Construct any other required additional facilities.

06 Master Plan

Concept Design Options Comparison Table

Feature	Option 1	Option 2	Option 3	Option 4
Refurbished Bowls Clubrooms	✓	✓	✓	✓
New Scout Hall	✓	✓	✓	✓
Formalised car parking areas including parking around the oval	✓	✓	✓	✓
Relocated outdoor courts (four netball and six tennis) to integrate with new community hub facility	✓	✓	✓	✓
New multi-purpose floodlit oval (AFL, soccer pitches x 2, Softball diamonds x 2 and hockey pitch)	✓	✓	✓ (excluding Hockey pitch)	✓
Re-alignment of existing oval to AFL community standard	✓	✓	x	✓
New playground	✓	✓	✓	✓
Indoor multi-purpose courts x 2	✓ (potential for expansion)	✓	✓ (potential for expansion)	✓
New shared use clubrooms	✓ (potential for expansion)	✓	✓ (potential for expansion)	✓
Existing Community Centre retained	x	x	✓	x
New unisex changerooms to service all sports	✓	✓	✓	✓
Park Run Loop	✓	✓	✓	✓
Mountain Bike Skills Area	✓	✓	✓	✓
New and relocated cricket nets	✓	✓	✓	✓
New nature playspace	✓	✓	✓	✓
New access road with parking along western boundary of the site	✓	✓	✓	✓
Community tennis courts and 3 on 3 basketball court	✓	✓	✓	✓
RV Park	✓	✓	✓	✓
Trailhead and multi-use trail through to Lewiston	✓	✓	✓	✓
Indoor swimming pool	x	✓	x	x
Outdoor swimming pool	x	x	✓	✓
Fenced-off area for match days and special events	✓	✓	✓	✓

Concept Design Option 1



06 Master Plan

Concept Design Option 3



Concept Design Option 4





07 Management Options

Management Options

In relation to the governance and management models of public sport and leisure facilities such as the shared-use facility (clubrooms/changerooms) proposed, there are three common management structures:

- 'Direct Management' where the local government retains total control and accountability for the operation of its facility through directly employed staff.
- 'Indirect Management' where the operation of the facility is placed at 'arms lengths' from the local government, while retaining effective control through the terms of its membership of a 'body corporate' formed to manage the facility.
- 'Independent Management' where the local government leases the facility to a private operator or independent organisation (usually with conditions for access, user charges etc.).

There are a number of options for the APC to consider in the future management of the facility:

- The new facility can be directly managed by Council Staff.
- The new facility may be placed at 'arms length' through Indirect Management under a management agreement arrangement with an organisation e.g. a specialist management group.
- The new facility may be leased to an organisation (Independent Management) such as a sports club or similar.

Direct Management 'In House'	Indirect Management 'Arm's Length'	Independent Management 'Outside'
A. Managed and operated directly by Council employees	D. Managed by an incorporated association (or a Company Limited by Guarantee) comprising representatives of Council and user groups	G. Managed by private (commercial) individual or organisation through a lease
B. Managed by a Committee under the Local Government Act using employees	E. Managed in partnership with Council via an incorporated association (or a Company Limited by Guarantee) comprising representatives of Council and specialist management agency	H. Managed by single or composite user group (sporting or community organisation) through a lease
C. Managed by a Committee under Local Government Act using contract labour and support services	F. Managed by specialist management agency which has a management services agreement with Council	I. Managed by a specialist management agency through a lease

07 Management Options

The table below presents an overview of the options available to APC and the benefits and constraints associated with each of these.

Management Option	Benefits	Constraints
Direct Management	<ul style="list-style-type: none"> • The facility owner has complete control over centre operations. • Most suitable option if there is a need to provide social services/programs that may need financial support. 	<ul style="list-style-type: none"> • Recreation administrators and program staff often work evenings and weekends. Overtime and penalty rates set by awards can result in higher staffing costs. These increases may be avoidable where alternative management structures are used. • Where only a few staff are employed at the facility, the owner may need to provide administrative support for the centre manager (banking, financial reports, assistance with taking bookings and key collection, secretarial, IT and mail services).
Indirect Management	<ul style="list-style-type: none"> • The owner has less administrative responsibility. • Management 'freed up' to operate independently of the owner organisation. This may present opportunities to improve operational efficiency and adopt a more commercial approach. • The contract can be structured so as to increase the reliability of the centre's operating budget. • Where financial performance falls short of budget projections the contractor would normally be liable for the loss. Where an operational surplus is realised, the contractor normally retains the excess, or it may be reserved for capital purchases or improvements. • Financial incentives are often built into the contract to encourage the operator to succeed. 	<ul style="list-style-type: none"> • Owner has minimal control over day to- day operations. • Potential for reduced social benefit - contractor may only offer profitable programs and competitions and may disregard the social needs of the broader community. • Facility owner is usually required to pay a management fee to the contractor.
Independent Management	<ul style="list-style-type: none"> • The owner has no day-to-day administrative responsibility. • The owner has minimal financial risk. • Lessee may invest funds in the facility if they have sufficient tenure to generate an acceptable return on their investment. 	<ul style="list-style-type: none"> • Difficult to lease a centre that projects an operating deficit. • The degree of control that the facility owner has over centre operations is limited by the way the lease agreement is structured. • Broader community benefits sought by the facility owner must be specified in the lease agreement. • The Lessee retains operational profits. • Difficult for either party to withdraw from or change the terms of the lease without the consent of both parties.

07 Management Options

In terms of their ability to satisfy the objectives held by most Councils, each of the three broad options outlined in the previous table have both advantages and disadvantages.

These are further summarised in the table on this page, which illustrates the capacity of each option to meet prime council objectives of financial efficiency, access to the whole community and stewardship of facilities.

In general terms, facilities operated directly by Councils tend to be hampered in their operating performance by local government regulations and practices and inappropriate financial, staffing and reporting systems. They can also be susceptible to the influence of dominant user groups and local political pressures.

Facilities leased to private operators or independent community groups are often not properly maintained. The financial objectives of the operator are often in conflict with Council's aims for access, equity and facility stewardship. Whereas an 'Indirect Management' structure tends to allow all Council objectives to be achieved to a satisfactory level.

Council Objectives	Direct Management (Controlled By Council)	Indirect Management (Under Auspices Of Council)	Independent Management (Controlled Externally)
Reduce or eliminate deficit funding	DIFFICULT Limited sense of competition and accountability Slow to exploit opportunities Politically vulnerable Inflexible industrial arrangements	ACHIEVABLE Body corporate is nimble and independently accountable Flexible industrial arrangements Staff encouraged to become entrepreneurial by way of incentives Management agency can provide specialist experience	EASIER Lessee operators able to make economies on labour, goods and services Limited political considerations when setting fees, timetables
Maintain a significant degree of control	EASIER Management by Council Staff Regular reports to Council Elected Members have opportunities for ongoing input	ACHIEVABLE Qualified lease/license to body corporate gives Council ultimate control Council is significant partner in the body corporate Regular reports to Council re use, fees, finance and administration	DIFFICULT Control usually via mid to long term lease with no provision for change in local circumstances Usually no opportunity for Council to participate in management
Keep assets in good repair (building and equipment)	EASIER Maintained by Council Staff to Council standards and budget provisions Prompt response and care by Council's own maintenance staff	ACHIEVABLE Formal commitment built into management agreement for maintenance and refurbishment Monitored by Council through its partnership in the body corporate	DIFFICULT Financial objective (profit or providing funds for other ventures) often causes conflict in decision making related to appropriate maintenance of buildings and equipment
Gain optimum use and flexibility (multi-use)	ACHIEVABLE Vocal minority groups may be allowed to dominate peak times Most use by hire only (little or no promotion of regular weekly activities)	ACHIEVABLE No one sport favoured Direct promotion of regular activities (not just hire) Incentive to replace failing programs as soon as possible Management agency can apply specialist experience	DIFFICULT One sport often favoured Usually focus on 'cash cow' activities Membership restrictions often apply



08 Funding opportunities

Funding Opportunities

Ideally, enhancements to sport, recreation and community facilities are funded through a mix of funding from various levels of government and other sources.

A variety of external funding programs and sources are available for the development and implementation of facilities such the TWRSP. These programs change regularly, and it is important to contact the funding agency/ organisation to get up to date details on guidelines and project eligibility.

This section provides examples of recent or current funding programs and sources which may be applicable to implementation of the TWRSP Master Plan.

Australian Government

Sport Australia

Sport Australia provides opportunities for organisations to receive funding through the Australian Government.

Refer to: https://www.sportaus.gov.au/grants_and_funding

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

The urban *Precincts and Partnership Program* (uPPP) announced by the Australian Government as part of the 2023-24 Budget is currently in the design phase. The uPPP will be available to applicants who are not in the statistical boundary for the rPPP. Together, these two programs will work to deliver precincts across the nation.

Refer to <https://www.infrastructure.gov.au>

South Australian Government

GRANTassist

GRANTassist is the South Australian Government’s interactive website hosting information on government grants and assistance.

Refer to: <http://www.grantassist.sa.gov.au/>

Office for Recreation, Sport & Racing (ORSR)

Community Recreation and Sport Facilities Program (CRSFP)

The objective of CRSFP is to provide access to funding for the development of sustainable, functional, inclusive and fit-for-purpose active recreation and sport facilities that meet the current and future needs of the South Australian community. CRSFP will assist eligible organisations to develop infrastructure that directly addresses demonstrated need and supports participation through the rational development of good quality projects.

Refer to: <https://www.orsr.sa.gov.au/grants/infrastructure-projects>

Plan SA - Open Space Grant Program

Access to quality public open space is becoming increasingly important to ensure South Australia remains liveable, healthy, and sustainable, particularly in the context of increasing residential infill in existing neighbourhoods. Councils are encouraged to apply for grants, to assist with the

08 Funding opportunities

	Local Government	Other Potential Funding Sources
<p>purchase and enhancement of public open space, accessible to the community.</p> <p>The purpose of the Grant Program is to support and enhance the state’s liveability and sustainability. The Grant Program supports projects that:</p> <ul style="list-style-type: none">• Facilitate the integrated delivery of quality public open space particularly in areas of growth and renewal.• Provide a diverse range of high-quality public open spaces that offer a range of active and passive uses.• Improve the way our place’s function, making them more sustainable, more accessible, safer, and healthier.• Promote urban greening and climate change resilience.• Create an interconnected network of high quality green spaces that join destinations, public transport, and growth areas. <p>Refer to: https://plan.sa.gov.au/our_planning_system/schemes/planning_and_development_fund</p>	<p>The APC has an opportunity to contribute capital funding for the development of the TWRSP. This could be through annual capital works budget allocations, loans and grants. Local government are the major contributor to local and district level recreation and sporting infrastructure development.</p>	<p>Club One</p> <p>Club One (SA) Limited makes sponsorships available to community clubs and associations on a regular basis.</p> <p>Refer to: www.clubone.net.au</p> <p>Australian Sports Foundation</p> <p>Fundraising4Sport – raises funds through tax deductible donations for organisations and athletes around Australia. Fundraising4Sport also allowing access to a Community Fundraising platform.</p> <p>Giving4Grassroots™ – A national small grants program that funds initiatives aimed at increasing participation in grassroots and community sport throughout Australia.</p> <p>Refer to: www.asf.org.au</p> <p>Trusts and Foundations</p> <p>There are numerous trusts and foundations established in Australia with a number providing funding for sport and recreation projects. Often, they are established by large corporations.</p> <p>Refer to: www.philanthropy.org.au</p>

08 Funding opportunities

Commercial and Private Sector Funding

Commercial and private sector funding is often used by sporting and community organisations to assist with facility developments and ongoing operations. Opportunities such as facility naming rights and in-kind donations are a potential resource for new facility developments and upgrades.

Peak Bodies, Associations and Clubs

Club and association contributions toward facility development and other initiatives is common.

This may include funds generated through fundraising, loans, and savings. Peak bodies and associations may also have funds which could be contributed towards the projects, Cricket Australia/ SACA and the AFL/SANFL both have infrastructure funding programs and are detailed below.

Australian Football Facilities Fund

To assist with projects coming to life, the AFL has created the *Australian Football Facilities Fund* (AFFF). The fund has the aim of ‘supporting the provision of well positioned, welcoming, accessible, fit for purpose football facilities that support our growing game’s strategic priorities.’

If your project satisfies the objectives of:

Maximise the carrying capacity of existing venues and the quality/functionality of their supporting infrastructure.

Develop new and increased carrying capacity through construction of new ovals, especially in growing communities.

Provide inclusive and accessible facilities that cater for the diversity of participants, particularly female participants, who wish to participate in our game.

Develop venues to support the game’s complete talent pathway, umpiring, landmark heritage sites and people working and volunteering within the game.

Enable planning and project partnerships to form with a range of government and non-government bodies to result in an improved quantity, quality, and welcoming venue network for Australian Football.

Refer to: <https://www.afl.com.au/clubhelp/clubmanagement/planning/community-facilitiesdevelopment>

Australian Cricket Infrastructure Fund

Cricket is investing more into community cricket facility projects than ever before via the Australian Cricket Infrastructure Fund (ACIF).

SACA and Cricket Australia are partnering to provide clubs, associations, schools, councils, and cricket facility managers with the opportunity to apply for funding for cricket facility projects.

The ACIF has been further bolstered by the announcement of a contribution towards facility

development via the *Grassroots Cricket Fund*. The *Grassroots Cricket Fund* is a partnership between The Australian Cricketers’ Association and Cricket Australia, with funding being contributed by Australian cricketers to support cricket in local communities.

The objectives of the ACIF are to:

- Improve the quantity, quality, innovation, and consistency of cricket infrastructure across all levels of community cricket.
- Support the development of community cricket facilities that contribute to the delivery of Australian Cricket’s strategic priorities.
- Support cricket facility development in areas of demand, particularly areas of significant participation and population growth.
- Create inclusive and accessible environments for cricket participants and the broader community.
- Collaborate with all levels of government and funding partners to invest in strategic infrastructure priorities.

Refer to: <https://www.saca.com.au/community/grantsand-scholarships/australian-cricket-infrastructurefund>

09 Appendices



09 Appendices

Appendix A - Interviews with Key Stakeholders

Appendix A

Interviews with Key Stakeholders
Two Wells Recreation and Sport Precinct Master Plan

SACA

Simon Bradley, Community Infrastructure Lead

11am 10th October 2023

Key Discussion Points

- Cricket Australia Facility Guidelines are available and should be used to inform the development of new facilities.
- AFL Standard facilities are adequate for cricket
- Potential for a second oval at the precinct given the population growth and the growth in female participation. This should be constructed to Cricket Australia Standard (local/regional) including lights (300 lux) and could be the premier oval at the site, the existing oval could then stay as is. Potential for a turf wicket to be incorporated into the new oval.
- Support for the extension and redevelopment of the existing community centre to develop a new clubrooms, changerooms and ancillary facilities.
- Support for formalised parking and retaining parking around the oval perimeter
- Support to explore entry off Wells Road (north of the site)
- Funding available for new cricket facilities through the ACIF
- SACA is introducing a new funding program for the development of new cricket pitches at ovals/sites that currently do not have pitches in place
- The current nets require upgrading, the new nets should include three lanes

SANFL

Rebecca Tappert, Community Venue Development Lead

10am

Time: 10am 10th October 2023

Key Discussion Points

- AFL Facility Guidelines are available and should be used to inform the development of new facilities.
- The SANFL priority developments are Aust. Standard lighting, unisex changerooms and high quality playing surface.
- Potential for a second oval at the precinct given the population growth and the growth in female participation. This should be constructed to AFL Standard including lights and could be the premier oval at the site, the existing oval could then stay as is.
- Two Wells FC have recently applied to ORSR for two new flood lights on the eastern side of the ground
- Support for the extension and redevelopment of the existing community centre to develop a new clubrooms, changerooms and ancillary facilities.
- Support for enclosing to enable paid and controlled entry
- Support for formalised parking and retaining parking around the oval perimeter

Appendix A

- Support for relocated netball/tennis facilities
- Support to explore entry off Wells Road (north of the site)
- Rebecca is willing to attend stakeholder meeting to discuss master plan options

Bowls SA

Louise McDermott, CEO

9am 26th October 2023

Key Points Discussed:

- Support for upgrading clubrooms in line with Bowls Australia facility guidelines (Louise to send through)
- Recently Bowls has been included back in the SACE program within High Schools
- Kapunda is a nearby covered arena, noting the Club has not requested a cover for the Bowling Greens at this stage
- Night Owls has recently been re-launched and is an opportunity for the development of bowls particularly in areas with younger demographics and is family friendly
- Club's priorities include improved stormwater management and security, sealed car parking areas and upgraded clubhouse and toilet facilities.
- Centre of Excellence is being established at Lockleys Bowling Club in conjunction with Grange Bowling Club
- Bowls SA is in the process of seeking funding to update their Statewide Facilities Audit and Master Plan

Office for Recreation, Sport and Racing

David Nash,

1pm 26th October 2023

Key Points Discussed:

- Staging needs to be done in a strategic manner and based on population trigger points
- Preference is for community sporting hubs that cater for multi-use, co-location of clubs and enhanced efficiencies. Noting in some cases there may need to be more than one facility provided
- Discuss planning of nearby communities i.e. Riverlea and Angle Vale with City of Playford
- Integrate energy saving initiatives into any new buildings (LED lighting, drought tolerant turf, shade, solar panels)
- Consider universal design, female changerooms and child safety in design
- Consider unstructured recreation such as walking and cycling paths, Park Run and Nature Play
- Some education department facilities are being constructed now that do not meet sporting compliance e.g. run-offs, roof heights this is impacting on the facility's ability to cater for community sport

Appendix A

Xavier College

Mark Flaherty, Principal

Janet Coomber, Head of Campus Two Wells

2:30pm 26th October 2023

Key Points Discussed:

- Currently provide a junior soccer pitch and two new indoor and two outdoor sports courts are under construction and near completion
- Limited availability for community use given the school will be using the facilities after hours for OHSC etc.
- Plans for an Early Learning Centre to be established adjoining the junior soccer pitch
- The next stage of development in 2025 a full size soccer pitch and six outdoor sports courts will be provided
- Subsequent stages will see the development of a sports oval
- Strong demand for a swimming pool, many parents ask about this and the nearest pools are at Elizabeth and Gawler
- Demand for martial arts, callisthenics, gymnastics/kinder gym and a suitable venue to cater for these activities
- Major sports are popular soccer, AFL, tennis and netball
- School currently has 800 students however will reach 1800 once fully built
- Supports the development of additional facilities at the precinct including the new oval, anticipates majority of school sporting activities will take place on site however larger and regional events may be hosted at the precinct in the future
- Supports the development of a shared use path from Lewiston to Two Wells
- It is anticipated that significant numbers of students will walk/ride to school once safe routes to school are established
- Need for community spaces for activities such as yoga, group fitness, meetings etc.
- Need to cater for the teenage group not just younger children
- Horse riding and equestrian activities are popular in the area
- Opportunity for playgroups and vacation care
- Include passive recreation areas i.e. BBQs, shade, picnic facilities

Netball SA

Brian Lines, Director of Netball

Caitlin Sullivan, Stakeholder Relations Coordinator

3:00pm 26th October 2023

Key Points Discussed:

- Currently the Two Wells netball club participates in a home and away format, this may potentially change as the population and membership base increases in size to a centralised model and as such additional courts would be required.
- Current four court model should be adequate for the current level of competition

Appendix A

- Discuss opportunities with the Adelaide Plains Netball Association (Netball SA to provide a contact)
- Strong advocate of indoor courts and facilities that have a show court and are capable of hosting higher level competitions (e.g. pre-season Adelaide Thunderbirds), any new facility needs to accommodate spectators
- Need to provide universal and female friendly changerooms facilities, a canteen/kiosk that benefits the netball club, shade and lighting for winter training
- Dual line marked courts (such as tennis) are acceptable for netball
- National Facility Guidelines provide guidance on facility provision
- Some older facilities do not meet run-off requirements due to space requirements

Volleyball SA

Jason Rivett, Head of Operations

10:30am 27th October

Key Points Discussed:

- In the northern area there is the John McVeigh Centre which is not accessible and expensive to use
- VSA has been working to establish a new volleyball club in the north which has been established in conjunction with the Playford Patriots and they are utilising Starplex, there is also the Gawler Jets and Northern Knights (or is this the club set up with the Patriots?)
- The SAVL is based at a centralised location at Heathfield which can result in long driving distances for some teams particularly those based in the north. A home and away format is being considered in the future.
- Volleyball is seen as a safe sport as there is no body contact and less concussion risk
- It caters equally for males and females
- There are a lack of facilities for volleyball, often sports such as basketball and netball gain priority access due to their membership/participation numbers
- Lights View is a good example of catering for Volleyball (Jason to send through the floor plan)
- Strong demand for indoor venues which are more comfortable for players and spectators
- Badminton courts can be used for junior volleyball matches
- Opportunity for beach volleyball courts at Two Wells which can also be used by other sports for training purposes
- Adelaide is hosting the 2025 World Volleyball Championships
- Clubs need places to train as well as play

Appendix A

Basketball SA

Tim Brenton, CEO

Steve Lindner, President Central Districts Lions Basketball Club

11am 27th October

Key Points Discussed:

- Central Districts Lions Basketball Club is the most relevant district club in the Northern area (including the Two Wells area)
- The club has grown in recent years from 30 to 44 teams currently
- Access to indoor court space is a challenge and is restricting growth in the region
- The club uses Starplex as a base for competitions and other sites such as Trinity South (Gawler), Trinity College (Angel Vale) and John McVeighy Centre (are there any more?)
- Club has recently had reduced access to Starplex due to the centre management establishing their own social basketball competition
- The catchment of the club includes Mawson Lakes, Elizabeth, Salisbury, Gawler, Barossa Valley, Clare and Peterborough
- Ideally to fully meet demand Basketball requires 12 courts and at a minimum 4-6 courts are required in the northern region
- Need to incorporate changing places areas in any new development
- New facilities at Mitchell Park and Lightview are already at capacity for basketball (65% for one sport)
- There is substantial growth possible in all formats district level, domestic, 3 on 3 basketball and Aussie Hoops
- From a design perspective ideally FIBA approved flooring is provided which enables higher level competitions to be conducted
- Ensuring adequate run-offs, ceiling heights and lighting levels is crucial in line with FIBA and Australian Standards
- Opportunity for 3 on 3 spaces to be developed at the Two Wells precinct, need to be mindful of nearby residents
- Not aware of any new indoor sports facilities suitable for basketball being developed in Riverlea
- Basketball SA is currently doing some supply and demand modelling for basketball across SA utilising ActiveXchange modelling.

Softball SA

James Harris, State Operations Manager

2:30pm 30th October

Key Points Discussed:

- Successful club – recently Premiers in Division 2 Gawler and Districts competition
- Matches are centralised and all played at Karbeethan Reserve, Evanston Gardens
- Currently utilise Two Wells Oval precinct for training only
- Softball clubs typically need to make way for/work around AFL/Cricket trainings and games

Appendix A

- Smaller clubs are piloting midweek social games to avoid clashes with other user groups over weekends
- Provision of hitting nets – ideally enclosed could be retractable
- Major requirement is for green space on the oval for trainings
- Storage required – equipment bags, pitching machines, shade tents, bases etc.
- Social areas – clubs tend to go use their base/home venue for presentations, functions, committee meetings, selection meetings etc.
- Sports lighting – best part of being a summer sport is training is wrapped up by sunset, ideally would be good for games
- Artificial grass is preferred for indoor softball if an indoor facility is to be developed
- Café style area for food and beverages would be beneficial to raise revenue
- Where they have access to clubroom/function space some clubs are providing dinners to involve the members and broader community

Caravan and Motorhome Club of Australia Ltd (CMCA)

Sean Constable, CMCA

3:30pm 30th October

Key Points Discussed:

- Recent general enquiry to Council about establishing a RV park at the site
- Site requirements 1 hectare ideally can be smaller– able to cater for 40 vehicles ideally and provision for a caretaker
- Self-contained vehicles are required so no need for power, toilets etc. only a dump point
- CMCA will install a BBQ shelter (Happy Hour Shelter) – carport on a slab 9m x 6m
- Regarding infrastructure, CMCA would include the following at their cost:
 - Happy hour shelter – 9mx6m covered over slab
 - Garden shed for equipment – 3mx3m on slab
 - Custodian site – concrete slab 7mx3m plus gravel hard stand area of same dimensions, plus water, power and sullage inlet to dump point
 - Dump point with wash down tap
 - Potable water taps to several locations within the park
 - Fencing
 - Signage
 - Internal driveway (usually compacted gravel)
- CMCA would also undertake the preparation and submission of planning applications and permit to operate.
- Access to a road and services with easy connection to water/sewer and power for the caretaker and the BBQ area etc.
- Contaminated site – is suitable for a RV Park – limited site disturbance is required and other RV Parks have been established on similar sites
- 10-year lease is preferred as investment is significant in the RV Park
- Close proximity (walking distance) to shops and services is preferred so RV vehicles do not need to be moved and people are likely to stay longer at a site
- Opportunity to become a revenue raiser for the resident sporting clubs (offering promotions for meals, drink vouchers etc.) this has worked well at Port Pirie

Appendix A

Tennis SA

James Pick, Head of Tennis Development

10am 31st October

Key Points Discussed:

- Six courts currently seems to be meeting demand and will do for the short to medium term
- In the longer term eight courts may be required (subject to demand) this also enables regional tournaments to be run from the venue
- Run-offs are a key factor in design minimum 6m, ideally 7m with 3-4m on the side
- James to provide the HIT report for Two Wells Tennis Club which provides a lens into the overall health of the club
- There is generally a declining participation rate in Tennis in regional SA whereas it is increasing in metropolitan areas.
- 160 coaches in Adelaide Metro Area and only approximately 15 coaches in regional areas.
- The influx of young families and children will assist with future growth for Tennis in the Two Wells area
- Sports lighting is ideal – competition requires 350 lux, less lux is required for casual and training use
- The Tennis Australia National Court Rebate Scheme is prioritising sport lighting projects to enable more usage in the evenings particularly during the week
- Purpose built Hotshot Courts (small junior courts) are not common in SA, preference is for temporary linemarking and mini nets on a conventional court
- Hit-up walls are not as popular as they were in previous years
- Blended lines (e.g. netball/tennis) prevents hosting higher levels of competition
- Tennis Australia is looking into how they can leverage off/integrate complimentary formats e.g. pickle ball
- Installation of Book-a-court system which is also able to activate lights (where fitted) and similar pin based lower cost access arrangements e.g. Igloo Homelock is occurring across SA sites which then enables Council/Club/Tennis SA to understand usage and potentially raise revenue
- Inclusion and disability considerations are essential in any new developments both internally and externally (ramps to access courts).
- Any clubhouse upgrades need to consider tennis and viewing of courts, some recent developments have not included viewing areas onto adjoining courts e.g. Victor Harbor
- Storage is an important consideration
- Acrylic is the preferred surface type. Grass Courts are fine if volunteers are willing to maintain them, however, longer term this is not generally sustainable.
- Exemplar facilities include – Happy Valley Tennis Club

James to provide:

- Carparking requirements and smaller club best practice examples in SA and/or interstate.
- Tennis Australia document for tiering courts.
- Any additional Planning and Standard information (noting we have a copy of the Tennis Infrastructure Planning Planning, Design & Delivery Resource)

Appendix A

Badminton SA

Sarah Rigg, Secretary

Phone call 31st October

Key Points Discussed:

- Badminton is a niche sport with a small number of clubs currently in SA and only five in the regions
- There are no clubs located close to Two Wells the sport is centralised with many competitions played at their Lockley's Headquarters
- Adelaide has hosted the past two national championships and recently the Australian Masters Games
- Badminton Australia may be able to provide information on court dimensions and heights etc. (Neil to research)
- The State Centre is 13m high but technically this does not meet the sport's height requirements
- Badminton is a popular sport for new arrival communities

South Australian Amateur Soccer League

George Fotopoulos, President

George Levay, Director

11:30am 1 November

Key Points Discussed:

- Strong recent growth in Women's soccer driven by the recent success of the Women's World Cup
- Continual growth in the men's game particularly in younger and new arrival communities
- The Elizabeth and Districts Junior Soccer Association would be the closest junior competition to Two Wells and a good fit for a new team/s in Two Wells
- Ideally a minimum of two senior soccer pitches would be provided in a new area
- No requirements for synthetic pitches from a SAASL perspective although the Football Federation of SA may have a different view
- Ideally lights to 200 lux, universally accessible changerooms and clubroom facilities would be provided in any new development
- Would support the establishment of a specific purpose soccer venue at an alternate location. Noting Angle Vale seems to work OK with soccer and AFL football located at the same site.

Appendix A

Two Wells Primary School

Rosie Gilsenan-Reed, Principal

Darrell Avery, Deputy Principal

Trish Poyner, Business Manager

Midday 1 November

Key Points Discussed:

- The school would ideally like access to a swimming pool suitable for swimming lessons and carnivals. Currently they have to drive to Gawler to access a pool
- Believes the town is well provided for currently with sporting facilities but realise once the growth occurs there will be demand for additional facilities
- The school has nearly 50% of students that do not engage with activities outside of school hours which is a concern. Darryl to send through data on children's participation in outside school activities
- Doesn't want to see division in the town occurring with students from more affluent families having access to high quality facilities and services
- Currently there is no soccer club in the town
- The children at the school tend to like AFL football and netball primarily as traditional these sports have been provided for in the town
- Hart Reserve is going to have a range of youth and active recreation facilities i.e. skate park
- Would like to see a space for the arts and also recreation activities such as yoga, martial arts etc.
- The school has a gym but it doesn't have toilets accessible to the public. Current user groups include a Karate group and Equestrian Club. Churches would like to use the space but can't as there are no toilets
- The school would like to see additional entry level Come'N'Try programs introduced for sports particularly sports that are not currently played in the town (soccer, basketball etc.)
- The Kindergarten is currently being expanded

Scouts SA

Grant Fergusson

Property Manager

9:30am 6th November

Key Points Discussed:

- Currently developing a scout hall on site just to the western end of the bowls club approx size is 250-275m²
- Having issues accessing water and power, need to discuss with bowls club about accessing their water or consider going off grid
- Access will be off Old Port Wakefield Road through bowling club car park
- Potentially will access other facilities on site (bowls club, oval, community centre) for use by the scouts once established on site.

Appendix A

- Growing membership currently 50 but expect this to increase to around 100 in the next couple of years
- Nearby Scout Group at Angle Vale is at capacity and the overflow will come over to Two Wells
- There will be potential for community use of the new scout hall during the day and this provides a passive income for the local Scouts group.
-

Sport SA

Leah Cassidy, CEO

10am 6th November

Key Points Discussed:

- Skate parks, 3 on 3 courts and bike tracks for young people for informal recreation
- Walking and cycling links are important for access, particularly for young people
- Access to outdoor phone charging stations
- Park Run and Pickle Ball are very popular activities currently and should be considered in the planning
- Lighting and shade is important
- Consider equipment such as scoreboards that are interactive e.g. can show outdoor movies as well as sports scores
- Demand for hockey potentially and the ability to use the surface for other sports e.g. tennis
- Support for indoor sports courts
- Support for multi-use of facilities

Football Federation of SA

Michael Carter, CEO

2:45pm 6th November

Key Points Discussed:

- Preference is for two senior pitches 1 synthetic 110m x70m and 1 turf 115m x 74m and ideally a mini pitch 60m x 40m
- Include clubrooms and changerooms (40m² each with 3 showers and 2 toilets)) x 4 + 1 referee room, function room 150m²
- Ideally main pitch is fenced off for game days
- Include 1.1m fencing around all pitches
- Include sports lighting 250 lux for matches and 150 lux for training
- If indoor sports centre is provided for at the site then this could be used for indoor soccer/futsal
- Riverlea development will include at least two sites for soccer with two pitches at each site
- City of Playford has identified a gap of 13 pitches for soccer within their Council area

Appendix A

Swimming SA

Michelle Doyle, CEO

Key Points Discussed:

- Most comparable region would be Mount Barker in terms of growth and demographics and they are developing a new regional level facility
- What land is available for aquatics? It is important to identify a site/s for future development
- The biggest challenge swimming has is pools are expensive to construct and this often stalls developments that are required based on need
- The main selling point ideally would be an indoor/outdoor pool which has all year round access and that caters for competition and lap swimming, swimming lessons and recreation swimming.
- Two Wells residents currently have to travel to Playford (Elizabeth), Barossa (The Rex) and/or Gawler which is a seasonal facility to swim in a public pool
- The ideal configuration is an indoor 50m pool with a moveable boom and a separate program pool for swimming lessons etc. and some dry activities that complement the aquatic activities and help offset the costs
- Hydrotherapy could be provided for either within a program pool or in a specialised pool (e.g. 2 lane x 15m pool)
- Waterslides are not recommended as they are high maintenance and require life-guarding
- Splash pads if provided should be located near to the program/learn to swim pool
- Potential users include a swim club, VacSwim, Department of Education Swimming Education and carnivals, masters and water polo (provided the depth is provided)
- The depth of pools is always a point of debate as different activities require variable depths (e.g. to learn to dive you require 2m depth)
- There is and will continue to be strong demand for aquatics in the northern area of Adelaide as population growth continues. Starplex and Elizabeth are already at capacity

City of Playford

Brian Delaney, Sport, Recreation and Open Space Planner

Key Points Discussed:

- Priority for the new Riverlea development is the establishment of a district level sporting precinct with a focus on soccer and cricket with the ability to cater for AFL and other field sports such as touch football.
- It is likely new sporting clubs will be established within Riverlea rather than the relocation/expansion of existing clubs
- There will also be the provision of sports courts whether these are outdoors or indoors will depend on the education provider
- Hockey has been discussed as a sport that may need to be catered for in the region due to the demographic that will be moving into the area and may result in sufficient demand for a potential synthetic hockey pitch being established that serves the broader region.

Appendix A

- Council recently invested into the indoor sports courts at Riverbanks College to enable community use outside of school hours and this is Council's preferred model going forward
- In relation to Aquatics, there is no intention of Council providing aquatic facilities in Riverlea and the priority is on Aquatic Provision in Elizabeth (e.g. the Aquadome facility)
- There has been some interest from private providers in providing a private swimming centre within Riverlea
- Learnings from the Angle Vale Sports precinct development was housing two high participation winter sports at the same site causes issues with traffic management, parking and utilisation of the clubroom facility which is at capacity
- A community centre is being built adjacent to the Angle Vale sporting precinct which will facilitate functions potentially by the sports clubs

09 Appendices

Appendix B - Sporting Facility Analysis and Future Requirements

Appendix B

Two Wells Recreation and Sporting Precinct Master Plan

Sporting Facility Analysis and Future Requirements

Sport/Activity	Existing Facilities	Peak Body Guidelines	Non Compliance with Peak Body Guidelines	Desired Facility Provision	Provision Ratios (PLA Guidelines)	Recommended Minimum Provision based on Two Wells + Surrounds Population Growth			
						5000 People	7500 people	10000 people	12500 People
Cricket	1 Oval Cricket Nets 2 lanes Clubrooms Changerooms	<i>Cricket Australia Community Cricket Facility Guidelines</i>	Oval Pitch Cricket Nets Changerooms Sports lighting	1 additional Oval Widen existing pitch New turf pitch on new oval Upgrade sports lights to 300 lux Upgrade Cricket Nets (include 3 lanes) Universally accessible and larger changerooms in-line with AFL guidelines	1:5000 – 1:8000 1 senior oval in a 2km population catchment for neighbourhood level facilities. 2+ senior ovals in a 5km population catchment for district level facilities	1 Oval	1-2 Ovals	2 Ovals	2 Ovals

Appendix B

Sport/Activity	Existing Facilities	Peak Body Guidelines	Non Compliance with Peak Body Guidelines	Desired Facility Provision	Provision Ratios (PLA Guidelines)	Recommended Minimum Provision based on Two Wells + Surrounds Population Growth			
						5000 People	7500 people	10000 people	12500 People
Football (AFL)	1 Oval Clubrooms Changerooms Scoreboard Sports Lights Coaches Boxes	<i>AFL Preferred Facility Guidelines</i>	Oval Changerooms Sports lighting Scoreboard	1 additional Oval Sports lights 300 lux Universally accessible and larger changerooms in-line with AFL guidelines Electronic scoreboard Improved car traffic management/parking (formalised)	1:6000 – 1:8000 1 senior oval in a 2km population catchment for neighbourhood level facilities. 2+ senior ovals in a 5km population catchment for district level facilities	1 Oval	1-2 Ovals	2 Ovals	2 Ovals
Lawn Bowls	2 Greens 1 Clubhouse	<i>Bowls Australia Bowls Club Construction & Refurbishment Guidelines Bowling Green Construction Guidelines</i>	Clubrooms including changerooms and toilets. Sports lighting (to confirm)	New clubrooms and changeroom facilities. Improved car parking (formalised)	1-2 grass/synthetic greens within a 5km catchment for a neighbourhood level facility District level is population 35,000+	2 Greens	2 Greens	2 Greens	2 Greens

Appendix B

Sport/Activity	Existing Facilities	Peak Body Guidelines	Non Compliance with Peak Body Guidelines	Desired Facility Provision	Provision Ratios (PLA Guidelines)	Recommended Minimum Provision based on Two Wells + Surrounds Population Growth			
						5000 People	7500 people	10000 people	12500 People
Netball	4 Courts 1 Clubhouse Sport lighting	<i>Netball Australia National Facilities Policy</i>	Court run-off (less than 3.05 in parts) Sports lighting (to confirm) Clubrooms and universally accessible changeroom facilities.	New clubrooms and changeroom facilities. Access to indoor courts	1:5000 – 8000 1-6 courts within a 5km population catchment for neighbourhood facilities	1 Court (Note current provision is 4 courts)	1 Court	2 Courts	2 Courts
Softball	Oval for training purposes only Clubhouse	<i>Softball Australia Facility Management Guide</i>	Clubrooms and universally accessible changeroom facilities. Sports lighting (requires 50-100 lux for training)	Sports lighting Hitting cage (potential to by multi-use with cricket)	1:10000 – 1:14000 1-2 diamonds within a 2km catchment for neighbourhood facilities	0 Note softball use the oval for training purposes only, competitions are undertaken off site.	0	1	1

Appendix B

Sport/Activity	Existing Facilities	Peak Body Guidelines	Non Compliance with Peak Body Guidelines	Desired Facility Provision	Provision Ratios (PLA Guidelines)	Recommended Minimum Provision based on Two Wells + Surrounds Population Growth			
						5000 People	7500 people	10000 people	12500 People
Tennis	6 Courts 1 Clubhouse	<i>Tennis Australia Tennis Infrastructure Planning, Design & Delivery Resource</i>	Clubrooms and universally accessible changeroom facilities. Sports lighting (requires 250 lux min for training)	New clubrooms and changeroom facilities. Improved car traffic management/parking (formalised) Upgrade sports lighting at a minimum to training requirements.	1:15000 to become a district level tennis facility. 8 court minimum club/district facility	<8 courts	<8 courts	<8 courts	<8 courts
Scouts	No current facilities on site, plans to relocate to the site.	To confirm	To confirm	To confirm	Not available				
Badminton	2 Indoor Courts at Xavier College 1 ¾ Court at Two Wells Primary School	Not available	Not applicable	Access to indoor courts	Not available				

Appendix B

Sport/Activity	Existing Facilities	Peak Body Guidelines	Non Compliance with Peak Body Guidelines	Desired Facility Provision	Provision Ratios (PLA Guidelines)	Recommended Minimum Provision based on Two Wells + Surrounds Population Growth			
						5000 People	7500 people	10000 people	12500 People
Basketball	2 Indoor Courts at Xavier College 1 ¾ Court at Two Wells Primary School	<i>FIBA Guide to Basketball Facilities</i>	Not applicable	Access to indoor courts for training and competition. Access to clubrooms and changeroom facilities.	1:3000 – 1:4000 1-4 dedicated courts for neighbourhood level provision within a 5km catchment	1 Court	1-2 Courts	2-3 Courts	3-4 Courts
Football (soccer)	1 junior soccer pitch at Xavier College	<i>FFSA Ground and Venue Requirements for All Competitions</i>	Not applicable	Access to 1 preferably 2 senior pitches Access to clubrooms and changeroom facilities. Sports lighting (training 50 lux– competition 100 lux)	1:5000 to 1:6000	1 pitch	1 pitch	1-2 pitches	2 pitches
Gymnastics	No current facilities in Two Wells	<i>National Gymnastics Facilities Guidelines</i>	Not applicable	To confirm	Not available				

Appendix B

Sport/Activity	Existing Facilities	Peak Body Guidelines	Non Compliance with Peak Body Guidelines	Desired Facility Provision	Provision Ratios (PLA Guidelines)	Recommended Minimum Provision based on Two Wells + Surrounds Population Growth			
						5000 People	7500 people	10000 people	12500 People
Hockey	No current facilities in Two Wells	<i>Hockey Australia Facilities Information Hub and Facility Resource Guides</i>	Not applicable	To confirm	1-3 grass pitches within a 2km population catchment for neighbourhood level facilities based on demand. Synthetic pitch provision should be based on a needs assessment and feasibility study.	1-3 pitches	1-3 pitches	1-3 pitches	1-3 pitches

Appendix B

Sport/Activity	Existing Facilities	Peak Body Guidelines	Non Compliance with Peak Body Guidelines	Desired Facility Provision	Provision Ratios (PLA Guidelines)	Recommended Minimum Provision based on Two Wells + Surrounds Population Growth			
						5000 People	7500 people	10000 people	12500 People
RV Park	No current facilities in Two Wells	CMRA RV Parks Guidelines	Not applicable	1 hectare of space Happy hour shelter – 9mx6m covered over slab Garden shed for equipment – 3mx3m on slab Custodian site – concrete slab 7mx3m plus gravel hard stand area of same dimensions, plus water, power and sullage inlet to dump point Dump point with wash down tap Potable water taps to several locations within the park Fencing Signage Internal driveway (usually compacted gravel)	Not available				

Appendix B

Sport/Activity	Existing Facilities	Peak Body Guidelines	Non Compliance with Peak Body Guidelines	Desired Facility Provision	Provision Ratios (PLA Guidelines)	Recommended Minimum Provision based on Two Wells + Surrounds Population Growth			
						5000 People	7500 people	10000 people	12500 People
Swimming	No current facilities in Two Wells	To confirm	Not applicable	Subject to a broader needs and feasibility assessment.	1:30000 Neighbourhood at a 5km population catchment Outdoor 25m lap and leisure pool and/or leisure water space. Aquatic provision should be based on a needs assessment and feasibility study.				

Appendix B

Sport/Activity	Existing Facilities	Peak Body Guidelines	Non Compliance with Peak Body Guidelines	Desired Facility Provision	Provision Ratios (PLA Guidelines)	Recommended Minimum Provision based on Two Wells + Surrounds Population Growth			
						5000 People	7500 people	10000 people	12500 People
Volleyball	2 Indoor Courts at Xavier College 1 ¾ Court at Two Wells Primary School	<i>Volleyball Australia Indoor Facility Requirements</i>	Not applicable	Access to indoor courts for training and competition. Access to clubrooms and changeroom facilities.	To be integrated with compatible indoor sports centres. 1-2 courts within a 5km population for a neighbourhood facility.				

09 Appendices

Appendix C - Issues & Opportunities and Aspiration Plans





EXISTING CONTEXT PLAN
1:2000

ARCHITECTURETHAT!

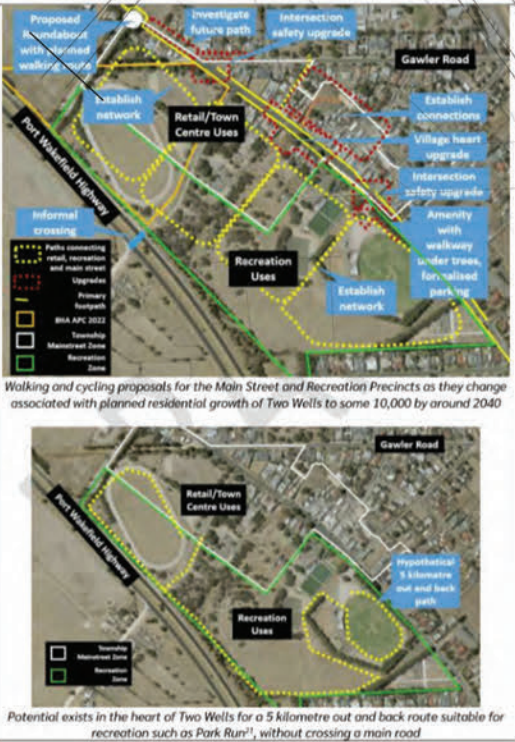
0418 710 783
PO Box 33 Unley SA 5061

This drawing is intended for 3D presentation only. It is not a construction drawing. This drawing is to be used in conjunction with all relevant contracts, specifications, reports and drawings. Check and verify levels & dimensions on site prior to commencement of any work, preparation of shop drawings or fabrication of components. IF IN DOUBT, ASK TO THE ARCHITECT.

Project TWO WELLS SPORTS PRECINCT MASTERPLAN	Drawing Title EXISTING SITE AND CONTEXT PLAN	Drawing Status		Date
		CONSULTATION		04/10/2023
		Job No.	Drawing No.	Rev
		AT0064	SK03	



- ASPIRATIONS**
- COMMUNITY AND STAKEHOLDERS**
- OVAL INCLUDING POSITION
 - LAWN BOWLS (BUT UPGRADE CLUBROOMS)
 - RETAIN EXISTING FOOTBALL AND NETBALL CLUBROOMS BUT ENLARGE
 - NEW TOILETS
 - OLD SCORINGBOARD
 - PARKING AROUND THE OVAL PERIMETER
 - COMMUNITY CENTRE
 - CO-LOCATION OF MAJOR SPORTS
 - COUNTRY FEEL AND SETTING
- CREATE**
- NEW MULTI-PURPOSE BUILDING INCLUDING TOILETS CLOSE TO COURTS AND OVAL
 - NEW PLAYGROUND CLOSE TO CLUBROOMS AND OVAL/COURTS
 - SAFE PATHWAYS
 - IMPROVED ROADS AND TRAFFIC FLOW
 - NEW CRICKET NETS
 - NEW COURTS WITH A BETTER RELATIONSHIP TO THE CLUBROOMS
 - POTENTIALLY INDOOR COURTS/GYM FACILITY
 - STORMWATER PLAN FOR THE ENTIRE SITE
 - UNDER COVER PARKING
 - SWIMMING POOL
 - MORE SEATING AND IMPROVED SPECTATOR AREAS AROUND THE OVAL AND COURTS
 - FENCING AROUND THE SPORTING PRECINCT
 - SECURITY LIGHTING PARTICULARLY WITHIN THE CAR PARKING AREAS
 - R/V PARK
 - PICKET FENCE AROUND THE OVAL
- PASSIVE RECREATION AREAS**
- PEAK SPORTING BODIES**
- SACA**
- POTENTIAL FOR A SECOND OVAL AT THE PRECINCT GIVEN THE POPULATION GROWTH AND THE GROWTH IN FEMALE PARTICIPATION. THIS SHOULD BE CONSTRUCTED TO CRICKET AUSTRALIA STANDARD (LOCAL/REGIONAL) INCLUDING LIGHTS (500 LUX) AND COULD BE THE PREMIER OVAL AT THE SITE, THE EXISTING OVAL COULD THEN STAY AS IS. POTENTIAL FOR A TOWN WACKET TO BE INCORPORATED INTO THE NEW OVAL.
 - THE CURRENT NETS REQUIRE UPGRADEING, THE NEW NETS SHOULD INCLUDE THREE LANES
- SANFL**
- AFL FACILITY GUIDELINES ARE AVAILABLE AND SHOULD BE USED TO INFORM THE DEVELOPMENT OF NEW FACILITIES.
 - THE SANFL PRIORITY DEVELOPMENTS ARE AUST. STANDARD LIGHTING, UNSEX CHANGEROOMS AND HIGH QUALITY PLAYING SURFACES.
 - POTENTIAL FOR A SECOND OVAL AT THE PRECINCT GIVEN THE POPULATION GROWTH AND THE GROWTH IN FEMALE PARTICIPATION. THIS SHOULD BE CONSTRUCTED TO AFL STANDARD INCLUDING LIGHTS AND COULD BE THE PREMIER OVAL AT THE SITE, THE EXISTING OVAL COULD THEN STAY AS IS.
 - SUPPORT FOR ENCLOSING TO ENABLE PAID AND CONTROLLED ENTRY
 - SUPPORT FOR FORMALISED PARKING AND RETAINING PARKING AROUND THE OVAL PERIMETER
- RVS**
- SITE REQUIREMENTS 1 HECTARE IDEALLY CAN BE SMALLER- ABLE TO CATER FOR 40 VEHICLES IDEALLY AND PROVISION FOR A CARETAKER
 - SELF-CONTAINED VEHICLES ARE REQUIRED SO NO NEED FOR POWER, TOILETS ETC. ONLY A DUMP POINT
 - CHINA WALL INSTALL A BBQ SHELTER (HAPPY HOUR SHELTER) - CARPORT ON A SLAB MAX 8 KM
 - ACCESS TO A ROAD AND SERVICES WITH EASY CONNECTION TO WATER/SEWER AND POWER FOR THE CARETAKER AND THE BBQ AREA ETC.
 - CONTAMINATED SITE - IS SUITABLE FOR A R/V PARK - LIMITED SITE DISTURBANCE IS REQUIRED AND OTHER R/V PARKS HAVE BEEN ESTABLISHED ON SIMILAR SITES
 - CLOSE PROXIMITY (WALKING DISTANCE) TO SHOPS AND SERVICES IS PREFERRED SO R/V VEHICLES DO NOT BADAHTON BADAHTON- IS A POPULAR SPORT FOR NEW ARRIVAL COMMUNITIES
- AMATEUR SOCCER**
- THE ELIZABETH AND DISTRICTS JUNIOR SOCCER ASSOCIATION WOULD BE THE CLOSEST JUNIOR COMPETITION TO TWO WELLS AND A GOOD FIT FOR A NEW TEAMS IN TWO WELLS
 - IDEALLY A MINIMUM OF TWO SENIOR SOCCER PITCHES WOULD BE PROVIDED IN A NEW AREA
 - IDEALLY LIGHTS TO 200 LUX, UNIVERSALLY ACCESSIBLE CHANGEROOMS AND CLUBROOM FACILITIES WOULD BE PROVIDED IN ANY NEW DEVELOPMENT
 - WOULD SUPPORT THE ESTABLISHMENT OF A SPECIFIC PURPOSE SOCCER VENUE AT AN ALTERNATE LOCATION. NOTHING ANGLE VANCE SEEMS TO WORK OR WITH SOCCER AND AFL FOOTBALL LOCATED AT THE SAME SITE.
- SOFTBALL SA**
- KEY POINTS DISCUSSED:**
- MATCHES ARE CENTRALISED AND ALL PLAYED AT KARREETHAN RESERVE, EVANSTON GARDENS
 - TWO WELLS - BIRDS CURRENTLY USE TWO WELLS OVAL PRECINCT FOR TRAINING ONLY
 - PROVISION OF HITTING NETS - IDEALLY ENCLOSED COULD BE RETRACTABLE
 - SOCIAL AREAS - CLUBS TEND TO GO USE THEIR BASE/HOME VENUE FOR PRESENTATIONS, FUNCTIONS, COMMITTEE MEETINGS, SELECTION MEETINGS ETC.
 - CAFE STYLE AREA FOR FOOD AND BEVERAGES WOULD BE BENEFICIAL TO RAISE REVENUE
 - WHERE THEY HAVE ACCESS TO CLUBROOM/FUNCTION SPACE SOME CLUBS ARE PROVIDING DINNERS TO INVOLVE THE MEMBERS AND BROADER COMMUNITY
- VOLLEYBALL**
- TWO WELLS WARRIORS FOR EXAMPLE WOULD BE A MASSIVE STEP FORWARD FOR THE SPORT.**
- HEIGHT REQUIREMENTS IN INDOOR STADIUM TO BE MET FOR FUTURE USE FOR VOLLEYBALL**
- BOWLS SA**
- SUPPORT FOR UPGRADEING CLUBROOMS IN LINE WITH BOWLS AUSTRALIA FACILITY GUIDELINES
 - CLUB'S PRIORITIES INCLUDE IMPROVED STORMWATER MANAGEMENT AND SECURITY, SEALED CAR PARKING AREAS AND UPGRADED CLUBHOUSE AND TOILET FACILITIES.
- NETBALL**
- STRONG ADVOCATE OF INDOOR COURTS AND FACILITIES THAT HAVE A SHOW COURT AND ARE CAPABLE OF HOSTING HIGHER LEVEL COMPETITIONS (E.G. PRE SEASON ADELAIDE THUNDERBOLTS), ANY NEW FACILITY NEEDS TO ACCOMMODATE SPECTATORS
 - SOME OLDER FACILITIES DO NOT MEET RUN-OFF REQUIREMENTS DUE TO SPACE REQUIREMENTS
- BASKETBALL**
- ACCESS TO INDOOR COURT SPACE IS A CHALLENGE AND IS RESTRICTING GROWTH IN THE REGION
 - NEED TO INCORPORATE CHANGING PLACES AREAS IN ANY NEW DEVELOPMENT
 - OPPORTUNITY FOR 3 ON 3 SPACES TO BE DEVELOPED AT THE TWO WELLS PRECINCT, NEED TO BE MINDFUL OF NEARBY RESIDENTS
- LOCAL INSTITUTIONS**
- TWO WELLS PRIMARY SCHOOL**
- THE SCHOOL WOULD IDEALLY LIKE ACCESS TO A SWIMMING POOL, SUITABLE FOR SWIMMING LESSONS AND CARNIVALS
 - THE SCHOOL HAS NEARLY 50% OF STUDENTS THAT DO NOT ENGAGE WITH ACTIVITIES OUTSIDE OF SCHOOL HOURS WHICH IS A CONCERN.
 - THE SCHOOL HAS A GYM BUT IT DOESN'T HAVE TOILETS ACCESSIBLE TO THE PUBLIC. CURRENT USER GROUPS INCLUDE A KARATE GROUP AND EQUESTRIAN CLUB. CHURCHES WOULD LIKE TO USE THE SPACE BUT CAN'T AS THERE ARE NO TOILETS
 - THE SCHOOL WOULD LIKE TO SEE ADDITIONAL ENTRY LEVEL COME TRY PROGRAMS INTRODUCED FOR SPORTS PARTICULARLY SPORTS THAT ARE NOT CURRENTLY PLAYED IN THE TOWN (SOCCER, BASKETBALL ETC.)
- XAVIER COLLEGE**
- PLANNING TO PROVIDE NEW SENIOR SOCCER PITCH + 6 OUTDOOR SPORTS COURTS IN THEIR STAGE 2 DEVELOPMENT IN 2025. SENIOR OVAL FOR AFL/CRICKET IS PLANNED BUT NO FIRM TIMETABLE FOR DEVELOPMENT.**
- POTENTIAL FOR THE COLLEGE TO PROVIDE ADDITIONAL FACILITIES SUCH AS A POOL, SYNTHETIC HOCKEY PITCH, THEATRE**
- FUTURE TRENDS IN POPULATION GROWTH AND NEW COMMUNITIES**
- DAVID NASH- ORSR**
- CONSIDER UNSTRUCTURED RECREATION SUCH AS WALKING AND CYCLING PATHS, PARK RUN AND NATURE PLAY
 - SOME EDUCATION DEPARTMENT FACILITIES ARE BEING CONSTRUCTED NOW THAT DO NOT MEET SPORTING COMPLIANCE E.G. RUN-UPS, ROOF HEIGHTS THIS IS IMPACTING ON THE FACILITY'S ABILITY TO CATER FOR COMMUNITY SPORT



09 Appendices

Appendix D - Concept Plan Options





Project
TWO WELLS SPORTS
PRECINCT MASTERPLAN

Drawing Title
MASTERPLAN OPTIONS

Drawing Status
DRAFT

Date
20/11/2023

Job No
AT10064

Drawing No. Rev
SK09





MASTERPLAN OPTION 4a
1:2000

Project
TWO WELLS SPORTS
PRECINCT MASTERPLAN

Drawing Title
MASTERPLAN OPTIONS

Drawing Status
DRAFT
Date
20/11/2023
Job No.
Drawing No. / Rev
AT10064 SK10

Tredwell Management Services



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Options for Road East Wes from Wells Rd to Brooks Rd

December 2023



Adelaide Plains Council Two Wells Recreation and Sport Precinct Master Plan

Draft Community Engagement Plan V2





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Engagement Plan Objectives	2
Engagement Approach	3
Stakeholder Contacts Details	4
Engagement Mechanisms.....	6
Engagement Matrix.....	7
Engagement Action Plan	8

Introduction

Project Background

Adelaide Plains Council is a vibrant community located on Kurna Country about 45 kilometres north of the Adelaide CBD. With large areas of rural and horticultural land, Adelaide Plains also has a large tidal coastal region (47 kilometres of coast) facing the Gulf of St Vincent, a number of vibrant and historic townships and settlements and rapidly growing urban areas in and around Two Wells, Lewiston, and Mallala.

Council has care and control of the Two Wells Oval Precinct land that forms the precinct, noting all land is 'community land' under the Local Government Act 1999, and some land is Crown Land under Council's care and control. In its current form, the Oval Precinct comprises six existing sporting and community uses.

The 2016 Master Plan Concept is of insufficient detail to provide the necessary master plan for both Council and existing sporting clubs and with respect to different sports and emerging recreation options that a Two Wells of 10,500 needs to offer, such as Parkrun.

Council has a 10-year asset plan linked with a long-term financial plan. Council has budgeted ahead for certain major capital investments, but needs an up to date Master Plan for the Oval Precinct to inform their investment priorities.

For the purpose of this Brief, there is a 'Core Study Area'. The Core Study Area comprises existing sport and recreation facilities and land to the west anticipated following investigations to be able to be used for recreation and sport purposes. The Core Study Area also includes what is called the creek triangle adjacent Two Wells Cemetery.

The 'Secondary Study Area' comprises the historic wells, waste transfer station and vegetation. The Secondary Study Area is located between the Core Study Area and a future town centre development on the north side of Wells Road. The purpose of including this land in this study is for various reasons:

- To explore potential recreation activities that may be suitable noting existing vegetation.
- To ensure a planned approach to north/south movement connections, be it vehicle, walking or cycling, integrating the Core Study Area and the future town centre development on the north wide of Wells Road.

It is critical that there is a master plan so that Council, working with site sport and community interests and future sport or community interests, can seek grant funding along with its own funds to inform detail design to lead to a staged, ordered upgrade timed with Two Wells population growth.

Engagement Plan Objectives

The key objectives of the Engagement Plan are to:

- Confirm the project methodology, particularly stakeholder and community engagement.
- Provide the opportunity for involvement of the Adelaide Plains Council staff, Elected Members, residents, leaseholders, other key stakeholders and the broader community in the development of the Master Plan.
- Ensure that all consultation occurs at the appropriate points in the planning process and that timely and important information is gathered from and disseminated to all key stakeholders.
- Build an understanding and ownership of the Project within the Project Team and the relevant stakeholders.
- Facilitate the adoption and endorsement of the Master Plan by the key stakeholders.



Engagement Approach

Consultation is a cornerstone to any effective strategic planning and review process. In line with IAP2 Public Participation Spectrum, it is important to identify the various stakeholders and to tailor the approach to each group's level of influence. The engagement process has been designed to ensure that a wide range of people and organisations have opportunities to provide input through various mechanisms.

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.



INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.


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Stakeholder Contacts Details

The following table outlines the project stakeholders and their contact details (to be included on commencement of project).







Stakeholder Groups	Organisation	Name	Email	Phone
Project Team 	Adelaide Plains Council	David Bailey – Project Manager, Strategic Projects Officer	DBailey@apc.sa.gov.au	08 8527 0200
		Darren Starr – Director Growth and Investment, •	dstarr@apc.sa.gov.au	08 8527 0200
		Michael Ravno – Group Manager Development and Community Development,	mravno@apc.sa.gov.au	08 8527 0200
		Clarisse Semler-Hanlon – Communications Officer	cshanlon@apc.sa.gov.au	08 8527 0200
Peak Bodies 	SANFL	Belinda Marsh – Head of Infrastructure & Government Relations	belinda.marsh@sanfl.com.au	0438408305
	SACA	Simon Bradley – Community Infrastructure Leader	sbradley@saca.com.au	0438045747
	Netball SA	Bronwyn Klei - CEO	bronwyn.klei@netballsa.asn.au	8238 0500
	Tennis SA	Matthew Fitzgerald – Head of Operations and Venues	matthew.fitzgerald@tennis.com.au	7224 8100
	Bowls SA	Louise McDermott	loumcdermott@bowlssa.com.au	8234 7544
	Softball SA	James	James.harris@softball.org.au	8353 6766
	Scouts SA	James Sellers, CEO	hq@sa.scouts.com.au	7134 1200
	Football Federation SA	Michael Carter, CEO	Michael.carter@ffsa.com.au	8340 3088

	Basketball SA	Tim Brenton, CEO	tbrenton@basketballsa.com.au	7088 0070
	Hockey SA	Geoff Riddle, CEO	admin@hockeysa.com.au	8349 4044
	Badminton SA	Sharon Riggs, Secretary	badmintonsa@bigpond.com	
	Volleyball SA	Karla Della Pietra, CEO	karla.dp@volleyballsa.com.au	8363 1265
	Sport SA	Leah Cassidy, CEO	ceo@sportsa.org.au	8353 7755
Leaseholders/User Groups 	Two Wells Football & Netball Club	Devon Hardiman - President	twowellsfc@sanflcfl.com.au	0402 775 952
	Two Wells & District Tennis Club	Stacey Gameau – President	twowellstennisclub@gmail.com	0407 189 139
	Two Wells Cricket Club	Devon Hardiman - President	twccinc@hotmail.com	0402 775 952
	Two Wells Community Centre	Mark Hayes - President	Secretary.twcomcen@outlook.com	0401 356 598
	Two Wells Bowling Club	Irene Giannikos - Secretary	twbowls@bigpond.com	0417 810 029
	Scouts SA – Two Wells Group	Allan Green - Group leader	Gl.twowells@sa.scouts.com.au	0448 357 842
	Two Wells T-Birds Softball Club	Sally Green	twowellssoftball@hotmail.com	0400 943 249
	Two Wells Melodrama Group	Lance Morgan	Twmg.secretary@gmail.com	0407 796 195
Other	Xavier College	Liz Polljonker	lpolljonker@xavier.catholic.edu.au	
	Two Wells Primary	Rosie Gilsenan	Rosie.gilsenanreed995@schools.sa.edu.au	
	Office for Recreation and Sport	David Nash - Manager, Recreation and Sport Planning	David.nash@sa.gov.au	0401 120 360
	DIT	Marc Hryciuk	Marc.hryciuk@sa.gov.au	

Note: Refer Stakeholder contact database for further details












Engagement Mechanisms

The following table outlines the proposed engagement mechanisms, with a description of how these will be undertaken.

Engagement Mechanisms	
Project Meetings 	Meetings will be held via videoconference and/or phone. Tredwell will prepare meeting agendas and compile meeting minutes for distribution to attendees.
Phone and/or Email Liaison 	It is foreseen that in addition to regular project meetings with the Project Team, Tredwell will be in regular contact with the Project Manager and specific team members to ensure that use of all existing work undertaken on this project is optimised. Liaison will also be used as a tool to make contact with other key stakeholders via phone/email in preparation for targeted interviews.
Targeted Interviews and Focus Groups 	Target interviews and focus groups will be held via videoconference and/or phone and will be guided by interview questions formulated to inform the Master Plan. The focus groups will be targeted at young people, older people and people with disabilities. A communication register will be kept ensuring that liaison is recorded, and findings are considered in the development of the Master Plan.
Community Online Surveys 	The Community Online Survey is proposed to be hosted on Council's website. The survey will be prepared with approval from the Project Manager and will seek to understand the community's usage, desires and perspectives relating to site and the community's ideas for future opportunities from an individual perspective.
Presentation & Workshop of Draft 	Tredwell will present the Draft Master Plan to the Project Manager/Team/Council (as detailed in the brief) where it will be workshopped. All workshop minutes and notes will be recorded to be included within the Final Master Plan.
Review of Draft During Exhibition 	In line with Council's Public Consultation Policy, the Draft Strategy will be placed on public display/exhibition

Engagement Matrix

The following matrix displays the proposed relationship between the stakeholder groups and the engagement mechanisms.

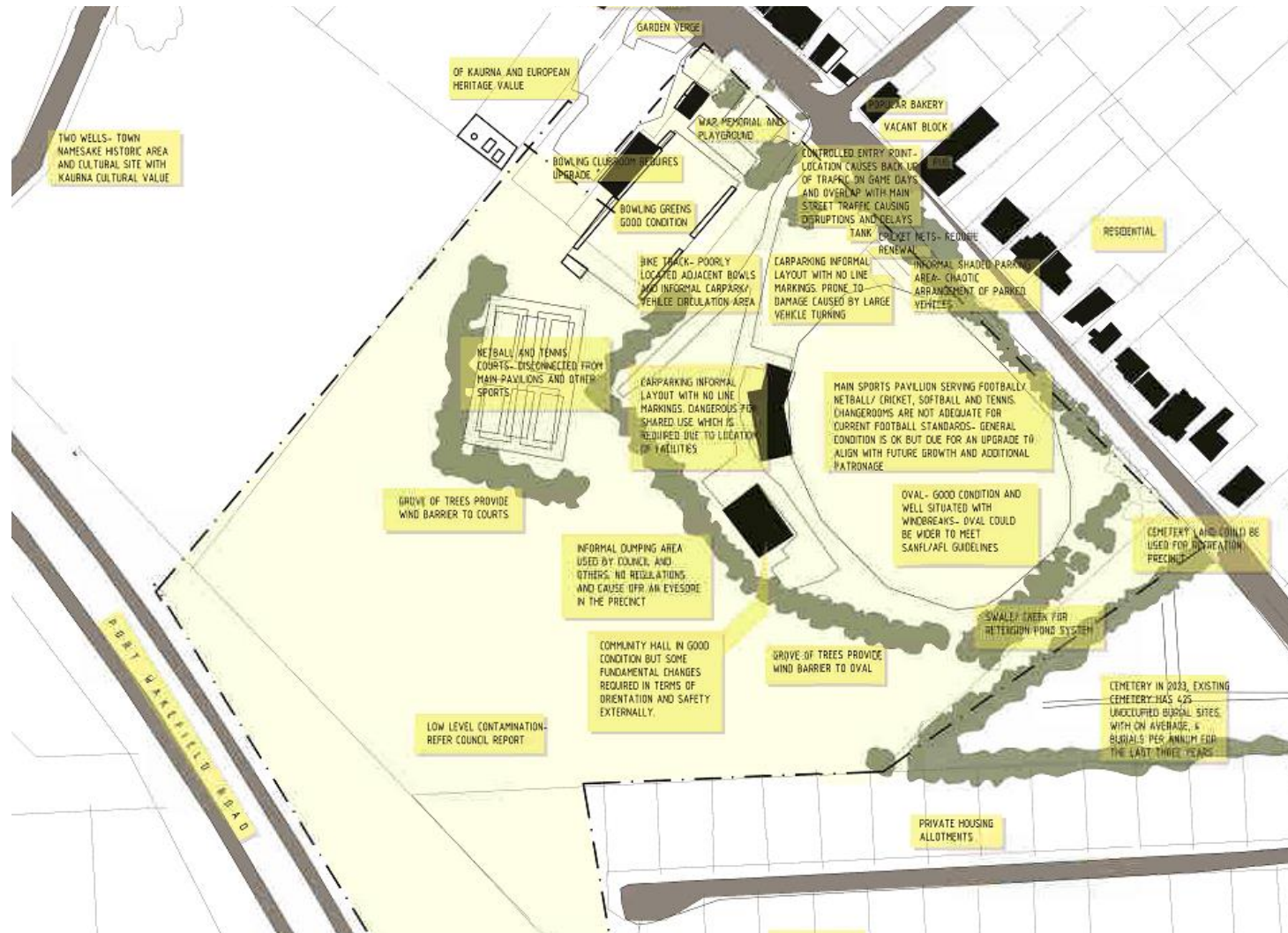
Stakeholder / Group	Project Team 	Peak Bodies 	Leaseholders/ User Groups 	Broader Community 
Level of Influence	Collaborate	Involve	Consult	Consult
Project Meetings 	✓			
Phone and/or Email Liaison 	✓	✓	✓	
Targeted Interviews and Focus Groups 		✓	✓	
Community and User Group Online Survey 			✓	✓
Presentation & Workshop of Draft 	✓		✓	
Review of Draft prior to Public Exhibition 	✓	✓		
Review of Draft During Exhibition 		✓	✓	✓

Engagement Action Plan

The following Action Plan will guide the achievement of the project objectives and timeframes. The actions, timeframes and responsibility for each item have been outlined. Actions will be undertaken by Tredwell Management Services (TMS) and/or Adelaide Plains Council (APC) as detailed in the action plan.

Action	Timeframe	Responsibility	Status
Stage 1: Start-up			
Start-up Meeting	16th August 2023	TMS/APC	✓
Stage 2: Background Review and Specialist Analysis			
Interviews with State peak bodies	September/October 2023	TMS	
Stage 3: Preparing Plan for Engagement			
Review and approve <i>Draft Community Engagement Strategy</i>	Late August 2023	APC	
Submit Finalised <i>Engagement Strategy</i>	Mid September 2023	TMS	
Stage 4: Initial Engagement			
Establish Project Home Page on Council website	Late August 2023	APC	
Prepare Draft of Online Community Survey <i>Proposed to be live during September/October 2023</i>	24 August 2023	TMS	✓
Prepare flyer to be used to communicate the project and the consultation processes	24 August 2023	TMS	✓
Review and approve Online Survey & Flyer	Late August 2023	APC	✓
Print flyers	Late August 2023	APC	
Distribute flyers to community, promote online survey and community workshops online (website, Instagram, Facebook etc.)	Late August 2023	APC	✓
Distribute Project Flyer via email to key stakeholders	Late August 2023	APC	✓
Conduct Online Community Survey	Early September – 8 October 2023	TMS & APC	✓

Action	Timeframe	Responsibility	Status
Undertake targeted interviews with leaseholders/user groups and key stakeholders (e.g. ORSR, Peak bodies)	September/October 2023	TMS	
Undertake focus groups with specific population groups (young people, indigenous people and people from a low socio-economic background)	4 October 2023	TMS	
Undertake initial workshop with user groups and key stakeholders	4 October 2023	TMS & APC	
Summarise consultation findings	End October 2023	TMS	
Stage 5: Master Plan Development			
Workshop concept options with Council and Leaseholders	November 2023	TMS	
Develop Draft Master Plan and present to Council Members for endorsement for Public Consultation	December 2023	TMS	
Stage 6: Draft Master Plan Stakeholder/Community Engagement			
Work collaboratively with Council staff to place the draft master plan on public display in-line with Council's policy. Including the development of an online feedback survey.	January and February 2024	TMS & APC	
Stage 7: Refined Master Plan Prepared			
Collate feedback received and make agreed changes to the Master Plan	March 2024	TMS & APC	
Submit the Master Plan to Council for Adoption	April 2024	TMS & APC	

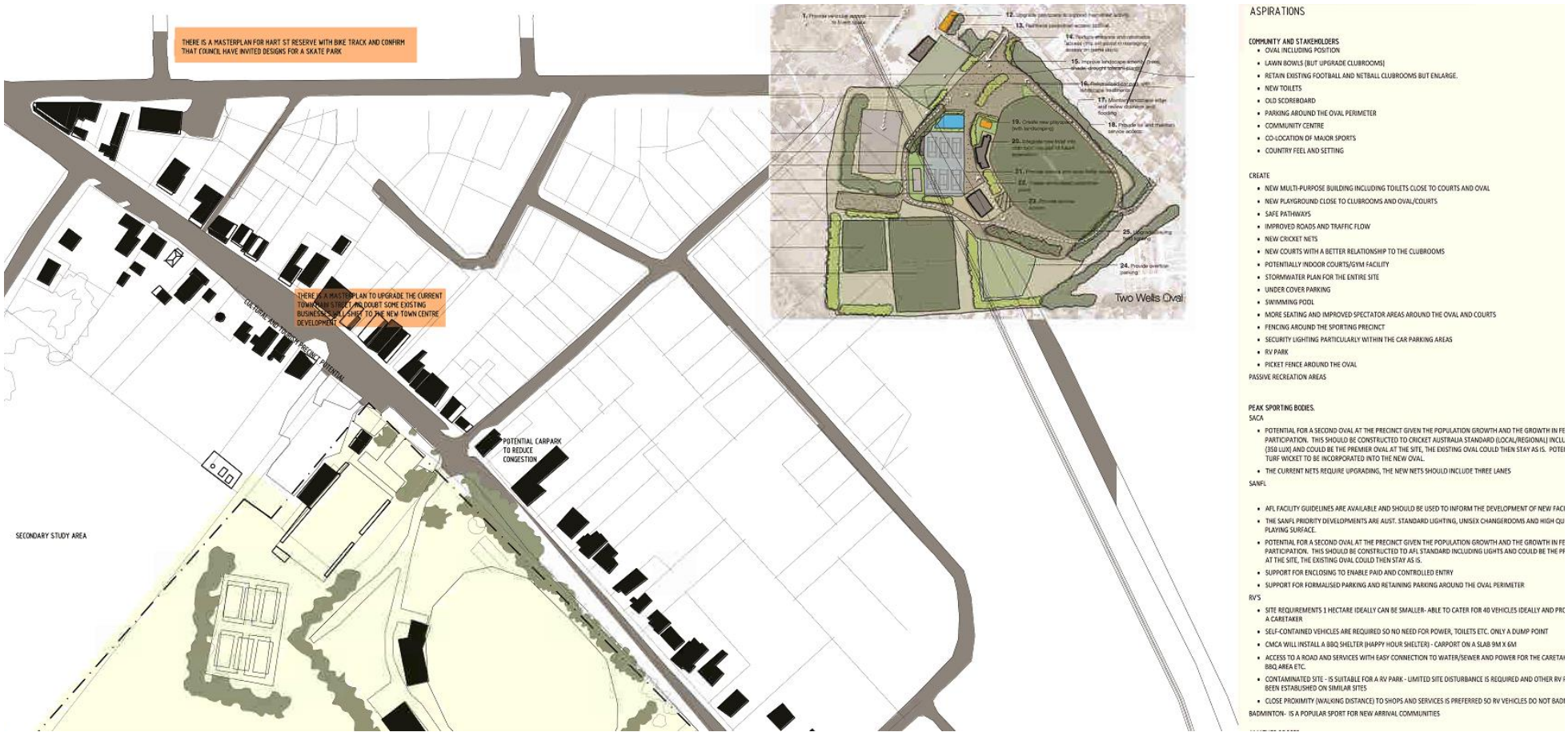


Issues and Opportunities

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Plan

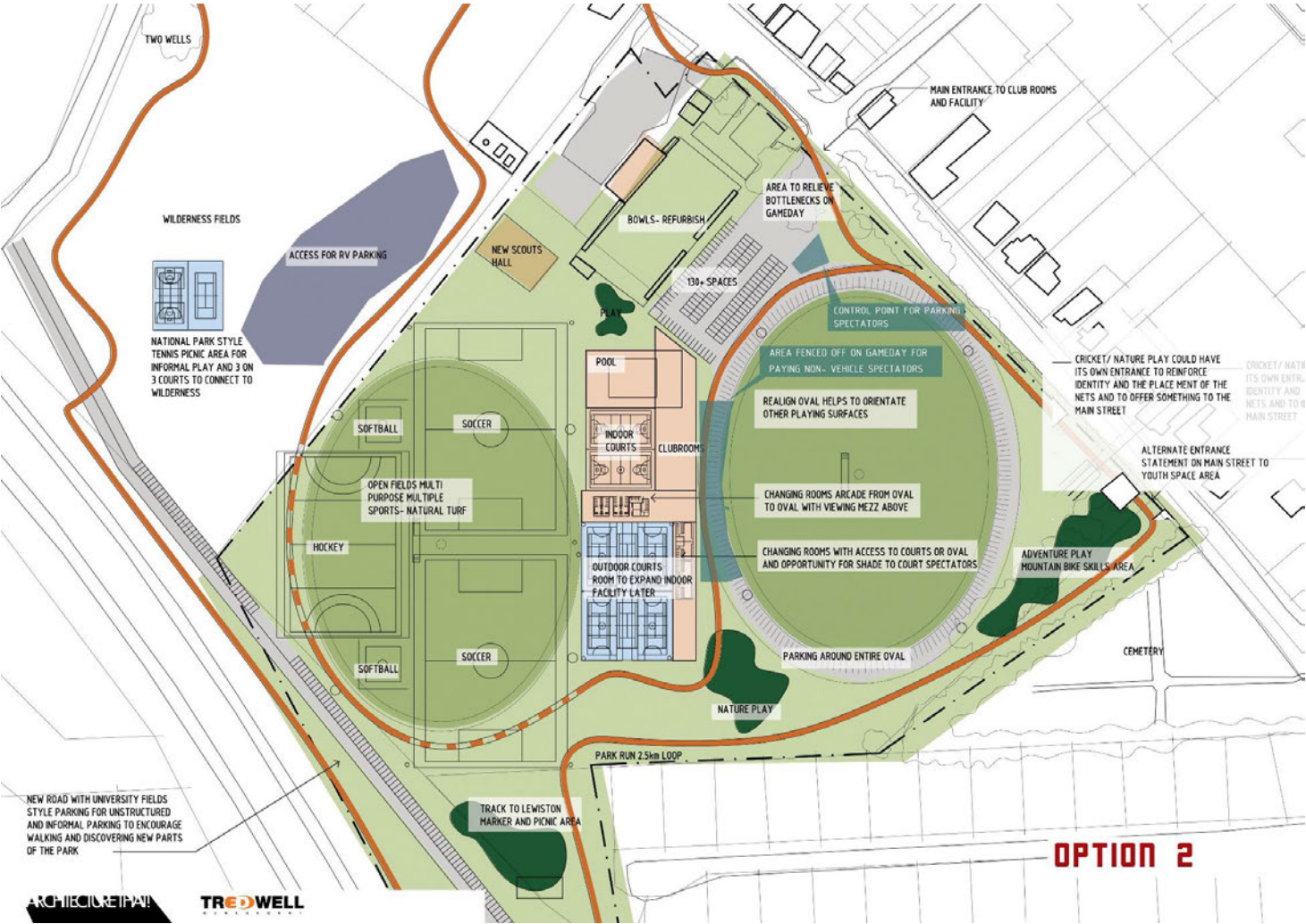
**Extract
prepared by
APC Staff**

Aspirations

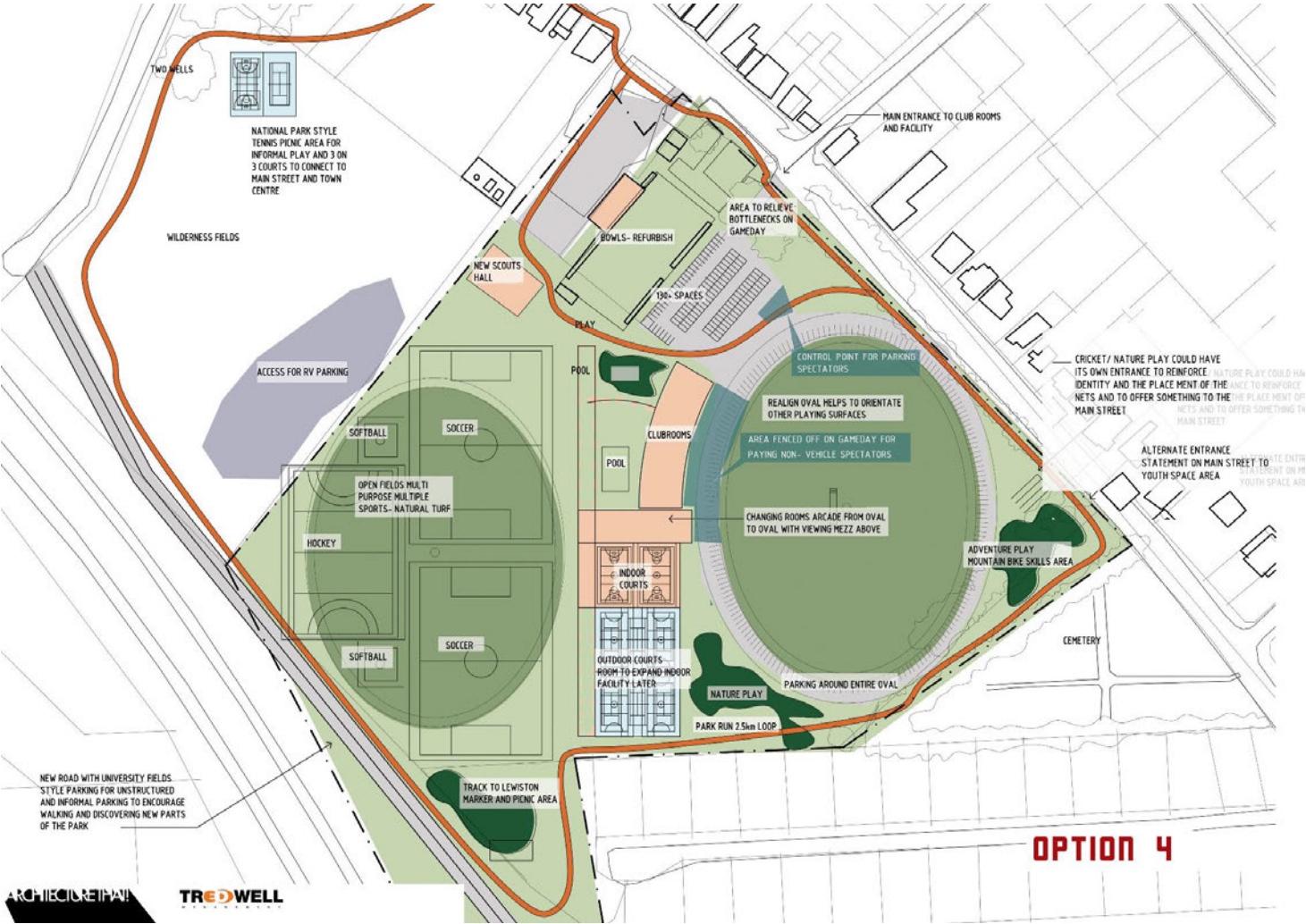















14.11 PRECINCT DEVELOPMENT GRANT APPLICATION**Record Number:** D24/2363**Author:** Manager Growth and Investment**Authoriser:** Director Development and Community

Attachments:

1. Grant Application  
2. Additional Information  
3. Resource Plan  

EXECUTIVE SUMMARY

- Investigations to prepare a grant application to the Australian Government's Regional Precincts and Partnership Program have been undertaken. This has involved numerous discussions with private and public interests. A Grant Application with accompanying Additional Information has been prepared (**Attachment 1**).
- The proposed grant would resource a Northern Adelaide Plains Partners Precinct Planning. This is about businesses, community, investors, land developers, utility providers, peak bodies, government agencies, universities and council working together.
- The scope is an open and collaborative process (including all land owners) interested in the precinct's future. The scope seeks to understand what opportunities are present to realise the Northern Adelaide Plains as a hub of innovative agribusiness, renewables, and local living, working, tourism and recreating.
- The output would be a Precinct Plan encompassing rural areas to the east of Mallala and heading west including the Carslake Road Employment area and the emerging Dublin growth area. More specific growth plans would be prepared for Mallala and Dublin Townships, as well as the Carslake Employment Zone.
- The partnering will identify the rationale for new infrastructure needed. At this preliminary grant application stage, new infrastructure could – emphasis on could rather than will - include:
 - Recycled water pipe and facilities from Korunye reservoir heading toward the east of Mallala, to service agribusiness investment.
 - Water – including potable water – facilities and pipes at the wider Dublin and Carslake Employment area, including extending to/at Thompson Beach. To service business and residential growth.
 - Electrical power line augmentation from Mallala heading south east to the Carslake Employment area.
 - Targeted freight route improvements across the rural areas along with pedestrian and walking infrastructure improvements within Mallala and Dublin townships. To service business and residential growth.
 - Potable water infrastructure to/at Middle Beach.
- The infrastructure cost barriers are significant, so whilst the grant may be successful, realising on-ground change will still require significant work by many entities other than Council itself.

- The grant application is for \$2.3M. The Resource Plan (**Attachment 3**) outlines how this number has been arrived at. Discussions with officers of Primary Industries SA overseeing all grant applications to this Australian Government grant round, RDA Barossa, Department of Environment and Water and Invest SA has informed the grant proposal.
- The opportunity to obtain significant funds to work collaboratively across the northern Adelaide Plains to properly investigate and prepare plans for townships, the Carslake Rd area and rural areas, helps to progress growth and investment in an orderly, liveable and sustainable manner. Whilst ambitious in scope, with suitable project management, the precinct plan should be able to be prepared.
- Such a plan positions Council and others subject to eligibility to apply for Stream Two, where between \$5 and \$50M is eligible for capital works.
- This report builds on the information report considered by Council on 18 December 2023.

RECOMMENDATION

“that Council, having considered Item 14.11 – *Precinct Development Grant Application*, dated 26 February 2024, receives and notes the report and in doing so:

- 1. endorses the proposed *Northern Adelaide Plains Precinct Planning Grant Application* as presented as Attachment 1, 2 and 3 to this report;**
- 2. instructs the Chief Executive Officer to finalise and lodge the *Northern Adelaide Plains Precinct Planning Grant Application* to the Australian Government’s Regional Precincts and Partnerships Program; and**
- 3. acknowledges and expresses thanks to the various groups expressing interest in partnering with Council in precinct planning.”**

BUDGET IMPACT

Estimated Cost:	\$ 0
Future ongoing operating costs:	\$ 0
Is this Budgeted?	Not applicable

RISK ASSESSMENT

Project management resourcing being applied for within the grant itself is intended to enable other Council priorities to be delivered. However, it is inevitable there will be some impact on operations. However, the benefit for the northern precinct is considered to outweigh the risks.

DETAILED REPORT

Purpose

To seek Council endorsement about the proposed scope of a Northern Adelaide Plains Partners Precinct Planning Grant Application.

Background

Council Decision

On 18 December 2023, Council received an information report about investigations underway into a possible grant application.

RESOLUTION 2023/393

Moved: Councillor Keen

Seconded: Councillor Di Troia

“that Council, having considered Item 14.11 – *Precinct Development Grant Application*, dated 26 February 2024, receives and notes the report.”

CARRIED UNANIMOUSLY

Background

The Australian Government’s Regional Precincts and Partnerships Program (rPPP) – Stream One: precinct and development planning¹ offers grants from \$0.5M up to \$5M to develop a precinct idea through to investment-ready stage in partnership with local stakeholders to benefit regional communities.

Proposed Scope of Draft Grant Application

A Draft Grant Application (**Attachment 1**) has been prepared that is in a form suitable for lodging with the Australian Government’s grant portal.

Additional Grant Information (**Attachment 2**) provides:

- The intended outcomes
- A mapped summary of Challenges and Opportunities
- Partnering Arrangements
- Grant Application Partners
- Alignment with Criteria

The Resource Plan (**Attachment 3**) estimates tasks, time and the range of roles and specialists needed to do the investigations and partner based engaging.

The proposed scope is to work collaboratively with partners and community to properly investigate opportunities and barriers. In particular, but not exclusively infrastructure, in order to prepare an overall Northern Adelaide Plains Precinct Plan and tailored plans for localised areas within it.

The process would establish the ‘vision’ for the wider precinct, towns and precincts within it.

¹ [Regional Precincts and Partnerships Program \(rPPP\) - Stream One: Precinct development and planning | business.gov.au](https://business.gov.au)

Key proposed activities are based on professionally investigating and engaging widely with partners and community about opportunities to address barriers. Activities envisaged include:

- Understanding Kurna and European cultural history to inform the precincts future. The limited historical documentation that exists would be significantly augmented.
- Identifying opportunities for more intense agribusiness, food-based innovation, renewables and economic diversification that arise from an integrated approach to water, energy, waste and recycling, and transport (freight, community and active). This is across the rural areas and townships. Trends associated with emerging national and regional economic sectors would be considered.
- Working with known infrastructure and future plans of utility providers, explore potential for augmentation to catalyse private investment. This would explore opportunities associated with the Northern Adelaide Irrigation Scheme (NAIS) as well as opportunities for trunk 'poles and wire' augmentation.
- Investigating and engaging to prepare investment ready plans for the Carslake employment area, and housing growth at affordable price points at Mallala and Dublin townships. Investigations for each would be undertaken.
- Investigating and engaging to prepare an investment ready integrated approach to water and energy, including sewer, stormwater, and renewable approaches. This would include private and public entities.
- Work with 800 rural land owners to understand their aspirations for their rural land and any barriers to realising that, in particular lack of potable water, recycled water and power. This is intended to understand their possible demand for utilities and options.
- Work with Thompson Beach and Middle Beach settlements, intended to have around 500 residents, about lack of potable water. This is intended to understand their possible demand for potable water and options. Separate planning is occurring for these settlements but is not looking at the water barrier.
- Understanding transport demands and opportunities. This includes freight movement, road and rail, noting increasing demand, the Long Plains rail siding, the freight role of Port Wakefield Highway, and the impact of trucks in townships. Low carbon movement is to be considered.
- Create an overall investment ready Precinct Plan from east of Mallala to west of Dublin, and including Thompson Beach and Middle Beach settlements.

An initial key activity is to engage a project and engagement officer, who in conjunction with a project partnership control group, would work with partners to prepare a consultant's brief. This brief would be used to procure experts across a range of sectors to investigate and engage broadly in order to deliver the investment ready Precinct Plan. The procurement would occur based on Council's Procurement Policy.

Key 'partnering' activities are ongoing engagement with 800 owners of rural land, 500 owners of township land, and ongoing work with 20 – 30 key partners (public and private).

Next Steps

Subject to Council endorsement, the detail of the grant application will be finalised consistent with the expectations of the Australian Government grant process and criteria.

Discussions with prospective partners are ongoing and there could be additional parties prepared to express interest in partnering. These will be added to the formal grant application.

Submitting in late February aligns with the understanding that a round of applications are to be assessed during March.

Project Governance and Risks

The grant criteria envisage grant applications involve project managers to manage projects and a certain portion of staff time being funded by the grant. The Resource Plan includes a Project Manager and a Partnering Manager to lead the work reporting to an officer-based Project Control Group who would in turn report to the Council/RDA Barossa Board.

Whilst this resourcing is intended to enable other Council priorities to be delivered, it is inevitable there will be some impact on operations. However, the benefit for the northern precinct along with employing a project and partnering manager is considered to outweigh the risks.

Discussions have identified discussions considering a NAIS pipe extension to Agrisano, which if established, could open up further covered cropping investment between the head ponds and east of Mallala.

Acknowledging some historical disquiet with the Agrisano development, officers have reviewed the Planning and Design Code (Code) introduced in 2021 regarding the prospects of Agrisano type covered cropping or similar development obtaining planning consent.

This review concludes subject to individual assessment of development applications regarding the Code, in general terms, the Code envisages covered cropping forms of development. Thus, this precinct planning project is generally in alignment with the Code.

Officers met State Planning Commission (Commission) representatives about the proposed scope. In general terms, the proposed scope aligns with the Commission's directions for Northern Adelaide Plains. Commission representatives were open to being invited to partner with the grant application.

Discussion

The opportunity to obtain significant funds to work collaboratively across the northern Adelaide Plains to properly investigate and prepare plans for townships, the Carslake area and rural areas, helps to progress growth and investment in an orderly, liveable and sustainable manner. Whilst somewhat ambitious in scope, with suitable project management, the precinct plan should be able to be prepared.

Such a plan positions Council and others subject to eligibility to apply for Stream Two, where between \$5 and \$50M is eligible for capital works and the doing.

Conclusion

The proposed grant aligns with Council strategies around economic development and growth, and is recommended for endorsement.

References

Legislation

Planning, Development and Infrastructure Act 2016

Council Policies/Plans

Growth Strategy 2023

Tourism and Economic Development Strategy

Procurement Policy

Public Consultation Policy

Regional Precincts and Partnerships Program - Stream 1: Precinct development and planning

Application Number RPPDP000173

Direct link: business.gov.au/grants-and-programs/regional-precincts-and-partnerships-program-precinct-development-and-planning

Check: business.gov.au/grants-and-programs/check-if-youre-ready-to-apply-for-a-grant Project information

On this page you must provide the detailed information about your proposed project.

DRAFT FOR COUNCIL MEETING 26 FEBRUARY 2024

Project title and description

Provide a project title.

Northern Adelaide Plains Partners Precinct Planning.

Provide a brief project description.

*Your response is limited to **750 characters** including spaces and does not support formatting.*

Ensure your project description focuses on your project's key activities and outcomes. Outline what it is you are going to do and how it will benefit your region.

Northern Adelaide Plains Partners Precinct Planning is about businesses, community, investors, land developers, utility providers, peak bodies, universities, government agencies and council working together.

We will have an open and collaborative process of working together – including all land owners – interested in the precinct's future.

We will seek to understand what opportunities present to realise the Northern Adelaide Plains as a hub of innovative agribusiness, renewables, and local living, working, tourism and leisure.

We will create a specific and actionable Precinct Plan encompassing rural areas to the east of Mallala and to the west including the Carslake Road Employment area and the emerging Dublin growth area, continuing to engage with partners.

(750)

A.1. Detailed project description and key activities

This information will be included in your grant agreement if your application is successful.

Provide a detailed description of your project including the project scope and key activities.

*Your response is limited to **5000 characters** including spaces and does not support formatting.*

The Northern Adelaide Plains is emerging as a precinct with opportunities for innovation in development of agribusiness, renewable energy, waste to energy, broad acre farming, value added primary production, and liveable country living. Well connected to national road and rail networks, and on Greater Adelaide's urbanising peri-urban fringe, the potential to realise contemporary living and working environments as towns grow and rural areas intensify presents itself. Proposed significant private developments in the precinct which are experiencing utilities barriers include the Agrisano horticulture vision, the Dublin Green Circular Economy Precinct, and the Gracewood 500 lot residential land division, as well as numerous businesses and landholders on Carslake Road.

The proposed scope is to work collaboratively with partners and community to properly investigate opportunities and barriers. In particular, but not exclusively infrastructure, in order to prepare an overall Northern Adelaide Plains Precinct Plan and tailored plans for localised areas within it.

The process would establish the 'vision' for the wider precinct, towns and precincts within it.

Key proposed activities are based on professionally investigating and engaging widely with partners and community about opportunities to address barriers. Activities envisaged include:

1. Understanding Kaurna and European cultural history to inform the precincts future. The limited historical documentation that exists would be significantly augmented.

2. Work with 800 rural land owners to understand their aspirations for their rural land and any barriers to realising that, in particular lack of potable water, recycled water and power. This is intended to understand their possible demand for utilities and options.
3. Identifying opportunities for agribusiness sector growth, food-based innovation, renewables and economic diversification that arise from an integrated approach to water, energy, waste and recycling, and transport (freight, community and active). This is across the rural areas and townships. Trends associated with emerging national and regional economic sectors would be considered.
4. Investigating and engaging with private and public utility providers to prepare an investment ready integrated approach to augmenting water and energy, including sewer, stormwater, and renewable approaches. This would explore opportunities associated with the Northern Adelaide Irrigation Scheme (NAIS), water reuse, as well as opportunities for trunk 'poles and wire' augmentation.
5. Investigating and engaging to prepare investment ready integrated plans for the Carslake employment area, Mallala and Dublin town centres, and housing growth at affordable price points at Mallala and Dublin townships. Targeted wholistic investigations for each would be undertaken.
6. Work with Thompson Beach and Middle Beach settlements planned for 500 residents and as visitor hubs for the Adelaide International Bird Sanctuary National Park - Winaityinaityi Pangkara about lack of potable water. This is intended to understand their possible demand for potable water and options.
7. Understanding transport demands and opportunities. This includes freight movement, road and rail, noting increasing demand, the Long Plains rail siding, the freight role of Port Wakefield Highway, and the impact of trucks in townships. Low carbon movement is to be considered.

An initial key activity is to engage a project and engagement officer, who in conjunction with a project partnership control group, would work with key partners. A brief would be prepared to procure experts across a range of sectors to investigate and engage broadly in order to deliver the investment ready Precinct Plan. The procurement would be based on Council's Procurement Policy, would be competitive and assessed against criteria.

Key 'partnering' activities are engaging with 800 rural land owners, 500 township land owners, and ongoing work with 20 – 30 key partners (public and private). 'Partnering' to plan precincts is fundamentally about businesses, residents, investors, land developers, utility providers, peak bodies, government agencies and council working together. This activity to enable 'partnering' is key.

We will have an open and collaborative process of working together – including all land owners - interested in the precinct's future. We will seek to understand what opportunities present to realise the Northern Adelaide Plains as a hub of innovative agribusiness, renewables, and local living, working, and recreating.

Refer to Additional Information.

(4605)

A.2. Project outcomes

This information will be included in your grant agreement if your application is successful.

Provide a summary of the expected project outcomes.

Your response is limited to 5000 characters including spaces and does not support formatting.

A key outcome is establishing long term proactive partnerships between businesses, land developers, community, utility providers, peak bodies, government agencies and council.

Outcomes are strengthened relationships, a shared vision, clear identification of prioritised opportunities for further investment and development, and an informed set of actions to be delivered in subsequent work-

The partnering process would work to establish the 'vision' for the wider precinct, local precincts and towns within it. This will be documented in an investment ready Precinct Plan document tailored to the Northern Adelaide Plains. This will draw on community and partners feedback, engagement and expert investigations.

An investment ready and prioritised Precinct Plan is our key outcome.

The Precinct Plan is intended to provide:

- Opportunities to contribute to Closing the Gap and how to do this
- Opportunities for agribusiness sector growth, food production innovation, renewables and economic diversification, and residential living that arise from an integrated approach to water, energy and transport.
- An investment plan for the Carslake employment area and nearby land, including how lack of water and energy barriers are holding back envisaged employment-based development are to be addressed.
- A growth plan for the Dublin township, including the privately driven proposed Dublin Green Circular Economy adjoining to the south. The Dublin Green Circular Economy aims to transform underutilised land into SA's first green industrial, residential and clean energy economy using sustainable economies. The outcome of the growth plan at Dublin will be a liveable country community of 4000 residents with innovative sustainable energy and local work. With a proud community, Dublin will be transformed from its current population of 400.
- A growth plan for the Mallala township, including the proposed Gracewood land division for around 1300 residents in affordable price point homes and looking at the whole town. The outcome at Mallala will be a liveable country community of 3,000 residents with innovative sustainable energy and local work. A town with planned growth from its current population of 800 constrained by the lack of potable water.
- An integrated approach between private and public entities across the Precinct to water and energy, including recycled water, potable water, stormwater, sewer, and renewable energy approaches.
- An integrated approach to transport and freight, public community and active transport. This will have a planned approach to connecting the Precinct into region networks, be it private vehicle, freight movement on road or rail, community and public transport.

(2699)

A.3. Project duration

If you are successful we expect you will be able to commence your project within 3 months of receiving the offer of grant funding.

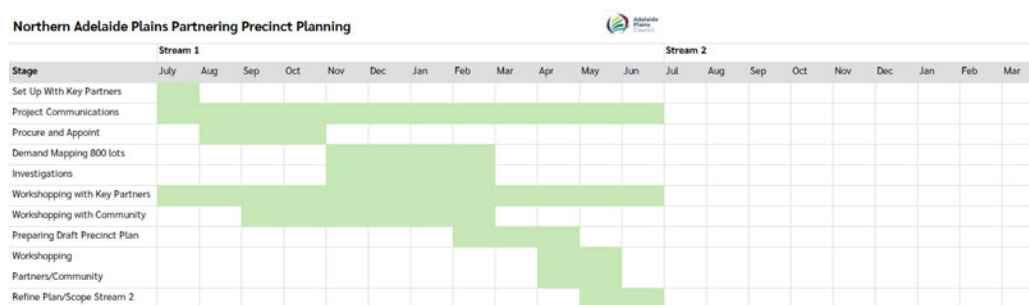
Your project cannot start before 1 November 2023.

Your project must be completed by 31 March 2026.

- Estimated project start date - when notified of success
- Estimated project end date – 12 months from when notified of success
- Estimated project length (in months)

Your project can be no longer than 28 months.

12 months for Stream One, during which preparing an application for Stream Two will also occur



A.4. Project milestone

A.5. Project location

A.6. Project geolocation

B. Project budget

B.1. Project budget summary

B.2. Source of funding

B.3. Grant amount sought

B.4. Contributions

C. Assessment criteria

You must address all assessment criteria in your application. The Independent Expert Panel (the Panel) will assess your application based on the weighting given to each criterion. Only applications which score at least 50 per cent against each assessment criterion will be considered for award of grant funding

The amount of detail and supporting evidence you provide should be commensurate with the project size, complexity and grant amount requested. You should define, quantify and provide evidence to support your answers.

C.1. Assessment criterion 1 (35 points)

Your response is limited to 5000 characters including spaces and does not support formatting.

Project alignment with program objectives and Australian Government priorities

You should demonstrate this through identifying how your proposal:

- a. aligns with regional plans, community priorities and other regional investment strategies and activities
- b. supports a place-based approach to planning, including better integration of land use and regional development and/or renewal
- c. provides economic opportunities, and enhances productivity, equity and resilience
- d. considers and/or measures climate and energy impacts such as disaster risk, emissions reduction, biodiversity, decarbonisation, circular economies, energy and water efficiency
- e. contributes to the achievement of Australian Government policy priorities and program objectives, including but not limited to Closing the Gap, transition to a net zero economy, Australia's emission reduction goals, social and affordable housing and National Cultural Policy, relative to the type of project being considered.

For the Australian Government:

- Closing the Gap will be supported through expert investigation of First Nations culture and local settlement history to inform what is to be in the Precinct Plan
- Transition to net zero and emissions reduction will be supported through expert investigation of utilities, consideration of opportunities about waste to energy at Dublin, noting IWS role in waste and the Leinad circular economy proposal, and other opportunities to enable investment supported by net zero approaches to utilities.
- Social and affordable housing will be supported through an expert informed integrated approach between Council as well as State & Federal Governments including infrastructure for the residential growth of Mallala and Dublin.
- Cultural policy will be supported by social and cultural experts and engagement identifying opportunities to foster cultural expression.
- Regional economic and wellbeing development, a crucial part of Australia's economy. values and sense of identity.
- Supporting an efficient, sustainable, competitive, accessible, safe and secure transport system and jobs through a plan for infrastructure investment.

For the State Government, this proposal aligns with:

- State Planning Commission's intended outcomes for Greater Adelaide. These are a strong economy built on a smarter, cleaner, regenerative future, a more equitable and social cohesive place, a greater choice of housing in the right places, and a greener, wilder, and climate resilient environment. These outcomes are as described in the 2023 Discussion Paper released for consultation to inform the new Greater Adelaide Regional Plan.
- PIRSA priorities to 'Grow the value of primary industry products by supporting increased downstream value-adding within the state, processing, product differentiation, improved integrity systems and extraction of value from by-products.', 'Address blockers to the advancement of South Australia's primary industries and regions that fall across other jurisdictions such as infrastructure, water, labour, investment attraction and trade development.' and 'Work with regional communities and other stakeholders to advance the Regional Development Strategy'.
- Green industry circular economy goals, noting the Leinad circular economy vision at Dublin location in proximity to Greater Adelaide, northern plains productive areas, and IWS significant waste role.
- Housing affordability and land release goals.
- Moving freight regionally goals.

This proposal aligns with Regional Development Australia Barossa Gawler Light Adelaide Plains Strategic Priorities, being:

- Water Infrastructure 1 urgent attention to supply costs of water for economic development in future growth industries, including Northern Adelaide Plains 2 Water and infrastructure for amenity, horticulture and wellbeing
- Brands & Places – including 1 Community leadership for connection to place in an authentic and cohesive voice and 2 Simple and consistent ways to democratise brands for the benefit of the region
- Sustainable Resilient Food & Wine Value Chains 1 Develop a platform to understand infrastructure utilisation and demand, and to measure the growth and changes 2 A broadly based knowledge transfer program for Aboriginal land management practices 3 A persistent drive for responsible production and consumption across all projects and programs in the region; grass-roots campaigns 4 Continuing contributory support for the Northern Adelaide Plains Food Cluster to accelerate productivity gains and new investment in food, and 5) Food manufacturing centres to support current demand and attract further investment in finished foods; Renewable energy serviced.
- Tourism, Education and Equine Sector Support 1 Investment in main streets, including accommodation, to keep main streets relevant and vibrant hubs of communities and tourism, 2 Further investment in tourism accommodation including in Kapunda, Gawler and adjacent to the Adelaide International Bird Sanctuary near Two Wells, and 3 Developing the local economy and social cohesion as the underpinning of a vibrant economy that attracts investment, talent and tourism with its authenticity and quality of product and service.
- Future Generations – 1 Truth telling about the past and inclusion of Kaurna people in future planning and landscape management, 2 Framework of responsible production and consumption at government, industry, education, and community levels, 3 Attention to community mobility

and forms of accessible transport, 4 Planning frameworks that enable new forms of passive housing for affordability of construction and inhabitation and that consider the value and importance of retaining rural areas (including Character Preservation and EFPAs), 5 Planning and land use frameworks that are design-led, integrated, and future generations centric; and infrastructure planning and delivery that supports sustainable economic and population growth, and 6 Delivery of game-changing local government infrastructure for community and economy.

(4994)

C.2. Assessment criterion 2 (35 points)

Your response is limited to 5000 characters including spaces and does not support formatting.

Project Need

You should demonstrate this through identifying:

- a. how your proposal will address an existing public infrastructure gap and how the precinct will deliver improvements and public benefits across the region
- b. evidence as to why investment in the proposal is needed, including any barriers preventing investment to date
- c. rationale for the infrastructure elements you are considering for inclusion in the precinct and how these link together to effectively create the precinct as a place with a purpose.

Known barriers to investment are lack of potable water and power infrastructure.

Agrisano Fresh are setting up 20HA of industrial scale high tech covered cropping to the east of Mallala. Their current water supply is limited and predicated on obtaining recycled water from an expansion of the Northern Adelaide Irrigation Scheme head-pond 16 kilometres away. The NAIS water needs further treatment to be suitable. Lack of recycled water is a barrier to Agrisano Fresh.

As Agrisano is proposing to have more than double their water requirements delivered through the gauge of the pipeline extension of some 16 – 18 km, addressing the Agrisano barrier presents opportunity to catalyse further investment along the pipeline, which may be industrial scale horticultural activity. Engaging with some 50 – 100 landowners between the head-pond and east of Mallala to understand their aspirations, assists identifying possible demand interest for recycled water as well as power. This then informs a pipe route and subsequent detailed business case. Agrisano has planning consent and have commenced initial work only. This presents a perfect one-off opportunity to deliver cost effective water to multiple horticulture businesses.

Growing Mallala's town of 800 residents to some 2,500 through 500 affordable price point houses is experiencing the cost barrier of potable water. A potable water pipe extension is approximately 16km in length and is a significant cost barrier contributing to the 500-lot division being a significant challenge in terms of feasibility and critically, affordability. There is further land at Mallala with potential for housing. How this potable water barrier is best solved, noting Mallala and Agrisano proximity, and the possibility of two septic systems within Mallala, presents water-based opportunities to investigate a future proofed water solution.

In the Carslake employment zone east of Dublin, an owner of 29HA is unable to invest for any development due to lack of potable water. An industry setting up on 32HA is resorting to diesel generators for their power due to lack of mains power. A national firm is considering investing on around 29HA adjacent the employment zone for a renewable energy-based tourism facility, which is reliant on potable water being available. Carslake Road is the only B-Triple gazetted road for the

region and connects directly to the major highway connecting major sea and airport with our grain and pulse growing regions further to the north. This presents a key opportunity to understand and present solutions to power and water, unlocking key employment lands and industry opportunity to value add to primary production.

Dublin is a town of some 400 residents. Dublin's limited potable water and power has led Leinad Land Development Pty Ltd to propose the Dublin Green Circular Economy. This envisages 1300 affordable price point houses, an industrial estate, mining and a bioreactor. This innovative proposal is self-contained in terms of water and energy. The main barriers are regulatory and policy based. This vision of innovation is driven by seeking to solve many problems in a wholistic way to realise sustainable living and working growth. This vision presents opportunity through collaboration to unlock investment and liveability in the region and the realisation of a new innovative circular living and business precinct to be considered for other regions, challenged by traditional infrastructure needs.

Trucks are a valued part of the Northern Adelaide Plains economy, however, increasing movements through Mallala and Two Wells impacts desired residential growth. Investigating options to better manage freight routes are needed, including considering further dirt roads to be bituminised, and increased gazettement of B-Triple, along with the potential benefit of an intermodal at Long Plains. Opening up these freight routes assists the wider region's growth from both living and business perspectives. Considerations for new road requirements will be key as electric road freight vehicles are being developed due to their significant increase in mass and expected increased rates of road degradation if not properly engineered.

The partnering will identify the rationale for new infrastructure needed. At this preliminary grant application stage, new infrastructure could include:

1. Recycled water pipe and facilities from Korunye Head-pond heading to east of Mallala. To service agribusiness investment.
2. Water – including potable water – facilities and pipes at the wider Dublin and Carslake Employment area, including extending to the Thompson Beach coastal settlement. To service business and residential growth.
3. Electricity power line augmentation from Mallala heading south east to the Carslake Employment area.
4. Targeted freight route improvements across the rural areas along with pedestrian and walking infrastructure improvements within Mallala and Dublin townships. To service business and residential growth.
5. Potable water infrastructure to Middle Beach.

(5048)

C.3. Assessment criterion 3 (20 points)

Your response is limited to 5000 characters including spaces and does not support formatting.

Community engagement, collaboration, and partnership

You should demonstrate this through identifying:

- a. how your precinct development and planning process intends to engage with the local community, draw upon local knowledge and information, and identify and leverage opportunities and address challenges within your region
- b. how you and your partnership will work together to achieve the project based on the values of shared design, stewardship and accountability of planned outcomes
- c. the proposed governance arrangements of the partnership and how they will support, enhance or achieve community engagement, and collaboration for the project
- d. how First Nations groups could be involved in the design and planning phase to help shape the proposal and influence a stronger outcome that incorporates First Nations experiences, culture and design.

As the grant program expects partners to express interest, preparing this grant application has involved extensive discussions with multiple identified partners.

Initial engagement and identification of challenges and barriers for investment has been the catalyst of this grant proposal. Local businesses and long-term residents have been part of these conversations. Government departments and utilities providers have been strong supporters of this process to date as they too identify barriers for them.

The proposed approach to partnering is built on quality communication, shared values and expectations.

In scoping this proposal, potential partners have been requested to 'express interest' and have been advised that if the grant is successful, as a partner, they would need to be prepared to participate in workshops etc, be open with information to the extent possible with confidential limitations, work productively with others in the region (acknowledging competitive strengths and looking for cooperative opportunities), respect confidential boundaries and others competitive interests, be prepared for contact details to be shared, and be prepared to invite others into the partnering.

In terms of engaging with the local community about challenges and opportunities, there are around 800 rural and some 500 town land holdings. Accounting for land in the same ownership, there are around 1000 – 1100 owners to engage with.

The approach proposed is based on community and stakeholder management practices arising from the International Association for Public Participation. Stakeholders' different interests will be understood, and a variety of communication and engagement means used to engage with them. For residents and all land owners, general awareness, opportunity to comment openly will be provided. For agribusiness, industry, land, and housing potential investors, a case management approach is intended in order to understand their aspirations, their barriers to investment, their potential interest and timing to invest, and through discussions, opportunity to catalyse investment. Greater engagement resources would be focussed on land owners around Carslake Road employment area/Dublin south in light of potential innovative utility synergies, not exclusively, but in particular arising from the Green Circular Economy vision at Dublin South. Likewise, land owners between Korunye NAIS Head ponds and Agrisano would be focussed on with greater engagement resource in light of potential catalytic investment arising from a possible alignment and extension to the NAIS recycled water scheme. Interlacing through from Mallala heading southwest towards Dublin

South/Lower Light would be engagement associated with potential interest in mains electricity augmentation.

In terms of operationalising values of shared design, stewardship and accountability, this would rest with a Project Control group comprising expertise in precinct planning and engagement. The working model is officers of Council and RDA Barossa. The Control Group would appoint a Project Manager and Partnering Manager, with an initial codesign step of agreeing a consultant brief with key partners. The key partners Once agreed, using Councils adopted procurement policy, a consultant team with required expertise fit for the purpose of the brief would be appointed.

The 'Resource Plan' document outlines the range of expertise anticipated in technical topics as well as engagement, and working cost estimates.

It is anticipated the Brief for consultants would envisage the detailed nature of engagement with rural and residential land owners to be operationalised by the consultant team working in concert with key partners and the control group. In practice, the project control group would drive the project and ensure delivery and partnering by the consultant team.

Arising from an anticipated partnering plan, various tools are envisaged, including webpage, newsletters, information sessions, a lot of one-on-one land owner discussions, and a key partner reference group. Regular reporting to the Elected Council/Board of RDA Barossa is expected.

Scoping this proposal has involved approaching the Kaurna Yerta Aboriginal Corporation, Reconciliation SA Northern Yorke Landscape Board First Nations Engagement Officer, as well as Red Centre Enterprises. Whilst expressing interest yet to be confirmed, the proposal envisages work being done by experts to better understand the Kaurna culture of the Northern Adelaide Plains and how this can be expressed. This work will involve relationships being formed which will influence both understanding and expression of culture across the northern Plains.

(4691)

C.4. Assessment criterion 4 (10 points)

Your response is limited to 2500 characters including spaces and does not support formatting.

Capacity, capability and resources to deliver a sound precinct proposal

You should demonstrate this by providing evidence of:

- a. your ability to undertake or manage the development of project proposals, including your track record of managing similar projects and your access to personnel with the right skills and experience
- b. your proven ability to manage and monitor timeframes, consultation processes, budget and risk management
- c. a resource plan that includes how the project will be supported and the cost of that resourcing
- d. any contributions you or your partners will be providing that would help to strengthen the delivery of the project. Contributions can be non-monetary

David Bailey, Manager Growth and Investment at Adelaide Plains Council, has managed several projects that have been recipients of Planning Institute of Australia Awards. The Our Market District planning project won a Great Place Award in 2016, and various projects David has been involved in have won engagement Awards including Village Innovation Planning by Alexandrina Council and Equine Strategy Engagement by Adelaide Plains Council.

The Market District Planning involved procuring and managing a multi-disciplinary project team to investigate and engage about a highly valued precinct of the Adelaide CBD flagged for significant change.

The attached resource plan shows the intended model of work and costs associated with various experts. Acknowledging the criteria envisage procuring project managers, the resource plan allocates budget for a project manager as well as a partnering officer. These roles would drive a lot of the operational investigation and engagement work by the consultant team. Preliminary positive conversations have been had with a prospective project manager.

Council organisationally will be contributing to the project by supporting its delivery, and drawing on relationships with partners and others, by facilitating extensive investigations and engagement across the Northern Adelaide Plains. Partners who have expressed interest would contribute by participating in workshops, being open with information, working productively with others in the region (acknowledging competitive strengths and looking for cooperative opportunities), respecting confidential boundaries and others competitive interests, being prepared for contact details to be shared and being prepared to invite others into the partnering.

The council has a relatively small staff, but has focussed on breadth of capability, experience and quality of delivery, and as such, is well positioned to deliver this project in need, on time and on budget.

Applying for this grant was endorsed by Council at its meeting on XX February 2024.

(2035)

D. Project partners

(see Additional Information)

E. Bank account details

F. Application finalisation

F.1. Additional information

You must attach the following supporting documentation. You should only attach documents we have requested or you have referred to in your application.

The total of all attachments cannot exceed 20 MB.

Individual files must be smaller than 2.0mb, and be one of the following types: doc, docx, rtf, pdf, xls,xlsx, csv, jpg, jpeg, png, gif.

Filenames should only include letters or numbers and should be fewer than 40 characters.

- a project plan or preliminary project outline *

You do not need to provide a business plan for the precinct but do need to outline how you will approach partners and consult with the community to develop a shared goal for the precinct

- a project budget *

Include categories as listed in the guidelines

- confirmation of authority for use of the land or infrastructure at the proposed site *

You must attach evidence of authority, or, if authority is not available, you should provide details of steps that have been taken to obtain authority

- evidence to support your intended partnership *

Provide evidence of support from your intended project partners

eg letters or emails

- a proposed governance structure for your precinct partnership *

Outline the proposed roles and responsibilities of the intended partners

- evidence of support from local community and business as relevant *

Attach documents such as emails, letters or meeting minutes supporting the proposed precinct and/or partnership

- evidence that State/Territory and local governments have been invited to participate *

Include letters or emails that have been sent to or from these groups

Attach:

- formal reports and minutes of Council December 2023 and February 2024 meeting
- evidence that the relevant RDA committee has been contacted to seek their support *

Include letters or emails that have been sent to or from these groups

- evidence that the relevant First Nations groups have been contacted to seek their support *

Include letters or emails that have been sent to or from these groups.

Emails of invitation to KYAC, Red Centre and via NPWS.

- evidence of your not-for-profit status (where required)
- detailed evidence that supports assessment criteria responses (including a resource plan)

Include relevant pages of documents only

Refer Resource Plan

- trust deed (where applicable).

If the applicant is a trust, include the trust deed outlining the trustee and their responsibilities

F.2. Program feedback

How did you hear about the grant opportunity? *

You may select from a drop-down menu.

Did you read the grant opportunity guidelines? *

You may select from a drop-down menu.

We welcome any additional feedback on the guidelines.

Your response is limited to 750 characters including spaces and does not support formatting.

How satisfied were you with the process of applying for a grant? *

You may select from a drop-down menu.

We welcome any additional feedback on the application process.

Your response is limited to 750 characters including spaces and does not support formatting.

The release of the grant and the preparation of the grant application has involved extensive resources by Council staff to contact partners, explain about the grant, to scope what the grant application could be for, to see how the grant could assist solve known problems as well as lead to liveable and agribusiness outcomes, and to reimagine what the northern Plans could be.

A key benefit has simply been the relationships developed between private, community, government agency and council individuals.

Additional Information

Proposed Northern Adelaide Plains Partners Precinct Planning

Grant Application

Grant business.gov.au/grants-and-programs/regional-precincts-and-partnerships-program-precinct-development-and-planning

DRAFT

For Council Meeting
26 February 2024

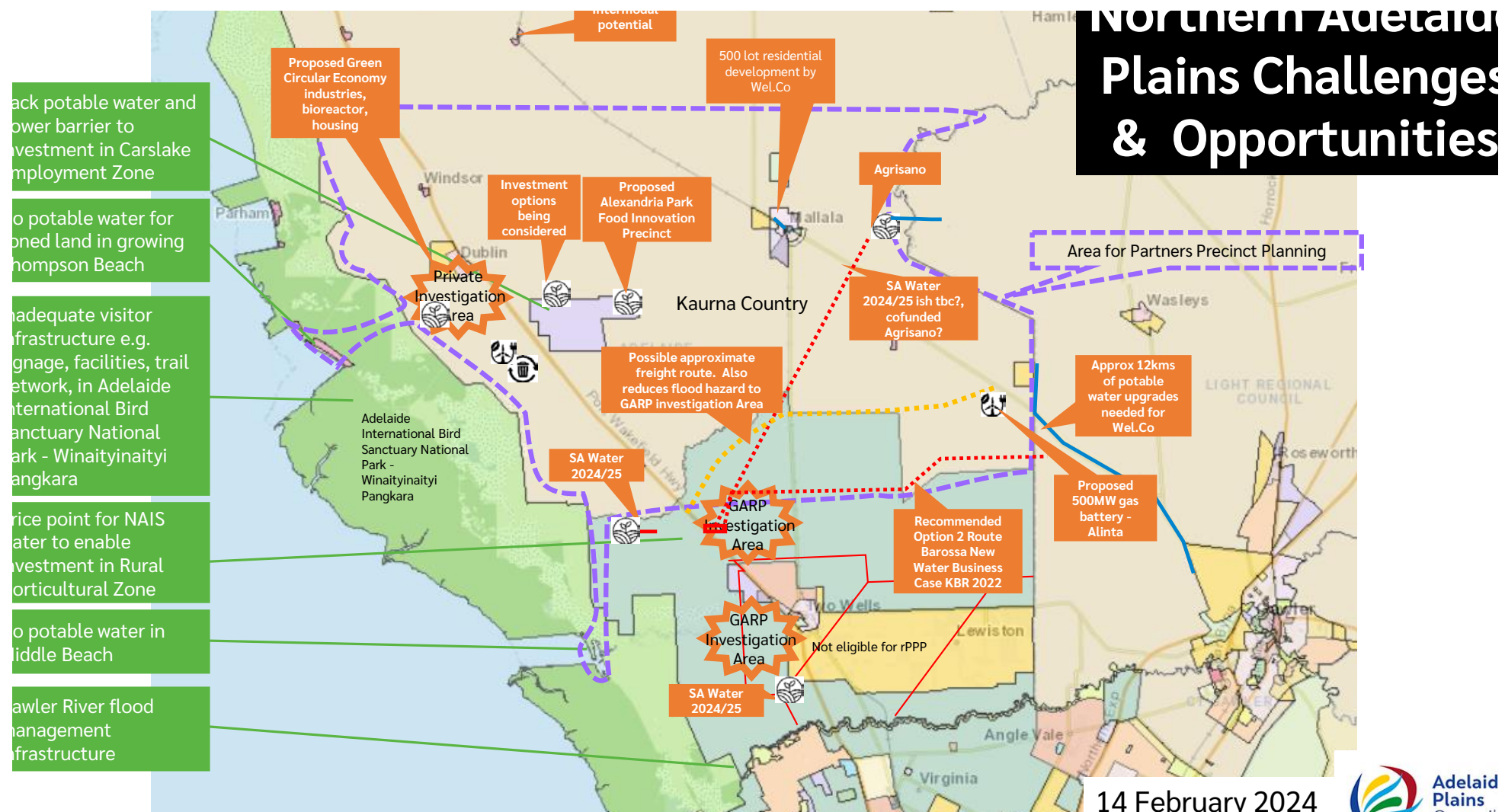


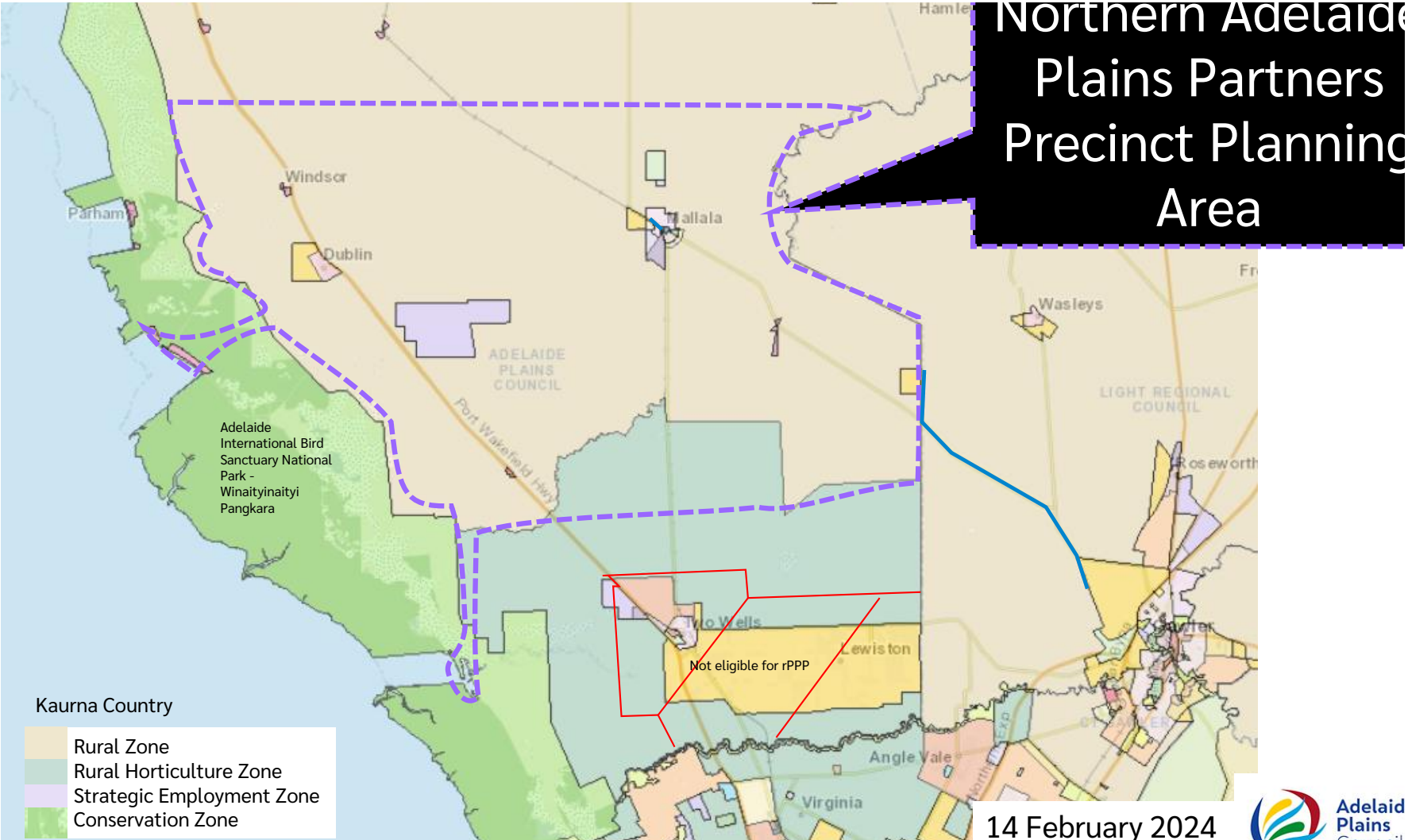
Intended Outcomes

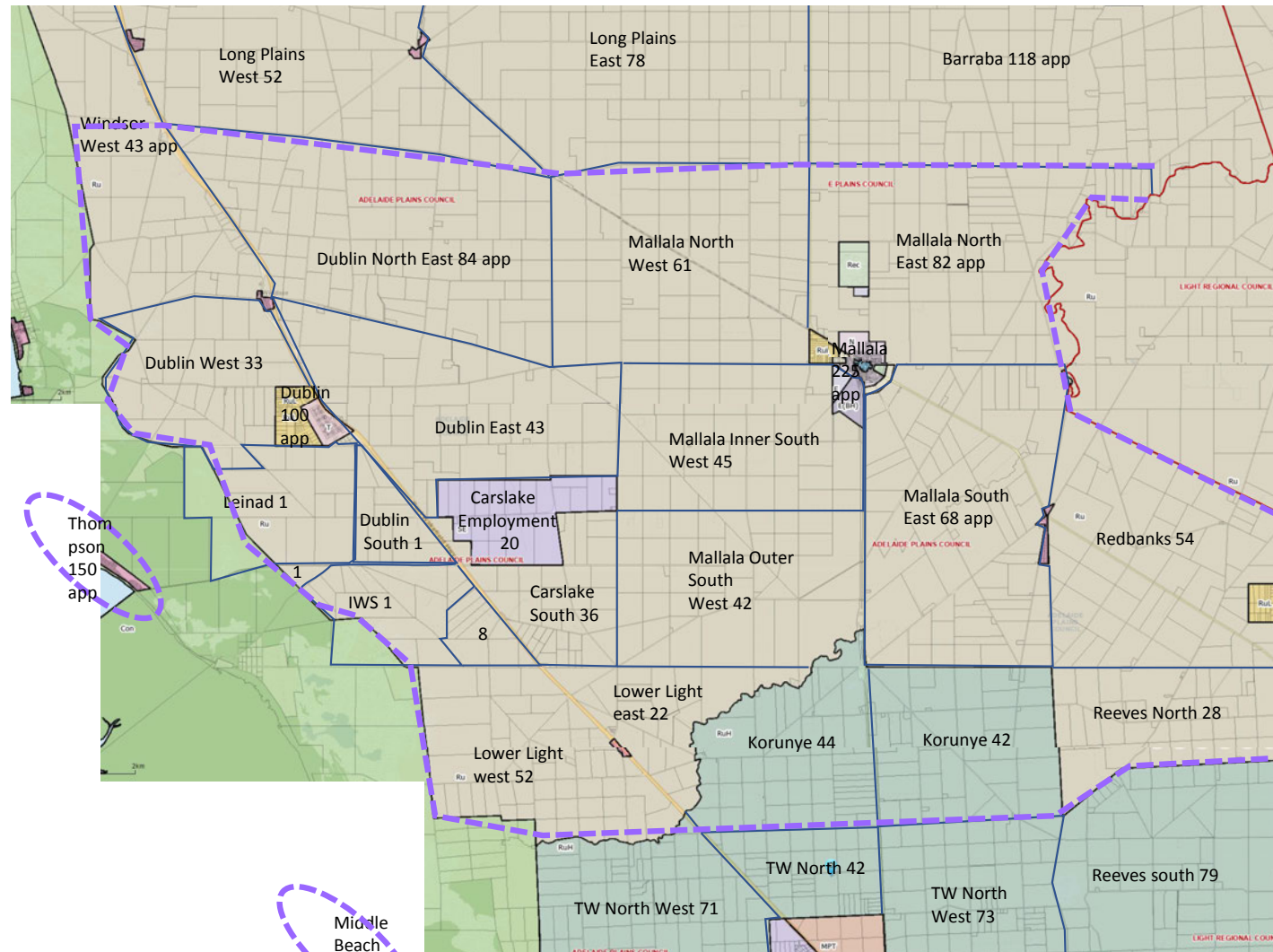
The process itself would work to establish the ‘vision’ for the wider precinct and local precincts and towns within it.

Potentially, this could include:

1. Opportunities to contribute to **Closing the Gap**
2. Considering opportunities for **more agribusiness sector growth, renewables and economic diversification** that may arise from an integrated approach to water and energy in northern Adelaide Plains
3. A Precinct **Plan for the Carslake employment area and nearby land**
4. A Growth **Plan for a liveable country community at Dublin** of around 4000 residents, augmenting the Leinad Urban Framework to the south
5. A Growth **Plan for a liveable country community at Mallala** of around 3000 residents, augmenting the current Welco land division and looking at the whole town
6. An integrated approach to **water and energy**, including sewer, stormwater, and renewable approaches. Private and public entities
7. An approach to **transport** and freight, public community and active transport/trails







Land Owners

TOTAL 1300

Mallala 225
Dublin 100
(Thompson 150)
(Middle Beach 50)
TOWN 500

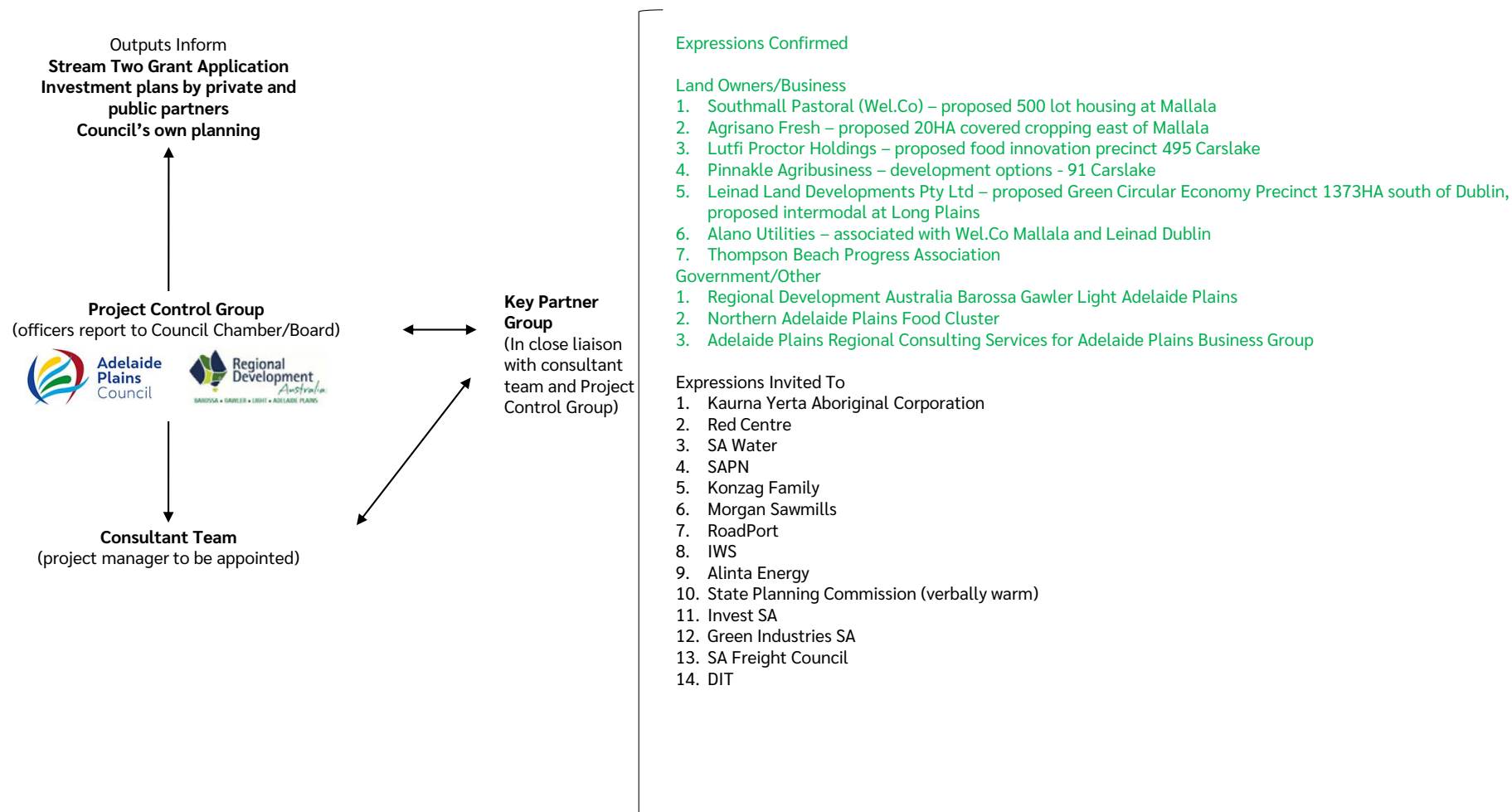
Carslake 20
West PW 117
East PW 651
RURAL 800

Approximate numbers

January 2024



Partnering Arrangements



Background - RPPP criteria and alignment

RPPP

Regional precincts or 'places with a purpose' **are user-defined geographic areas with a specific shared need or theme.**

Northern Adel Plains

Need water and power. Theme is agribusiness jobs and fostering living

Regional precincts may include business districts, neighbourhoods, activity centres, commercial hubs or community and recreational areas.

They will be located in renewal areas and **growth areas in regional centres, regional corridors, regional cities, as well as smaller town centres that serve as service hubs** in more remote communities.

Stream one - **Precinct development and planning**: to activate partnerships and to deliver an investment- ready

Background - RPPP criteria and alignment

The intended outcomes of stream one are to:

- **establish partnerships** comprised of relevant government entities, community organisations and businesses that have a shared vision for a regional precinct
- **deliver precinct plans** that are tailored to their local contexts and based on community feedback and engagement
- **support precinct plans to become investment ready**
- contribute to the Australian Government's current policy priorities, including but not limited to **Closing the Gap, transition to a net zero economy, Australia's emission reduction goals, social and affordable housing, and**



Alignment with Australian Government:

- First Nations closing gap targets, particularly 7, 8, 9 closingthegap.gov.au/national-agreement/targets
- Net Zero pathway dcceew.gov.au/climate-change/emissions-reduction/net-zero
- Housing Plan housing-support-programs-services-housing/developing-the-national-housing-and-homelessness-plan
- Arts and Culture arts.gov.au/what-we-do/new-national-cultural-policy
- Regional Development through fostering economy and wellbeing by assisting Northern Plains realise its potential and manage own future infrastructure.gov.au/territories-regions-cities/regional-Australia
- Transport connectivity in regions infrastructure.gov.au/about-us

Background - RPPP Criteria and alignment

The intended outcomes of stream one are to:

- **establish partnerships** comprised of relevant government entities, community organisations and businesses that have a shared vision for a regional precinct
- **deliver precinct plans** that are tailored to their local contexts and based on community feedback and engagement
- **support precinct plans to become investment ready**
- contribute to the Australian Government's current policy priorities, including but not limited to **Closing the Gap, transition to a net zero economy, Australia's emission reduction goals, social and affordable housing, and**



Government of
South Australia

Alignment with South Australian Government:

- Emerging outcomes for Greater Adelaide by State Planning Commission plan.sa.gov.au/regional-planning-program/about-the-greater-adelaide-regional-plan
- Primary industries strategic goals about growing value, value adding, addressing infrastructure barriers and working collaboratively pir.sa.gov.au/_data/assets/pdf_file/0008/395468/strategic-plan-2021-2025.pdf
- Circular economy goals greenindustries.sa.gov.au/our-strategy
- Increased affordable housing goals housing.sa.gov.au/about-us/strategic-plan
- Moving freight goals dit.sa.gov.au/infrastructure/road_projects/sa-freight-and-supply-chain-strategy

Background - RPPP Criteria and alignment

The intended outcomes of stream one are to:

- **establish partnerships** comprised of relevant government entities, community organisations and businesses that have a shared vision for a regional precinct
- **deliver precinct plans** that are tailored to their local contexts and based on community feedback and engagement
- **support precinct plans to become investment ready**
- contribute to the Australian Government's current policy priorities, including but not limited to **Closing the Gap, transition to a net zero economy, Australia's emission reduction goals, social and affordable housing, and**

PARTNERS



Alignment with Regional Development Australia Barossa Gawler Light Adelaide Plains Strategic Priorities:

- Water Infrastructure
- Sustainable Resilient Food & Wine Value Chains
- Tourism, Education & Equine Sector
- Future Generations
- Brands and Places

barossa.org.au/regional-strategic-plan-2022-2025/

Background - RPPP Funding

Eligible expenditure

You can use this grant funding to cover costs incurred that are directly related to your agreed project including:

- partnership establishment and operational costs
- labour expenditure and on-costs
- contract expenditure
- travel expenditure.

Propose to engage project and partnership managers.

Consultant team undertake investigations and working with the Control Group and Key Partner Group, engage with 800 rural land owners, 500 residential owners, community and stakeholders.

Investigation areas:

- Cultural heritage of first nations and European heritage
- Economic trends associated with emerging economic sectors in SA, including trends associated with agribusiness, renewable energy, visitors and town centres
- Social and cultural trends and infrastructure
- Water and sewer
- Energy, including with a key focus on renewables and waste to energy
- Transport, including freight (road and rail), public, community and active

Resource Plan - Northern Adelaide Plains Partnering Precinct Planning

This is a draft for the purpose of the grant application. If successful, procurement would be undertaken based on the Procurement Policy.

	Timing	Project Manager (Contract employee) Plan and Manage Project, Key Partner Relations	Partnering Manager (Contract Employee) Organise and Do	Consultant Team Lead Organise Team	Land Use Planning Write Report + Planning	Economist Expert Investigate and Advise	Agronomist Expert Investigate and Advise	Water Expert Investigate and Advise	Energy Expert Investigate and Advise	Transport Expert Investigate and Advise	Culture Expert Investigate and Advise	First Nations Expert Investigate and Advise	Social Expert Investigate and Advise	Tourism Expert Investigate and Advise	Vegetation Expert Investigate and Advise	Partnering Officer 1 Communicate with 600 owners	Partnering Officer 2 Communicate with 600 owners	Mgr Growth Direct Cost 60	Eco Officer Direct Cost 50	Comms Officer Direct Cost 50	Admin Officer Direct Cost 40	Financial Audit Direct 60
Main Tasks		70	70	300	300	300	300	300	300	300	300	300	300	300	300	100	100	60	50	50	40	60
Per Hour		2625	2625	11250	11250	11250	11250	15750	11250	11250	11250	11250	11250	11250	11250	3750	3750	2250	1875	1875	1500	2250
Per Week FT		Weeks	Weeks	Weeks	Weeks	Weeks	Weeks	Weeks	Weeks	Weeks	Weeks	Weeks	Weeks	Weeks	Weeks	Weeks	Weeks	Weeks	Weeks	Weeks	Weeks	Weeks
Stage																						
Set Up With Key Partners	July	4																				
Initial Communications	July	4	2																		1	1
Stage Procure and Stage Doing Precinct Planning	Aug - Sep - Oct	10			5													1	1	1		
Demand Mapping 800 lots	Nov to Feb	12	12													20	20				1	1
Investigations	Nov to Feb			2	5	5	5	10	10	5	5	10	5	5	5			1	1	1	1	1
Workshopping with Key Partners	Nov to Feb	1		1	1	1	1	1	1	1	1	1	1	1	1	1	1					
Workshopping with Community	Nov to Feb	1		1	1	1	1	1	1	1	1	1	1	1	1							
Preparing Draft Precinct Plan	Mar	4		1	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Workshopping Partners/Community	Apr - May	6		1	6	1	1	1	1	1	1	1	1	1	1							
Refine Plan/Scope																						
Stream 2	June	2		1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Total Weeks		44	14	12	19	10	10	15	15	10	10	15	10	10	10	23	23	4	4	4	5	5
Cost/Expert		115500	36750	135000	213750	112500	112500	236250	168750	112500	112500	168750	112500	112500	112500	86250	86250	9000	7500	7500	7500	11250
% total		5.4289072																				
Labour Total		2077500																				
Various																						
Advertising		20,000																				
Venues/Catering		10,000																				
Governance Advice		10,000																				
Room OnCosts		10,000																				
Various Total		50,000																				
TOTAL		2,127,500																				
TOTAL + 10%		2340250																				

14.12 ADELAIDE NORTH TRANSPORT STUDY CONSULTATION**Record Number:** D24/6857**Author:** Manager Growth and Investment**Authoriser:** Director Development and Community

Attachments:

1. **Adelaide North Transport Study - Letter to Mayor - Consultation - Fact Sheet** [!\[\]\(961e48273dbc224106cb8ca6cd816e53_img.jpg\)](#) [!\[\]\(48e17fd9d6912e7f92baa14632a45430_img.jpg\)](#)
2. **Adelaide Plains Transport Related Studies and Strategies 2024** [!\[\]\(fef296ef35ce8918f39b1309a90b918d_img.jpg\)](#) [!\[\]\(7df107cca4895925fb181fb8fba0c75f_img.jpg\)](#)
3. **Redbanks Port Wakefield Roads Connector - Two Wells Mallala Bypass - Concept Map 2024** [!\[\]\(83eada8e7a3e3638d0fe3ec7147ded29_img.jpg\)](#) [!\[\]\(5f5fdd7ba66ff1fccf16d5e90f37630d_img.jpg\)](#)

EXECUTIVE SUMMARY

- The Department of Infrastructure and Transport (DIT) are consulting about the Adelaide North Transport Study
- The study area extends from inner Adelaide to the outer suburbs, including Two Wells and Lewiston.
- DIT met with Council officers to gain an understanding about key transport issues and priorities.
- With comments invited by 3 March, this report outlines a range of comments that Council can provide to DIT about priority transport issues.
- The comments in particular draw on the Regional Public Health Plan, Growth Strategy, Equine Strategy, and Tourism and Economic Development Strategy. For Two Wells, the comments draw on the Two Wells Township Traffic Impact Assessment Report January 2023 and the Two Wells Walking Cycling Plan.
- It is also recommended Council notes these comments as forming an input to the preparation of a Council Transport Network Action Plan. For Council to have a stated position on transport assists in advocacy, submission preparation and other policy work. This recommendation provides guidance in commencing preparing such an Action Plan for further Council consideration, as resources permit.

RECOMMENDATION

“that Council, having considered Item 14.12 – *Adelaide North Transport Study Consultation*, dated 26 February 2024, receives and notes the report and in doing so:

1. **endorses the following comments to be provided to the Department of Infrastructure and Transport:**
 - (a) **supports the investigations and engagement by the Department of Infrastructure and Transport in order to plan ahead for transport needs associated with envisaged population, business and agribusiness growth in Adelaide’s north.**
 - (b) **requests the Department of Infrastructure and Transport to:**
 - i. **give priority to improving community transport and establishing public transport services to the rapidly growing Two Wells and Lewiston areas.**

- ii. consider the role of the train line long term for public transport in the northern region and for increasing freight movement from business growth within Adelaide Plains.
 - iii. improve safety within Two Wells on Gawler and Mallala Roads, drawing on the Two Wells Township Traffic Impact Assessment Report January 2023 by BE Engineering Solutions and the Two Wells Walking Cycling Plan.
 - iv. investigate improving bypass options from Redbanks Road to Port Wakefield Highway reducing impact of trucks within increasing residential living of Two Wells and Mallala whilst improving freight connectivity, as outlined in Attachment 3 to this report.
 - v. plan for a network of quiet country roads enabling walking, cycling, and horse-riding connections across Adelaide Plains and connecting to the wider region
 - vi. review studies and strategies relevant to transport, as outlined in Attachment 2 to this report.
- (c) Council looks to work with the Department of Infrastructure and Transport to action these priorities.
- 2. authorises the Chief Executive officer to prepare a submission based on (1) above to be forwarded to the Department of Infrastructure and Transport;
 - 3. notes that these comments will form an input to the preparation of a Transport Network Action Plan to be prepared for Council consideration, when resources permit.”

BUDGET IMPACT

Estimated Cost:	\$ 0
Future ongoing operating costs:	\$ 0
Is this Budgeted?	Not applicable

RISK ASSESSMENT

Nil

DETAILED REPORT

Purpose

To advise about the Adelaide North Transport Study consultation in order to enable Council to provide comments to the Department of Infrastructure and Transport.

Background

Adelaide North Transport Study Consultation

The Department for Infrastructure and Transport (DIT) has commenced a transport study into the key issues and opportunities for the growth in Adelaide's northern suburbs.

The study focuses on the northern Adelaide inner and outer suburbs to inform future transport planning and investment. The study will consider key issues and opportunities to improve transport, such as road safety and efficiency, and its ability to support liveability, population and economic growth.

The area for the study consists of the inner and outer northern suburbs, covering from Prospect to Roseworthy and Buckland Park to Humbug Scrub, and includes eight council areas.

Along with an early meeting with Council staff, DIT wrote to Council inviting comments. This letter, consultation material and a Fact Sheet (Attachment) provide background.

As requested by DIT, Council officers organised several social media posts to encourage participation in the DIT study by Adelaide Plains residents and businesses.

Adelaide Plains Transport

Transport influences all aspects of residential, business, and leisure aspects of Adelaide Plains current and growing populations. Transport is across all modes, be it freight, rail, private vehicle, public transport, community transport and what can be called 'active transport' which includes walking and cycling. Noting Adelaide Plains' equine sector, it includes transportation by horse.

Council officers provided (Attachment) transport related studies and strategies to DIT officers. This document includes what is known and planned now, about transport.

Discussion

Drawing on known strategies and studies, a range of comments are proposed in the recommendation. These aim to convey to DIT the important transport priorities for the next few years. These comments in particular draw on the Regional Public Health Plan, Growth Strategy, Equine Strategy, and Tourism and Economic Development Strategy. For Two Wells, the comments draw on the Two Wells Township Traffic Impact Assessment Report January 2023 by BE Engineering Solutions as well as the Two Wells Walking Cycling Plan.

It is also recommended Council notes these comments as forming an input to the preparation of a Council Transport Network Action Plan. For Council to have a stated position on transport assists in advocacy, submission preparation and other policy work. This recommendation provides guidance in commencing preparation of such an Action Plan, for further Council consideration.

Conclusion

It is positive that DIT are considering their role on transport for the rapid growth north of Adelaide. Council providing comments affirms to DIT that Council sees transport as important and is keen to continue to work with DIT on addressing transport challenges.

References

Legislation

Local Government Act 1999

Council Policies/Plans

Regional Public Health Plan

Growth Strategy

Equine Strategy

Tourism and Economic Development Strategy

Two Wells Walking Cycling Plan.

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In reply please quote #21136459

Enquiries to Nicki Johnson – nicki.johnson@sa.gov.au



Government
of South Australia
Department for Infrastructure
and Transport

Level 7 83 Pirie Street
Adelaide SA 5000
Karna Country

GPO Box 1533
Adelaide SA 5001
DX 171

T 1300 872 677
W dit.sa.gov.au

ABN 92 366 288 135

Mayor Mark Wasley
Adelaide Plains Council
markw@apc.sa.gov.au

Dear Mayor Wasley

RE: Adelaide North Transport Study

**Build. Move.
Connect.**

The Department for Infrastructure and Transport has recently commenced a transport study into the key issues and opportunities for the Adelaide's northern suburbs.

The transport study focuses on the northern Adelaide inner and outer suburbs to inform future transport planning and investment in the region. The study will consider key issues and opportunities to improve transport, such as road safety and efficiency, and its ability to support liveability, and population and economic growth.

The area for the study consists of the inner and outer northern suburbs of Adelaide, covering a large area from Prospect to Roseworthy and Buckland Park to Humbug Scrub, and includes eight council areas.

Stakeholder and community input is important to ensure the transport study is informed by local insights from those who know the region best – those that live, work, and travel in the region.

As part of the early engagement activities, we recently met with Council staff to introduce the Study and gain valuable insights on the key transport issues and priorities in your council area. We thank Council staff for their contributions so far.

From previous engagement in the northern area, we understand the key opportunities for improvement at a local level within the area include freight routes, access to new residential and industrial developments, congestion, travel time delay/reliability, user safety and east/west movements.

We invite Council elected members to share your insights by Sunday 3 March. We welcome a written submission from Council elected members. Alternatively, individuals can provide feedback via an online survey or face-to-face at one of the local listening posts.

Please visit the project website to complete the survey. <https://dit.sa.gov.au/adelaide-north-transport-study>

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Upcoming listening posts

Thursday, 1 February

Lights Community Centre Foyer, 244 - 270 East Parkway, Lightsview.
Drop in any time between 4:00pm and 6:00pm.

Saturday, 3 February

Virginia Community Centre, 920 Old Port Wakefield Road, Virginia.
Drop in any time between 10:00am and 12:00pm.

Saturday, 3 February

Elizabeth City Centre (near SportsPower), 50 Elizabeth Way, Elizabeth.
Drop in any time between 1:00pm and 3:00pm.

Monday, 5 February

Gawler Sports and Community Centre, Nixon Terrace, Gawler.
Drop in any time between 4.30pm and 6.30pm.

Tuesday, 6 February

Angle Vale Sports and Community Centre, Unit 55/69 Fradd E Road, Angle Vale.
Drop in any time between 4:00pm and 6:00pm.

Thursday, 8 February

Salisbury Community Hub, 34 Church Street, Salisbury.
Drop in anytime between 11:00am and 1:00pm

Monday, 12 February

Burton Community Hub, 380 Waterloo Corner Road, Burton.
Drop in any time between 10:00am and 12:00pm.

Tuesday, 13 February

Two Wells Council Chambers – 65 Old Port Wakefield Road, Two Wells.
Drop in any time between 12:00pm and 2:00pm.

Wednesday, 14 February

Tea Tree Gully Library, 571 Montague Road, Modbury.
Drop in any time between 3:30pm-5:30pm.

If you have any questions, please:

- visit the website <https://dit.sa.gov.au/adelaide-north-transport-study>
- email DIT.Engagement@sa.gov.au
- telephone 1300 794 880

Yours sincerely

Adelaide North Transport Study team

31 January 2024

Reference number: #21136459

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Page 2 of 2

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Adelaide North Transport Study

Please share your local insights

We are undertaking a transport study for northern Adelaide inner and outer suburbs to inform future transport planning and investment in the region.

The study will consider key issues and opportunities to improve transport, such as road safety and efficiency, and its ability to support liveability, and population and economic growth.

The study area consists of the inner and outer northern suburbs of Adelaide, from Prospect to Roseworthy and Buckland Park to Humbug Scrub.

Stakeholder and community input is important to ensure the transport study is informed by local insights from those who know the region best – those that live, work, and travel in the region.

From previous engagement in the northern area, we understand the key opportunities for improvement at a local level within the area include congestion, travel time delay/reliability, user safety and east/west movements.

We invite you to share your insights by Sunday 3 March via an online survey or face-to-face at one of the local listening posts.

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Please scan the QR code or visit the project website to complete the survey.



Upcoming listening posts

Thursday, 1 February

The Lights Community and Sport Centre, 244 - 270 East Parkway, Lightview.

Drop in any time between 4:00pm and 6:00pm.

Saturday, 3 February

Virginia Community Centre, 920 Old Port Wakefield Road, Virginia.

Drop in any time between 10:00am and 12:00pm.

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Drop in any time between 12:00pm and 2:00pm.

Wednesday, 14 February

Tea Tree Gully Library, 571 Montague Road, Modbury.

Drop in any time between 3:30pm-5:30pm.

If you have any questions or would like to register to receive project updates, please:

- visit the website <https://dit.sa.gov.au/adelaide-north-transport-study>
- email DIT.Engagement@sa.gov.au
- telephone 1300 794 880

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Adelaide North Transport Study

Project overview - January 2024

We are undertaking a transport study for the Northern Adelaide inner and outer suburbs to inform future transport planning and investment in the region.

The South Australian and Australian governments are investing in improving the transport network, now and in the future. We are committed to improving accessibility, connectivity, and safety as the population grows and demand rises.

This document outlines some key information we already know about the study area and how you can share your insights about transport in the region. Feedback we receive will be used to help inform the study.

What is the transport study?

We are undertaking a transport study to look at the northern area holistically (in addition to already funded projects) to identify and inform potential transport improvements in the region.

The study will consider key issues and opportunities to support population growth, economic growth, liveability, public transport, active transport, and the safety, reliability and resilience of our strategic road corridors.

The study area is shown in Figure 1.

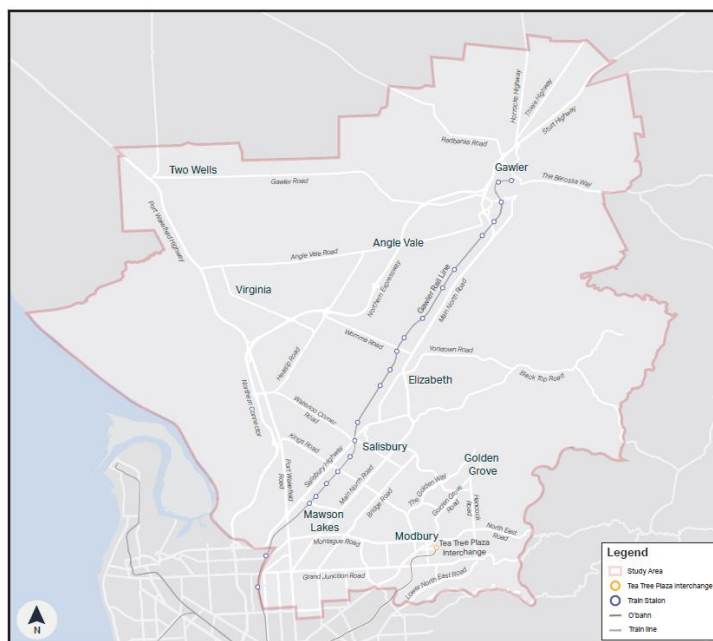


Figure 1 Study area



Government
of South Australia

Department for Infrastructure
and Transport

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Why is the study needed?

There is strong current and projected population growth in the inner and outer northern suburbs of Adelaide, as shown in figure 2.

An effective and efficient transport network within Northern Adelaide plays an important role in the State's economy and supply chain. The region is home to major logistic hubs, defence precincts and employment hubs.

The transport study will also inform the South Australian government's Greater Adelaide Regional Plan currently being developed.

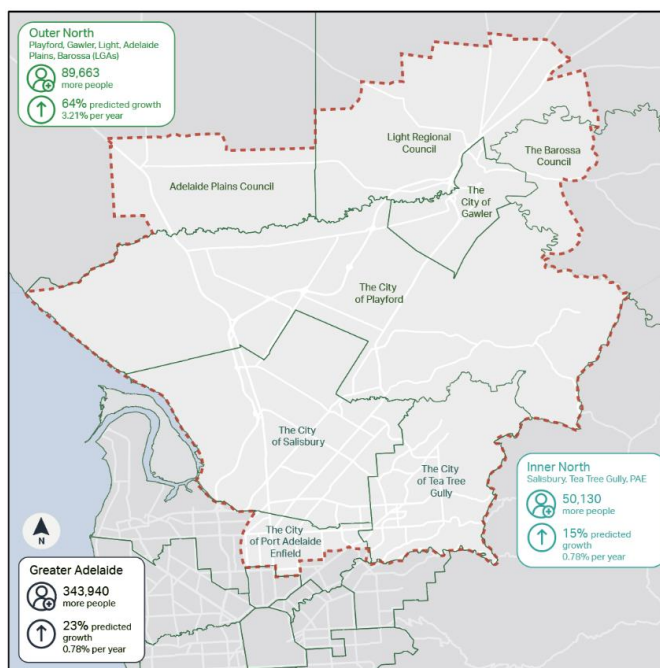


Figure 2 Population Projections for South Australia and Regions – 2021 to 2041

Transport Infrastructure investment in the Adelaide northern suburbs

This study will build on and consolidate projects and current planning studies underway by the Government in the region. The study will also inform the Greater Adelaide Regional Plan. Current projects are shown in figure 3.

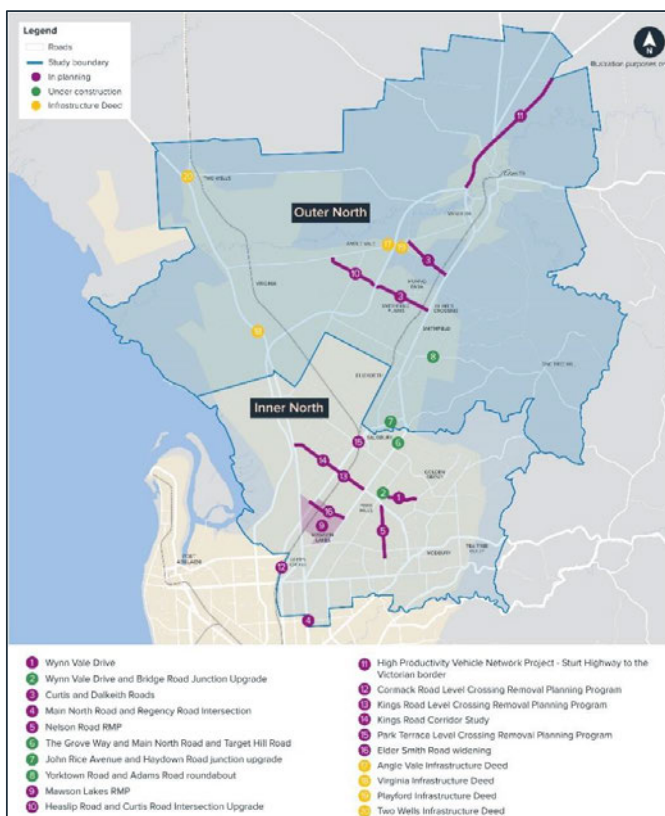


Figure 3 Currently funded projects, planning studies and infrastructure deed locations in the study area

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Key considerations and what we already know about the region

The study will seek to build on what we already know about the region from previous studies and data sources. Key considerations of the study and an overview of what we already know about the region are summarised below.

**Population growth**

In 2021, the outer north region had a population of 139,452. It increased by 10% over the five years prior, with an additional 13,000 people. In 2021, the inner north region had a population of 321,850. It increased by 5% over the five years prior, with an additional 18,000 people.

The region has the highest projected population increase in South Australia from 2021-2041, with 89,663 additional people projected in the outer north and 50,130 additional people in the inner north.

40% of Greater Adelaide's projected population growth by 2041 will take place in Northern Adelaide.

**Population and aging**

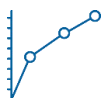
The northern region has a lower median age of 37.2 years compared to that of Greater Adelaide, which is 39 years. The proportion of people aged over 60 years is growing in the area, increasing from 19% in 2011 to 21.8% in 2021. This is consistent with the overall trend of an increasing aging population in Greater Adelaide.

The increase in the ageing population is a consideration for transport planning in the region. It is important the transport network can support minority groups and those with physical impairments and mobility challenges.

**Supporting population growth**

Numerous residential developments within the region, including Riverlea, Playford North Expansion, Angle Vale, Blakeview and Roseworthy, along with future developments in Dry Creek, Concordia and Virginia will support population growth in the region. There is also potential for new housing infill within areas including Kilburn, Blair Athol, Enfield, Modbury, Salisbury, Elizabeth and Munno Para.

The high proportion of available land in the region will support future growth, both residential and employment growth. Over 22,000 dwellings can be accommodated at Riverlea and Concordia.

**Supporting economic and employment growth**

Northern Adelaide plays an important role in the State's supply chain, supporting both interstate and intrastate transport connections. Major logistic hubs are located within the area, as well as major national defence and employment precincts in Mawson Lakes and Edinburgh. The high proportion of land supply in the region highlights the substantial room to accommodate employment growth.

The number of businesses in the northern area has been steadily increasing. They increased from 22,331 businesses in 2018 to 27,629 in 2022.

The eight Council areas in the region are estimated to have a combined Gross Regional Product that contributes 27% of the state's Gross State Product and 25% of the State's employment with 230,634 jobs.

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**How people travel**

Car ownership per household is on average slightly higher at 93% in the region compared to that of Greater Adelaide at 92.4%.

A slightly higher proportion of people in the region travel to work in a car, compared to Greater Adelaide. Slightly less people use public transport, walk only, or work from home.

**Public transport**

Areas near fast, frequent and reliable public transport facilities (i.e., the O-Bahn, and Go Zones) recorded a higher proportion of people using public transport to travel to work.

5.7% of people in the Adelaide North catch public transport to work, slightly less than the Greater Adelaide average of 6.4%

**Active transport**

Across the region, there is very low uptake of people cycling to work. Cycling to work is more common (but still a low overall uptake) in Highbury – Dernancourt (0.5%) and Salisbury North (0.7%).

Increasing the amount of people walking, cycling and using personal mobility devices has many benefits. Benefits to the individual and the wider community can include reduced road traffic congestion, reduced vehicle running costs, reduced emissions, and increased physical and mental wellbeing.

**Freight**

Northern Adelaide's relatively flat topography, proximity to logistic hubs, and well-connected transport network supports the efficient movement of freight. The region contains strategic major routes which services Greater Adelaide including Main North Road, Port Wakefield Road, Northern Connector, Northern Expressway, the Sturt Highway, Grand Junction Road, Angle Vale Road, Curtis Road. As demand for freight grows, greater pressure will be placed on these key roads.

**Key local places and destinations**

The area has significant retail and commercial centres (Elizabeth, Munno Para, Gawler, Tea Tree Plaza); health precincts (Lyell McEwin, Modbury and Gawler Hospitals); industrial employment zones (Elizabeth, Edinburgh); Defence (RAAF base at Edinburgh); and is a rich agricultural region (Virginia, Roseworthy). There are five higher education campuses within the study area; two university campuses and three TAFE SA campuses. The northern Adelaide is also the gateway to the adjacent wine region of the Barossa Valley.

**Existing road network**

The region is well connected for north-south movements including the Northern Connector/ Northern Expressway / Sturt Highway, Main North Road, North East Road, Salisbury Highway and Port Wakefield Road. These movements are supported by east-west corridors including Grand Junction Road, Montague Road, Kings Road / McIntyre Road, Curtis Road, Womma Road, Angle Vale Road and Gawler Road).

Previous community feedback has raised opportunities for improvement on the east-west corridors.

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**Environment**

Environmental factors such as Aboriginal heritage, topography, tree canopy cover, waterways, parks and wildlife need to be considered alongside social and economic needs of a region to provide a balanced transport network.

The region is at risk of both bushfires and flooding.

The study area is located within the lands of the Kaurna and Ngadjuri people and is known to contain a number of Aboriginal heritage sites, objects, and remains.

**Net zero emissions**

The South Australian Government has targets to reduce net greenhouse gas emissions by more than 50% by 2030, and to achieve net zero emissions by 2050. These targets will be embedded in transport planning and investment frameworks to ensure decision making considers emissions reduction goals.

The transport study will consider how transport infrastructure could contribute to reducing the impacts of transport on greenhouse gas emissions, for example by supporting electric vehicle usage.

Community and stakeholder feedback

Stakeholder and community feedback is important to ensure the transport study is informed by local insights from those who know the region best – those that live, work, and travel in the region.

From previous engagement in the northern area, we understand the key opportunities for improvement at a local level within the area include addressing congestion, travel time delay/reliability, user safety and east/west movements.

We are undertaking consultation with the community and other key stakeholders to further understand local insights and key issues across the broader area to inform the study.

We invite you to share your insights by Sunday 3 March via an online survey or face-to-face at one of the local listening posts.

Please scan the QR code or visit the project website to complete the survey and find out the dates and locations of the listening posts.

If you have any questions or would like to register to receive project updates, please:

- visit the website <https://dit.sa.gov.au/adelaide-north-transport-study>
- email DIT.Engagement@sa.gov.au
- telephone 1300 794 880



Transport Related Documents



2024

- Adelaide Plains Strategic Plan¹
- Growth Strategy and Background 2022²
- Submission to GARP Discussion Paper³, also conveyed to Infrastructure SA
- Tourism and Economic Development Strategy and Background 2022⁴
- Regional Public Health Plan 2022⁵. Note this contains a lighthouse project on public community and active transport
- Demographic data from idconsulting⁶. An assessment of forecast population growth prepared by Council staff is available
- Resident Survey Results 2018 and 2022⁷
- Disability Access and Inclusion Plan 2020⁸
- Legatus SA Regional Road Priority Project 2022⁹ covers Adelaide Plains
- Equine Strategy and Background 2022¹⁰
- Various Two Wells urban design strategies
 - KBR Urban Design Framework 2008
 - WAX Main Street Design Guidelines 2011¹¹
 - Jensen Old Port Wakefield Road Two Wells Master Plan 2020¹²
- Two Wells Traffic Assessment 2023 BE Engineering¹³
- Two Wells Walking and Cycling Plan¹⁴
- Council Accommodation and Service Review 2022¹⁵
- Emergency Management Plan 2021 and background¹⁶
- A Plan for Open Space Directions Report 2016¹⁷

¹ [apc.sa.gov.au/our-council/council-documents/councilplans](https://www.apc.sa.gov.au/our-council/council-documents/councilplans)

² See Agenda Council Meeting 24 April 2023 <https://www.apc.sa.gov.au/our-council/meetings-of-council/council>

³ [Strategic Projects | Adelaide Plains Council \(apc.sa.gov.au\)](https://www.apc.sa.gov.au/our-council/council-documents/councilplans)

⁴ [apc.sa.gov.au/our-council/council-documents/councilplans](https://www.apc.sa.gov.au/our-council/council-documents/councilplans)

⁵ Via <https://www.gawler.sa.gov.au/your-voice/consultations/barossa-light-and-lower-northern-region-regional-public-health-plan>

⁶ [apc.sa.gov.au/our-council/community-profile](https://www.apc.sa.gov.au/our-council/community-profile)

⁷ [apc.sa.gov.au/our-council/communitysurvey](https://www.apc.sa.gov.au/our-council/communitysurvey)

⁸ Via [apc.sa.gov.au/our-council/council-documents/councilplans](https://www.apc.sa.gov.au/our-council/council-documents/councilplans)

⁹ [LEGATUS GROUP \(FOR SAROC\)](https://www.apc.sa.gov.au/our-council/council-documents/councilplans)

¹⁰ See Agenda Council Meeting 27 March 2023 [apc.sa.gov.au/our-council/meetings-of-council/council](https://www.apc.sa.gov.au/our-council/meetings-of-council/council)

¹¹ Under 2011 via <https://www.apc.sa.gov.au/our-council/major-projects/two-wells-main-street>

¹² Under Other inks via [apc.sa.gov.au/our-council/major-projects/two-wells-main-street](https://www.apc.sa.gov.au/our-council/major-projects/two-wells-main-street)

¹³ See 'Transport Investigations' Item 8.3 in [apc.sa.gov.au/our-council/meetings-of-council/committeesofcouncil/infrastructure-and-environment-committee](https://www.apc.sa.gov.au/our-council/meetings-of-council/committeesofcouncil/infrastructure-and-environment-committee)

¹⁴ See 22 August 2022 Agenda via [apc.sa.gov.au/our-council/meetings-of-council/council](https://www.apc.sa.gov.au/our-council/meetings-of-council/council)

¹⁵ See more information under <https://www.apc.sa.gov.au/our-council/major-projects/community-and-civic-hub>

¹⁶ Via [apc.sa.gov.au/council-services/emergenciesanddisasters](https://www.apc.sa.gov.au/council-services/emergenciesanddisasters)

¹⁷ [apc.sa.gov.au/council-services/development/strategicprojects](https://www.apc.sa.gov.au/council-services/development/strategicprojects)

- Community Land Management Plans 2016¹⁸

Note that investigations underway include:

- Two Wells:
 - Oval Master Planning¹⁹
 - Hart Reserve Master Plan implementation²⁰
 - Delivering commercial, retail and community facilities on 8 HA of Crown Land²¹ as part of the town centre
 - Application to State Bike Fund to co-fund expert study of traffic calming for the main street and Gawler Road
- New civic and community facilities²²
- Two Wells Golf Club further visioning²³.
- Dublin – land developers looking to grow Dublin southwards. Proposed employment lands Code Amendment. See Council agenda 18 December 2023
- Thompson Beach and Parham settlement planning related to visitor planning for AIBSNP-WP – see late November 2023 Council agenda

In 2022/23, a proposed ‘Open Space and Recreation Strategy’ and ‘Social and Community Infrastructure Plan’ are yet to commence by Council.

¹⁸ Under <https://www.apc.sa.gov.au/our-council/council-documents/councilplans>

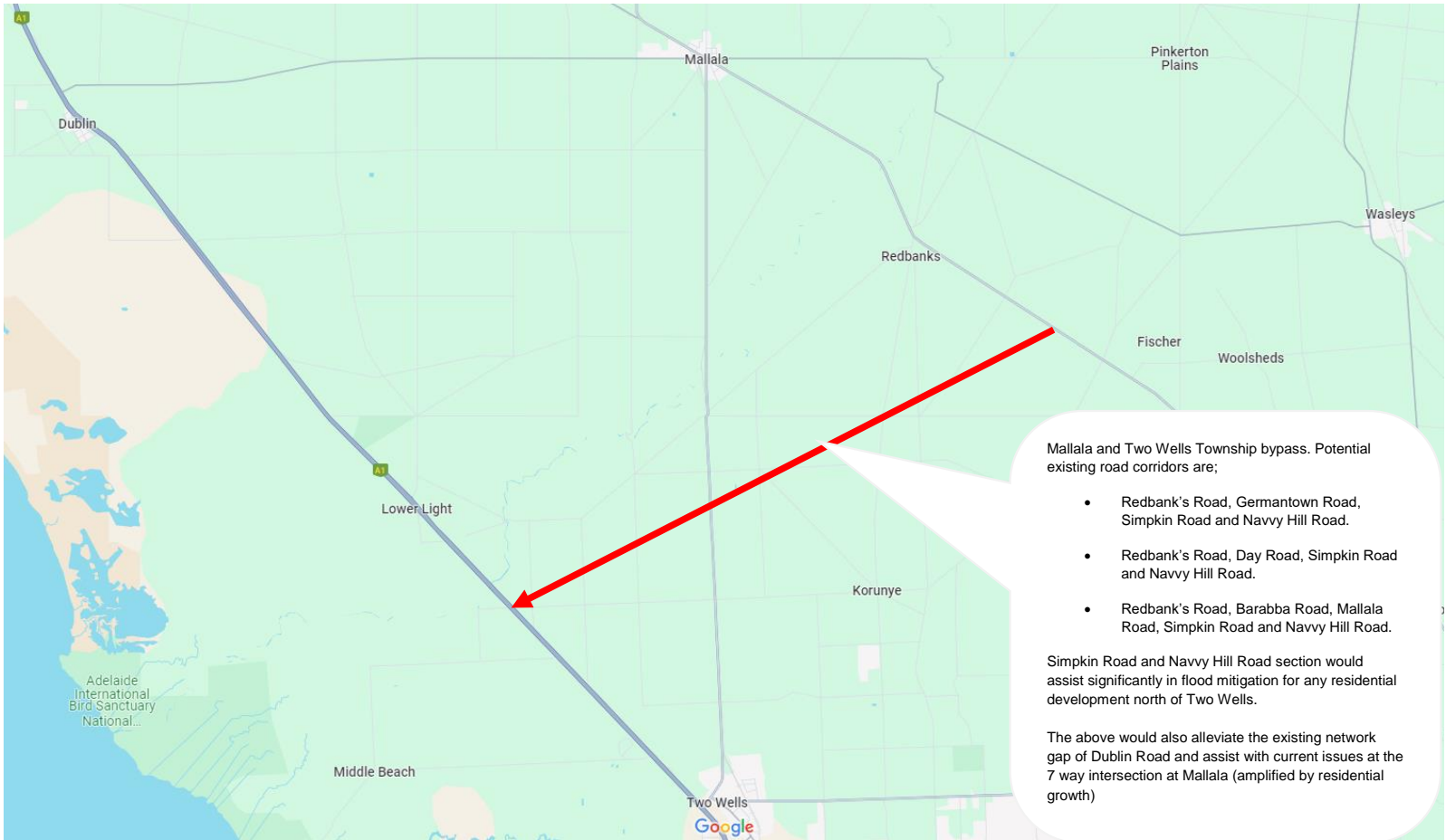
¹⁹ [apc.sa.gov.au/our-council/major-projects/two-wells-recreation-and-sport-precinct](https://www.apc.sa.gov.au/our-council/major-projects/two-wells-recreation-and-sport-precinct)

²⁰ [apc.sa.gov.au/our-council/major-projects/hart-reserve-masterplan](https://www.apc.sa.gov.au/our-council/major-projects/hart-reserve-masterplan)

²¹ [Investing in Our Community's Future | Adelaide Plains Council \(apc.sa.gov.au\)](https://www.apc.sa.gov.au/our-council/major-projects/hart-reserve-masterplan)

²² [apc.sa.gov.au/our-council/major-projects/community-and-civic-hub](https://www.apc.sa.gov.au/our-council/major-projects/community-and-civic-hub)

²³ See 28 February 2022 Agenda via [apc.sa.gov.au/our-council/meetings-of-council/council](https://www.apc.sa.gov.au/our-council/meetings-of-council/council)



14.13 MID-YEAR BUDGET REVIEW 2023/2024**Record Number:** D24/8252**Author:** Chief Financial Officer**Authoriser:** Chief Executive Officer

Attachments:

1. **Operating Projects Progress Report – July-February 2024** [↓](#) 
2. **Capital Projects Progress Report – July-February 2024** [↓](#) 
3. **Mid-Year Budget Review – Updated Financial Statements** [↓](#) 

EXECUTIVE SUMMARY

- The purpose of this report is to provide the Council with a summary of the updated budget position for the year ending 30 June 2024 following the Mid-Year Budget Review.
- Council's 2023/2024 Adopted Budget forecast an operating deficit of \$0.846m. Following the First Budget Update in November 2023, an operating deficit of \$1.836m was forecast.
- As a result of the Mid-Year Budget Review, it is estimated that the operating deficit would be reduced by \$0.054m to \$1.782m primarily due to combined impacts of;
 - Reduction in budgeted interest expenses by \$0.150m for the year;
 - Proposed increase in the Operating Project Program expenditure by \$0.108m in relation to Two Wells Investment & Growth and the Review of Council's Strategic Plan 2021-2024; and
 - Other minor reduction in recurrent budget expenses of \$0.012m.
- Accordingly, budget changes proposed in the Mid-Year Budget Review can be summarised as follows (\$'Mn).

Description	Amount
Operating Deficit as per budget Adopted on 24 July 2023	(0.846)
Add: First Budget Update Changes adopted on 27 November 2023	(0.991)
Add: Mid-Year Budget Review Changes	
Add: Unfavourable Recurrent Budget Variances (Table 1)	(0.011)
Less: Favourable Recurrent Budget Variances (Table 1)	0.173
Changes to the Operating Project Program (Table 2)	(0.108)
Revised Operating Deficit following Mid-Year Budget Update	(1.782)

- Capital Project budget has also been reduced by \$0.015m to \$7.584m.
- Council had outstanding short-term borrowings of \$11.334m as of 19 February 2024.

RECOMMENDATION

“that Council, having considered Item 14.13 – *Mid-Year Budget Review 2023/2024*, dated 26 February 2024, receives and notes the report and in doing so:

- 1. receives and notes the project progress reports presented as Attachment 1 and 2 to this report; and**
- 2. pursuant to regulation 9 (1)(a) of the *Local Government (Financial Management) Regulations 2011*, adopts the revised 2023/2024 Budgeted Financial Statements as contained within Attachment 3 that has been updated following the Mid-Year Budget Review changes identified in Table 1, 2 and Table 3 of the report.”**

BUDGET IMPACT

Estimated Cost:	An Operating Deficit of \$1.782m
Future ongoing operating costs:	Not applicable
Is this Budgeted?	Not applicable

RISK ASSESSMENT

Nil

DETAILED REPORT

Purpose

The purpose of this report is to provide the Council with a summary of the updated budget position for the year ending 30 June 2024 following the Mid-Year Budget Review based on year-to-date December 2023 actual performance and other known information that will have an impact for the remainder of the financial year.

Background

Pursuant to Section 123 (13) of the *Local Government Act 1999*, the Council must, as required by the regulations reconsider its Annual Business Plan or its budget during the course of a financial year and, if necessary or appropriate, make any revisions.

The Budget Reporting Framework, set out in Regulation 9 of the *Local Government (Financial Management) Regulations 2011* (the Regulations), comprises two (2) types of reports: -

1. Budget Update; and
2. Mid-year Budget Review.

Budget Update

The Budget Update report sets out a revised forecast of the Council's Operating and Capital investment activities compared with the estimates for those activities set out in the Adopted Budget. The Budget Update is required to be presented in a manner consistent with the note in the Model Financial Statements titled *Uniform Presentation of Finances*.

The Budget Update report must be considered by the Council at least twice per year between 30 September and 31 May (both dates inclusive) in the relevant financial year, with at least one (1) Budget Update report being considered by the Council prior to consideration of the Mid-Year Budget Review report.

The Regulations require a Budget Update report to include a revised forecast of the Council's operating and capital investment activities compared with the estimates set out in the Adopted Budget. The Local Government Association recommends that the Budget Update report should also include, at a summary level:

- the year-to-date result;
- any variances sought to the Adopted Budget or the most recent Revised Budget for the financial year; and
- a revised end of year forecast for the financial year.

Mid-Year Review

The Mid-Year Budget Review must be considered by the Council between 30 November and 15 March (both dates inclusive) in the relevant financial year. The Mid-Year Budget Review report sets out a revised forecast of each item shown in its Budgeted Financial Statements compared with the estimates set out in the Adopted Budget presented in a manner consistent with the Model Financial Statements. This report must also include revised forecasts for the relevant financial year of the

council's operating Deficit ratio, net financial liabilities ratio and asset sustainability ratio compared with estimates set out in the budget presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators.

The Mid-year Budget Review is a comprehensive review of the Council's Budget and includes the four principal financial statements, as required by the Model Financial Statement, detailing:

- the year-to-date result;
- any variances sought to the Adopted Budget; and
- a revised full year forecast of each item in the budgeted financial statements compared with estimates set out in the Adopted budget.

The Mid-year Budget Review report should also include information detailing the revised forecasts of financial indicators compared with targets established in the Adopted Budget and a summary report of operating and capital activities consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances. The requirements of the Mid-Year review are consistent with budget review requirements previously required by the Regulation 7 of the *Local Government (Financial Management) Regulations 1999*.

Discussion

Statement of Comprehensive Income

Council's Statement of Comprehensive Income or Profit & Loss account has two parts:

1. Recurrent Budget Deficit of \$0.334m;
2. Operating Project Budget expenditure of \$0.512m;

resulting an operating deficit of \$0.846m for the 2023/2024 Financial Year which was adopted on 24 July 2023.

As a result of the First Budget Update, it was estimated that the operating deficit for the 2023/2024 Financial Year would be increased to \$1.836m.

Following the Mid-Year Budget Review, the operating deficit has reduced marginally by \$0.054m to \$1.782m and the **Table 1** and **Table 2** below summarises the reasons for the proposed changes in the operating deficit.

Table 1: Recurrent Budget Variances (\$)

Recurrent Budget Variances	Amount
Unfavourable	
<ul style="list-style-type: none"> Higher than budgeted elected member allowance for the current financial year. (It was estimated that the allowance would be increased by 1.5% in November 2023 when estimating the budget whereas the actual increase was 5.9%). 	(11,328)
Total Unfavourable Recurrent Budget Variances	(11,328)
Favourable	

• Reduction in interest expenses in the current year on short-term borrowings - Due to projects being carried forward from last financial year, Council didn't borrow funds as anticipated in 2022/2023 resulting saving in interest expenses budgeted in the current financial year.	150,000
• Council's contribution to the Two Wells Community Fund (\$300 per property settled) in this financial year is expected to be lower than budgeted based on properties settled in for the period July-Dec 2023.	10,000
• Income from fines & infringement is higher than budgeted.	9,134
• Council's contribution to the Mid North Community Passenger network (Community Car) has been lower than anticipated for the period July-December 2023.	4,250
• Other minor budget changes.	110
Total Favourable Recurrent Budget Variances	173,494
Total Net Recurrent Budget Variances	162,166

Following table summarises the changes to the Operating Project Program Post- Mid-Year Budget Review:

Table 2: Operating Project Budget Variances (\$)

Operating Project Variances	Amount
<i>Changes proposed to the Existing Operating Project Program</i>	
• Two Wells Investment & Growth - Cost associated with engaging consultants have been higher than budgeted due to longer than anticipated contract negotiations.	(100,000)
<i>New Projects proposed to be added to 2023/2024 Program</i>	
• Review of Council's Strategic Plan - This review is being delivered mainly with in-house resources. However, \$5k is required for graphic designing and \$3k is required for public consultation.	(8,000)
Total Increase Operating Project Expenses	(108,000)

Changes to the Capital Project Program are summarised below in **Table 3**:

Table 3: Capital Project Budget Variances (\$)

Capital Project Variances	Amount
• Middle Beach - Tidal Drainage System - Tidal drainage system is not required as part of Middle Beach Road upgrade	14,973
Total Reduction in Capital Project Expenses	14,973

Attachments 1 & 2 contains the progress of annual Operating & Capital Project Programs.

Total Projects Budget

Number of Operating and Capital Projects adopted for current financial year is 44 with a total investment of \$4.842m. Following the First Budget Update, number of projects had increased to 73 projects with the total investment of \$10.517m. However, as summarised in the **Table 4** below total projects now stands at 73 with a total investment of \$10.610m after Mid-Year Budget Review.

Table 4: Total Projects Budget

	Adopted Budget	Q1 Budget	Q2 Change	Q2 Budget
Capital Projects (Nos)	36	47	(1)	46
Operating Projects (Nos)	8	26	1	27
Total	44	73	0	73

	Adopted Budget	Q1 Budget	New Expenditure	Q2 Budget
Capital Projects (\$'Mn)	3.986	7.599	(0.015)	7.584
Operating Projects (\$'Mn)	0.856	2.918	0.108	3.026
Total	4.842	10.517	0.093	10.610

Financial Performance for the July-September Period

Table 6 below shows the Profit and Loss account for the first 6 months of the 2023/2024 Financial Year compared to the projections in the First Budget Update.

Council's total actual income for the first 6 months is 84% of the annual income projected for the financial year. In addition, Council have spent 46% of the annual employees, material, contract & other expenses during the first 6 months which is in line with annual projections. Actual interest expenses on borrowings have been less than budgeted.

Table 6: Statement of Comprehensive Income for the month ending 31 December 2023 (\$'Mn)

Description	2023/2024 Adopted Annual Budget	A 2023/2024 Q1 Revised Annual Budget	B YTD December 2023 Actual	C = B/A X 100 Actual as a % of Annual Revised Budget
Income				
Rates	13,714	13,714	13,690	100
Statutory charges	520	520	369	71
User charges	229	224	110	49
Grants, subsidies and contributions	2,585	3,688	1,031	28
Investment Income	3	3	2	71
Reimbursements	139	139	140	101
Other Income	48	48	18	38
Total Income	17,237	18,335	15,359	84
Expenses				
Employee Costs	7,243	7,164	3,293	46
Materials, contracts and other services	6,503	8,670	3,961	46
<i>Legal expenditure - Refer to detail explanation below*</i>				
Depreciation	3,517	3,517	1,758	50
Finance Costs	820	820	254	31
Total Expenses	18,083	20,171	9,266	46
Operating Surplus/(Deficit)	(846)	(1,836)	6,093	38

*While Council has elected to report on its legal expenditure as a separate sub-item under **Materials, Contracts and Other services**, it is prudent to unpack precisely what constitutes 'legal advice' and where it is itemised. For clarity, Council has incurred \$190,521.85 in expenses attributable to Norman Waterhouse Lawyers and Kelledy Jones Lawyers on a raft of matters, including but not limited to:

- Two Wells Town Centre and negotiations with preferred proponent
- supplementary election and periodic election advice
- development, compliance, enforcement and litigation advice
- FOI advice
- employment advice (including council member-driven advices sought)
- governance advice (including council member-driven advices sought)
- retainers
- property advice
- enterprise agreement facilitation
- general advices

Not all legal-provider engagement is determined to be pure 'legal advice' and is therefore attributed to contractors and put to the appropriate project and/or has a separate budget line; an example of

this is the Two Wells Town Centre negotiations with preferred proponent and the enterprise agreement facilitation process.

While the overall spend is \$190,521.85 the spend falls well within the overall budget set aside under ***Materials, Contracts, and Other services***.

As an aside, the CEO has instructed total expenditure spreadsheets be prepared regarding both the Court of Disputed Returns matter and the Two Wells Town Centre Land Facilitation Agreement, which will be tabled at the conclusion of both matters.

New short-term borrowings

In the 2023/2024 Adopted Budget, Council approved new borrowings of \$1.002m (Council resolution 2023/201) which was increased to \$2.003m following the First Budget Update. However, in order to deliver the revised budget as summarised in Table 1, 2 and 3 above, Council's short-term borrowing requirements are expected to reduce to \$1.934m in the 2023/2024 Financial year.

However, actual timing of the borrowings will be known depending on the progress of operating and capital project program during the year. Council currently has a short-term borrowing facility of \$14.973m with Local Government Financing Authority. As of 19 February 2024, Council have outstanding short-term borrowings of \$11.334m at an interest rate ranging from 5.40% to 6.15%.

Updated Financial Statements

The budgeted Financial Statements as required by Regulation 9 (1) (b) and (2), detailing the revised forecast as a result of the Mid-Year Budget Review is contained in **Attachment 3**.

Conclusion

The Mid-Year Budget Review for the 2023/2024 financial year provides the opportunity to amend the 2023/2024 Adopted Budget, to reflect any changes in budget estimates based on;

- most recent information available;
- audited results to 30 Jun 2023; and
- six (6) monthly results to 31 December 2023.

References

Legislation

Regulation 9 of the Local Government (Financial Management) Regulations 2011

Section 123 (13) of the Local Government Act 1999

Council Policies/Plans

Budget Management Policy

Funding Policy

Treasury Management Policy

2023/2024 Operating Projects: Progress Report – July-February (16/02/2024)

	Project Name	Adopted Budget	Total Budget Following Q1 Budget	Q2 Budget Change	Total Budget Following Q2 Budget	YTD February Actual Spend/	Available to Spend	Project Commenced (Y/N)	If not commenced, when will be commenced?	Project Completed (Y/N)	If not completed, when will be completed?	Comment
1	Update of Council signs	-	18,313	-	18,313	-	18,313	Yes	N/A	No	Jun-24	In progress
2	Installation of single lane roundabout	-	500,000	-	500,000	879,000	(379,000)	Yes	N/A	Yes	N/A	Overspent is funded by Federal Government grant of \$439,500. Further work is needed to the value of approximately \$20,000
	Review of Council's Strategic Plan			8,000	8,000	-	8,000	Yes	N/A	No	To be confirmed	This review is being delivered mainly with in-house resources. However, \$5k is required for graphic designing and \$3k is required for public consultation.
3	Establish a horse float parking area in Parham	-	50,000	-	50,000	-	50,000	No	To be confirmed	To be confirmed	To be confirmed	
	Delivery of Strategic Projects				-	-	-					Project are being delivered by Strategic Projects Officer with the assistance from external consultants
4	- Undertake Heritage Study - Part 2	-	-	15,000	15,000		15,000	Yes	N/A	No	To be confirmed	Discussions continuing with Planning and Land Use Services. Heritage consultants being engaged
5	- Dublin - Township Growth & Tourism Master Plan	-	-	-	-		-	Yes	N/A	No	To be confirmed	Further Dublin growth planning placed on hold pending availability of Dublin related submissions to the State Planning Commission about the Greater Adelaide Regional Plan Discussion Paper.
6	- Two Wells Oval - Master Plan - Design/Costing/Cons	-	100,000	(15,000)	85,000	59,769	25,231	Yes	N/A	No	Jun-24	Draft concept plans were presented to the Elected Members on 12 February. Next step is the formal consultation with the community subject to Council's endorsement.
7	- Social & Community Infrastructure Plan	-	100,000	-	100,000	-	100,000	Yes	N/A	No	To be confirmed	Draft project brief has been prepared and officer discussions continuing.
8	- Open Space & Recreation Strategy	-	60,000	-	60,000	-	60,000	Yes	N/A	No	To be confirmed	Draft project brief has been prepared and officer discussions continuing.
22	Parham Foreshore Master Plan	15,000	15,000	5,000	20,000	-	20,000	Yes	N/A	No	To be confirmed	Landscape architect has been appointed and the public consultation is occurring as part of Parham Consultation in Feb/Mar 2024.
9	Two Wells Investment & Growth	35,000	35,000	100,000	135,000	103,515	31,485	Yes	N/A	No	To be confirmed	Cost associated with engaging consultants has been higher than budgeted due to longer than anticipated contract negotiations
10	Parham - Old Playground Block (Public Consultation on whether to sell or develop Site)		5,000	(5,000)	-	-	-	Yes	To be confirmed	No	Jun-24	To be delivered as part of Parham Foreshore Master Plan and therefore budget is transferred.
11	Donaldson Road - Design (Reserve corridor)	-	10,000	-	10,000	-	10,000	Yes	N/A	No	Jun-23	Consultant has been engaged to undertake the work (stormwater design)
12	Parham Campground - Formalise Land	-	4,700	-	4,700	-	4,700	Yes	N/A	No	Jun-24	The Parham Campground lease is still in progress. The head lease with DEW has been executed. Next is to formulate the sublease with Mallala Lions Club, this is pending DEW endorsement of the Bush Fire Management Plan as part of the headlease.
13	Network Shared Drive Migration Strategy (Shared Folders)	-	9,000	-	9,000	7,166	1,834	Yes	N/A	Yes	N/A	
14	Engaging consultants to deliver community waste education	-	15,000	-	15,000	-	15,000	Yes	N/A	No	Jun-23	
15	Coastal Settlement Adaptation Study Review for Parham, Webb Beach, Thompson Beach & Middle Beach)	-	60,000	-	60,000	-	60,000	No	To be confirmed	No	Jun-24	100% funded by a government grant. Awaiting the conclusion of Emergency Management Plan. \$54,000 received in 21/22 FY, remaining \$6,000 to be received by the Council on completion of the project (Deadline to complete the project as per grant agreement is 2024). Potential carry over to 24/25 FY
16	Breeder Education and Compliance	-	39,879	-	39,879	13,767	26,112	Yes	N/A	No	Jun-24	100% funded by a grant from Dog & Cat Administration Board. \$60,000 was received in 21/22. We have been formally offered an extension to 30 June 2024.
17	Undergrounding of Power Lines at Old Port Wakefield Road	600,000	1,320,902	-	1,320,902	1,011	1,319,891	Yes	N/A	No	May-24	To be completed by mid-2024. Potential carry over to 24/25
18	Street/Verge Tree Planting	30,000	30,000	-	30,000	5,160	24,840	Yes	N/A	No	Jun-24	
19	GRFMA Business Case	52,000	52,000	-	52,000	52,000	(0)	Yes	N/A	Yes	N/A	Council made its contribution to the business case in Aug. 23
20	Community Hub Investigations - Phase 2	25,000	29,700	-	29,700	42,215	(12,515)	Yes	N/A	No	Jun-24	\$6,000 were spent on 2 Elected Member Workshops which were not part of the initial project scope & quote. In addition, further \$6,515 have been overspent and Council staff is currently working with the consultant to identify the reasons for the overspent.
21	Donaldson Road - WSUD and Open Space Elements	10,000	10,000	-	10,000	-	10,000	Yes	N/A	No	Jun-24	Consultant has been engaged to undertake the work (Landscape)
23	Mosquito Management Plan 2023-2024	-	10,000	-	10,000	779	9,221	Yes	N/A	No	Jun-24	100% funded by a grant from SA Health
24	TW CWMS - Concept Design	-	155,000	-	155,000	-	155,000	No	Nov-23	No	Jun-24	100% funded by the LGA CWMS Program. Potential carry over to 24/25 FY
25	LRCIP Round 4 & Part B	-	199,268	-	199,268	-	199,268	No	Nov-23	No	Jun-24	100% funded by the Federal Government. Potential carry over to 24/25 FY
26	1 x Corporate Services Staff member	89,409	89,409	-	89,409	-	89,409	No	To be confirmed	No	To be confirmed	
		856,409	2,918,171	108,000	3,026,171	1,164,382	1,861,789					

2023/2024 Capital Projects: Progress Report – July-February (16/02/2024)

	Project Name	Adopted Budget	Total Budget Following Q1 Budget	Q2 Budget Change	Total Budget Following Q2 Budget	YTD February Actual Spend/ Commitment	Available to Spend	Project Commenced (Y/N)	If not commenced, when will be commenced?	Project Completed (Y/N)	If not completed, when will be completed?	Comment
1	Sealing of Middle Beach Road	-	1,025,515	-	1,025,515	1,466,895	(441,380)	Yes	N/A	Yes	N/A	Completed
2	Various locations - Signage - wayfinding and information	-	35,000	-	35,000	9,300	25,700	Yes	N/A	No	Jun-24	
3	Kerbing - Balaklava Rd-Lisieux St to Aerodrome Rd	-	240,000	-	240,000	-	240,000	Yes	N/A	No	To be confirmed	Awaiting DIT to fix pot holes before Council undertake kerbing renewal. Potential carry over to 24/25 FY
4	New/Upgrade - Council Boundary Signs	-	60,000	-	60,000	-	60,000	Yes	N/A	No	Jun-24	In progress
5	Stage 1 - Hart Reserve Masterplan - Implementation	-	70,000	-	70,000	35,645	34,355	Yes	N/A	No	Feb-24	Carry over funds are required to complete relevant work already being undertaken by consultants. The original project scope has been placed on hold to consider Two Wells Town Center development proposal.
6	Renewal of Lighting & Paths and Bike Racks Various	-	25,686	-	25,686	18,908	6,778	Yes	N/A	No	Jun-24	In progress
7	Middle Beach - Tidal Drainage System	-	14,973	(14,973)	0	-	14,973	Yes	N/A	No	Feb-24	Tidal drainage system is not required as part of Middle Beach Road upgrade
8	Wasleys Bridge - Repairs	-	199,771	-	199,771	-	199,771	Yes	N/A	No	Jun-24	Pending the outcome of grant funding application. Potential carry over to 24/25
9	Longview Rd and Gameau Rd-Traffic calming devices	-	60,000	-	60,000	-	60,000	Yes	N/A	No	Jun-24	
10	Undergrounding of Power Lines at Old Port Wakefield Road, Two Wells	-	315,503	-	315,503	12,485	303,018	Yes	N/A	No	Jun-24	In progress but potential carry over to 24/25 FY.
11	Two Wells Stormwater Levee	-	1,566,373	-	1,566,373	16,160	1,550,213	Yes	N/A	No	Jun-24	In progress but potential carry over to 24/25 FY. 100% funded by Government grant
12	Resealing - Dublin Rd - Hill Rd to Earl Rd	80,000	80,000	-	80,000	90,238	(10,238)	Yes	N/A	Yes	N/A	Annual resealing program has been completed with a total budget saving of \$91,000
13	Resealing - Bailey Rd East - OPW Rd to End	91,000	91,000	-	91,000	69,859	21,141	Yes	N/A	Yes	N/A	
14	Resealing - Baker Rd – Gawler River Rd to River	87,000	87,000	-	87,000	68,364	18,636	Yes	N/A	Yes	N/A	
15	Resealing - Boundary Rd - Hayman Rd to Dawkins Rd	65,000	65,000	-	65,000	84,393	(19,393)	Yes	N/A	Yes	N/A	
16	Resealing - Garden Ave - Artesian Rd to South End	85,000	85,000	-	85,000	67,766	17,234	Yes	N/A	Yes	N/A	
17	Resealing - Germantown Rd – Gawler Rd to Dawkins (R2R)	142,000	142,000	-	142,000	121,050	20,950	Yes	N/A	Yes	N/A	
18	Resealing - Jenkin Court - Butler Road to End	77,000	77,000	-	77,000	66,665	10,335	Yes	N/A	Yes	N/A	
19	Resealing - Seventh St – South Ter - Fifth St	69,000	69,000	-	69,000	65,981	3,019	Yes	N/A	Yes	N/A	
20	Resealing - Third St (Dublin) - Sixth St to End	23,000	23,000	-	23,000	21,192	1,808	Yes	N/A	Yes	N/A	
21	Resealing - Williams Rd – Dawkins Rd - Hayman Rd	82,000	82,000	-	82,000	54,399	27,601	Yes	N/A	Yes	N/A	
22	New St.Scape - Irish St - Butler St to Redbanks Rd	31,000	31,000	-	31,000	4,575	26,425	Yes	N/A	No	Apr-24	In progress
23	New St.Scape - Rowe Crs - Drew St to Applebee Rd	16,000	16,000	-	16,000	4,350	11,650	Yes	N/A	No	Apr-24	In progress
24	New St.Scape - Chivell St - Mary St to End	38,000	38,000	-	38,000	-	38,000	No	Apr-24	No	Apr-24	
25	Renew Footpath - Tangari Reserve	24,000	24,000	-	24,000	-	24,000	No	Feb-24	No	Apr-24	
26	Resheet - Bakers Road - Slant Rd to Ridley Rd	104,000	104,000	-	104,000	90,793	13,207	Yes	N/A	Yes	N/A	Completed
27	Resheet - Gallipoli Rd - Curnow Rd to Jarmin R	78,000	78,000	-	78,000	63,017	14,983	Yes	N/A	Yes	N/A	In progress
28	Resheet - Germantown Rd - Verner Rd to Seal (R2R)	134,000	134,000	-	134,000	170,722	(36,722)	Yes	N/A	Yes	N/A	Completed
29	Resheet - Harris Rd - Schlodder Rd to Bubner Road	19,000	19,000	-	19,000	20,608	(1,608)	Yes	N/A	Yes	N/A	Completed
30	Resheet - Hart Road - PW Road to Smith Rd	140,000	140,000	-	140,000	-	140,000	No	To be confirmed	No	To be confirmed	Potential carry over to next year
31	Resheet - N Parham Rd - Lowey Rd to Gilberts Road	75,000	75,000	-	75,000	64,985	10,015	Yes	N/A	Yes	N/A	Completed
32	Resheet - Owen Rd - March Rd to Woods Rd	121,000	121,000	-	121,000	32,885	88,115	Yes	N/A	Yes	N/A	Completed
33	Resheet - Paddys B Rd - Mallala - Two Well Rd	287,000	287,000	-	287,000	18,105	268,895	Yes	N/A	No	Mar-24	In progress
34	Resheet - Schlodder Rd - Clonan Rd to Schut Rd	39,000	39,000	-	39,000	29,448	9,552	Yes	N/A	Yes	N/A	Completed
35	Resheet - Wasleys Rd - Cheek Rd to Woolsheds Road	263,000	263,000	-	263,000	18,951	244,049	Yes	N/A	No	Jun-24	In progress
36	Site Improv - Renew St & Reserves/Parks Furniture	20,000	20,000	-	20,000	18,882	1,118	Yes	N/A	No	May-24	In progress
37	Site Improv - Site Improvements Renewal	200,000	200,000	-	200,000	25,285	174,715	Yes	N/A	No	May-24	In progress
38	Site Improv - Fuel supply upgrade	45,000	45,000	-	45,000	35,586	9,414	Yes	N/A	Yes	N/A	Completed
39	Site Improv - New/Upgrade St & Reserves/Parks Furniture	20,000	20,000	-	20,000	29,013	(9,013)	Yes	N/A	Yes	N/A	In progress
40	Site Improv - Streetscape and WSUD - New/Upgrade	50,000	50,000	-	50,000	8,676	41,324	Yes	N/A	No	Jun-24	In progress
41	Site Improv - New Lewiston Dog Park Shelters	20,000	20,000	-	20,000	16,551	3,449	Yes	N/A	Yes	N/A	In progress
42	CWMS - Mallala - Replacement of Property Pumps	15,000	15,000	-	15,000	11,776	3,224	Yes	N/A	No	Apr-24	In progress
43	Stormwater - Mallala Oval stormwater & road upgrade	60,000	60,000	-	60,000	20,680	39,320	Yes	N/A	No	Apr-24	In progress
44	Two Wells Main Street- Pedestrian Refuges - New	195,000	195,000	-	195,000	482	194,518	Yes	N/A	No	Jun-24	In progress but potential carry over to 24/25 FY.
45	Pram Ramp Renewal to DDA Compliant	10,000	10,000	-	10,000	5,854	4,146	Yes	N/A	No	Jun-24	In progress
46	Building Renewal - Dublin Oval - Toilet Block	70,000	70,000	-	70,000	42,864	27,136	Yes	N/A	No	Jun-24	In progress
47	Plant & Machinery - Capital Purchases	1,111,000	1,111,000	-	1,111,000	994,161	116,839	Yes	N/A	No	Jun-24	In progress
		3,986,000	7,598,821	(14,973)	7,583,848	3,997,548	3,601,273					

Attachment 3

ADELAIDE PLAINS COUNCIL
BUDGETED STATEMENT OF COMPREHENSIVE INCOME (\$'000)
FOR THE YEAR ENDED 30 JUNE 2024

	ADOPTED BUDGET	REVISED BUDGET FOLLOWING FIRST UPDATE	MID-YEAR BUDGET REVIEW		REVISED BUDGET AFTER MID-YEAR BUDGET REVIEW
			PROJECTS	RECURRENT	
INCOME					
Rates	13,714	13,714	-	-	13,714
Statutory charges	520	520	-	4	524
User charges	229	224	-	-	224
Grants, subsidies and contributions	2,240	2,533	-	-	2,533
Investment Income	3	3	-	-	3
Reimbursements	139	139	-	1	140
Other Income	48	48	-	5	53
Operating Project Income	345	1,155	-	-	1,155
Total Revenues	17,237	18,335	-	10	18,345
EXPENSES					
Employee Costs	7,074	7,074	-	-	7,074
Materials, contracts and other services	5,736	5,763	-	(2)	5,761
Depreciation, Amortisation & Impairment	3,517	3,517	-	-	3,517
Finance Costs	820	820	-	(150)	670
Share of loss - joint ventures & associates	79	79	-	-	79
Operating Project Expenses	856	2,918	108	-	3,026
Total Expenses	18,082	20,171	108	(152)	20,127
OPERATING SURPLUS / (DEFICIT)	(845)	(1,836)	(108)	162	(1,782)
Asset Disposal & Fair Value Adjustments	257	257	-	-	257
Amounts specifically for new or upgraded assets	-	3,602	-	-	3,602
Physical resources received free of charge	5,000	5,000	-	-	5,000
NET SURPLUS (DEFICIT)	4,412	7,023	(108)	162	7,078
Other Comprehensive Income					
Changes in revaluation Surplus	2,500	2,500	-	-	2,500
Share of Other comprehensive Income - joint ventures	(55)	(55)	-	-	(55)
TOTAL OTHER COMPREHENSIVE INCOME	2,445	2,445	-	-	2,445
TOTAL COMPREHENSIVE INCOME	6,857	9,468	(108)	162	9,523

Attachment 3

ADELAIDE PLAINS COUNCIL
BUDGETED BALANCE SHEET (\$'000)
AS AT 30 JUNE 2024

	ADOPTED BUDGET	REVISED BUDGET FOLLOWING FIRST UPDATE	MID-YEAR BUDGET REVIEW		REVISED BUDGET AFTER MID-YEAR BUDGET REVIEW
			PROJECTS	RECURRENT	
ASSETS					
Current Assets					
Cash and cash equivalents	415	415	-	-	415
Trade & other receivables	1,031	1,031	-	-	1,031
Inventories	154	154	-	-	154
Total Current Assets	1,600	1,600	-	-	1,600
Non-current Assets					
Equity accounted investments in Council businesses	5,661	5,661	-	-	5,661
Infrastructure, Property, Plant & Equipment	157,730	161,343	(15)	-	161,328
Other Non-current Assets	15	15	-	-	15
Total Non-current Assets	163,406	167,019	(15)	-	167,004
Total Assets	165,006	168,619	(15)	-	168,604
LIABILITIES					
Current Liabilities					
Trade & Other Payables	1,353	1,353	-	-	1,353
Borrowings	13,639	14,641	93	(162)	14,572
Provisions	1,009	1,009	-	-	1,009
Total Current Liabilities	16,001	17,003	93	(162)	16,934
Non-current Liabilities					
Long-term Borrowings	1,717	1,717	-	-	1,717
Long-term Provisions	220	220	-	-	220
Total Non-current Liabilities	1,937	1,937	-	-	1,937
Total Liabilities	17,938	18,940	93	(162)	18,871
NET ASSETS	147,068	149,679	(108)	162	149,733
EQUITY					
Accumulated Surplus	58,654	61,265	(108)	162	61,320
Asset Revaluation Reserve	86,410	86,410	-	-	86,410
Other Reserves	2,004	2,004	-	-	2,004
TOTAL EQUITY	147,068	149,679	(108)	162	149,733

Attachment 3

ADELAIDE PLAINS COUNCIL
BUDGETED STATEMENT OF CHANGES IN EQUITY (\$'000)
FOR THE YEAR ENDED 30 JUNE 2024

	ADOPTED BUDGET	REVISED BUDGET FOLLOWING FIRST UPDATE	MID-YEAR BUDGET REVIEW		REVISED BUDGET AFTER MID-YEAR BUDGET REVIEW
			PROJECTS	RECURRENT	
ACCUMULATED SURPLUS					
Balance at end of previous reporting period	54,242	54,242	-	-	54,242
Net Result for Year	4,412	7,023	(108)	162	7,078
Balance at end of period	58,654	61,265	(108)	162	61,320
ASSET REVALUATION RESERVE					
Balance at end of previous reporting period	83,910	83,910	-	-	83,910
Gain on revaluation of infrastructure, property, plant & equipment	2,500	2,500	-	-	2,500
Balance at end of period	86,410	86,410	-	-	86,410
OTHER RESERVES					
Balance at end of previous reporting period	2,059	2,059	-	-	2,059
Share of other comprehensive income - GRFMA	(55)	(55)	-	-	(55)
Balance at end of period	2,004	2,004	-	-	2,004
TOTAL EQUITY AT END OF REPORTING PERIOD	147,068	149,679	(108)	162	149,733

Attachment 3

ADELAIDE PLAINS COUNCIL
BUDGETED CASH FLOW STATEMENT (\$'000)
FOR THE YEAR ENDED 30 JUNE 2024

	ADOPTED BUDGET	REVISED BUDGET FOLLOWING FIRST UPDATE	MID-YEAR BUDGET REVIEW		REVISED BUDGET AFTER MID-YEAR BUDGET REVIEW
			PROJECTS	RECURRENT	
CASH FLOWS FROM OPERATING ACTIVITIES					
<u>Receipts</u>					
Rates	13,714	13,714	-	-	13,714
Statutory charges	520	520	-	4	524
User charges	229	224	-	-	224
Grants, subsidies and contributions	3	812	-	-	812
Investment Income	2,585	2,878	-	-	2,878
Reimbursements	139	139	-	1	140
Other Income	48	48	-	5	53
<u>Payments</u>					
Employee Costs	(7,164)	(7,164)	-	-	(7,164)
Materials, contracts and other services	(6,502)	(8,591)	(108)	2	(8,697)
Finance payments	(820)	(820)	-	150	(670)
Net Cash provided by (or used in) Operating Activities	2,751	1,760	(108)	162	1,814
CASH FLOWS FROM INVESTING ACTIVITIES					
<u>Receipts</u>					
Grants specifically for new or upgraded assets	-	3,602	-	-	3,602
Sale of replaced assets	257	257	-	-	257
<u>Payments</u>					
Expenditure on renewal/replacement of assets	(3,523)	(3,748)	-	-	(3,748)
Expenditure on new/upgraded assets	(463)	(3,850)	15	-	(3,835)
Net Cash provided by (or used in) Investing Activities	(3,729)	(3,740)	15	-	(3,725)
CASH FLOWS FROM FINANCING ACTIVITIES					
<u>Receipts</u>					
Proceeds from Borrowings	1,002	2,003	93	(162)	1,934
<u>Payments</u>					
Repayments of Borrowings	(24)	(25)	-	-	(25)
Net Cash provided by (or used in) Financing Activities	977	1,978	93	(162)	1,909
Net Increase (Decrease) in cash held	(1)	(1)	-	-	(1)
Cash & cash equivalents at beginning of period	416	416	-	-	416
Cash & cash equivalents at end of period	415	415	-	-	415

Attachment 3

ADELAIDE PLAINS COUNCIL
BUDGETED UNIFORM PRESENTATION OF FINANCES (\$'000)
FOR THE YEAR ENDED 30 JUNE 2024

	ADOPTED BUDGET	REVISED BUDGET FOLLOWING FIRST UPDATE	MID-YEAR BUDGET REVIEW		REVISED BUDGET AFTER MID-YEAR BUDGET REVIEW
			PROJECTS	RECURRENT	
Income					
Rates	13,714	13,714	-	-	13,714
Statutory charges	520	520	-	4	524
User charges	229	224	-	-	224
Grants, subsidies and contributions	2,585	3,688	-	-	3,688
Investment Income	3	3	-	-	3
Reimbursements	139	139	-	1	140
Other Income	48	48	-	5	53
	17,237	18,335	-	10	18,345
Expenses					
Employee costs	7,163	7,163	-	-	7,163
Materials, contracts & other expenses	6,503	8,592	108	(2)	8,698
Depreciation, amortisation & impairment	3,517	3,517	-	-	3,517
Finance costs	820	820	-	(150)	670
Net loss - equity accounted Council businesses	79	79	-	-	79
	18,082	20,171	108	(152)	20,127
Operating Surplus / (Deficit)	(845)	(1,836)	(108)	162	(1,782)
Timing adjustment for grant revenue	-	-	-	-	-
Adjusted Operating Surplus (Deficit)	(845)	(1,836)	(108)	162	(1,782)
less Net Outlays on Existing Assets					
Capital Expenditure on renewal and replacement of Existing Assets	3,523	3,748	-	-	3,748
less Depreciation, Amortisation and Impairment	(3,517)	(3,517)	-	-	(3,517)
less Proceeds from Sale of Replaced Assets	(257)	(257)	-	-	(257)
	(251)	(25)	-	-	(25)
less Net Outlays on New and Upgraded Assets					
Capital Expenditure on New and Upgraded Assets	463	3,850	(15)	-	3,835
(including investment property & real estate developments)	-	(3,602)	-	-	(3,602)
less Amounts received specifically for New and Upgraded Assets	-	-	-	-	-
	463	248	(15)	-	233
Annual Net Impact to Financing Activities (surplus/(deficit))	(1,058)	(2,059)	(93)	162	(1,990)

Attachment 3

ADELAIDE PLAINS COUNCIL BUDGETED FINANCIAL INDICATORS FOR THE YEAR ENDED 30 JUNE 2024				
	ADOPTED BUDGET	REVISED BUDGET FOLLOWING FIRST UPDATE	MID-YEAR BUDGET REVIEW PROJECTS RECURRENT	REVISED BUDGET AFTER MID-YEAR BUDGET REVIEW
<i>Financial Indicators calculated in accordance with Information Paper 9 - Local Government Financial Indicators prepared as part of the LGA Financial Sustainability Program</i>				
Operating Surplus Ratio <u>Operating Surplus</u> Total Operating Revenue This ratio expresses the operating surplus as a percentage of total operating revenue. Target : 0% average over long term	(5)	(10)		(10)
Net Financial Liabilities Ratio <u>Net Financial Liabilities</u> Total Operating Revenue Net Financial Liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue. Target : Greater than 0% but no more than 100% on average over long term	98	95		95
Asset Renewal Funding Ratio <u>Net Asset Renewals</u> Infrastructure & Asset Management Plan required expenditure Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new acquisition of additional assets. Target : Greater than 90% but less than 110% on average over long term	106	113		113

15 REPORTS FOR INFORMATION

15.1 COUNCIL RESOLUTIONS - MONTHLY STATUS UPDATE

Record Number: D24/184

Author: Manager Governance

Authoriser: Acting Director Corporate Services

Attachments: 1. Resolution Register - February 2024 [↓](#) 

RECOMMENDATION

“that Council, having considered Item 15.1 – *Council Resolutions - Monthly Status Update*, dated 26 February 2024, receives and notes the report.”

Purpose

The purpose of this report is to provide Council with an update in relation to the status of ongoing Council Resolutions.

Discussion

Council Resolutions Status Update report is presented as a standing monthly Agenda Item and provided for Members' information and monitoring.

Provided for as **Attachment 1** to this report is a 'Resolution Register' showing all ongoing (yet to be completed) resolutions of Council with up-to-date commentary regarding progress and status. Any items that have been completed since the last Council Resolutions Status Update report are also included, and marked as 'Complete'.

Conclusion

The Council Resolutions Status Update report is a transparent and efficient reporting tool, ensuring that Council Members and the community are regularly updated in relation to the implementation of Council decisions.

References

Legislation

Local Government Act 1999

Local Government (Procedures at Meetings) Regulations 2013

Council Policies/Plans

Strategic Plan 2021-2024 Proactive Leadership

Meeting Date	Item #	Title	Resolution Description	Resolution #	Status	Responsible Department	Comments
25-Mar-19	12.2	Infrastructure and Environment Committee Meeting - 13 March 2019	"that Council endorses resolution 2019/020 of the Infrastructure and Environment Committee, and in doing so instructs the Chief Executive Officer to have particular regard to the financial impact of relevant design specifications, in assessing Eden and Liberty development applications, until a policy is adopted."	2019/119	Ongoing	Infrastructure & Environment	I&E Committee Agenda (likely March 2024)
24-Feb-20	14.7	Two Wells District Tennis Club Lease Request	"that Council, having considered Item 14.7 – Two Wells District Tennis Club Lease Request, dated 24 February 2020, receives and notes the report and in doing so: 1. Authorises the Chief Executive to seek the assistance of Norman Waterhouse Lawyers and to negotiate and finalise the Lease Agreement between Council and the Two Wells District Tennis Club Inc for the lease of a portion of land within Crown Reserve 5753, Folios 647, adjacent to the Two Wells Netball Club on Old Port Wakefield Road, Two Wells 2. Authorises, pursuant to section 44 of the Local Government Act 1999, the Mayor and Chief Executive Officer to execute the lease agreement between the Adelaide Plains Council and the Two Wells District Tennis Club and 3. In accordance with section 166(1)(j) of the Local Government Act 1999, Council, being satisfied that the whole of a portion of land within Crown Reserve 5753, Folios 647, adjacent to the Two Wells Netball Club on Old Port Wakefield Road, Two Wells, is being used by an organisation which, in the opinion of Council, provides a benefit or service to the local community, grants a discretionary rebate of 100% of the rates imposed, effective from the 2020/21 rating year."	2020/055	Ongoing	Corporate Services	Updated received from Club on 8 January, repairs not completed, lease execution pending finalisation of repairs
23-Nov-20	14.6	Mallala Resource Recovery Centre - Twelve Month Closure Review	"that Council, having considered Item 14.6 – Mallala Resource Recovery Centre – Twelve Month Closure Review, dated 23 November 2020, instructs the Chief Executive Officer to bring back a report to Council exploring future land use/disposal options in relation to the former Mallala Resource Recovery Centre site."	2020/407	Ongoing	Infrastructure & Environment	I&E Committee Agenda (likely March 2024)
27-Jan-21	9	Motion Without Notice	"that the Chief Executive Officer contact all relevant government agencies and stakeholder groups with a view of facilitating a community forum that seeks to address escalating trends associated with public nuisance/public safety throughout the Council area."	2021/002	Ongoing	Development & Community	Surveyor General to give final approval for vesting of allotment 101 (Closed Road) to the Council
8-Nov-21	4.1	Outcome of Public Consultation - Wasleys Bridge Closure or Load Limit Reduction	"that Council, having considered Item 14.9 – Outcome of Public Consultation – Wasleys Bridge Closure or Load Limit Reduction, dated 25 October 2021, and in doing so, instructs the Chief Executive Officer to: 1. In accordance with the provisions of Section 32 of the Road Traffic Act 1961, apply a load limit of 6.5 tonnes, emergency vehicles, Council vehicles and service vehicles exempted, to Wasleys Road Bridge (Light River), Barabba 2. Relinquish the Bridge Renewal Program – Round 5 funding of \$107,500 and 3. Apply for Bridge Renewal Program – Round 6, with Council's contribution to be confirmed upon determination of the application."	2021/387	Ongoing	Infrastructure & Environment	Load limit applied, funding application ongoing

23-May-22	21.4	Heritage Survey Review	<p>"that Council, having considered Item 21.4 – Heritage Survey Review, dated 23 May 2022, receives and notes the report and in doing so:</p> <ol style="list-style-type: none"> Notes the Heritage Review Report in Attachment 1 to this Report includes: <ol style="list-style-type: none"> The Local Heritage Assessment Sheets identifying 34 properties as being of local heritage value; The Buckland Park State Heritage Assessment identifying the property as being of State heritage value; Endorses in principle commencing an Amendment to the Planning and Design Code: <ol style="list-style-type: none"> To formally designate as local heritage places the 34 properties identified in Attachment 1 to this report; With early commencement of the Amendment to enable the buildings being listed on an interim basis to prevent risk of demolition during consultation. Endorses in principle nominating the Buckland Park Station complex of buildings to the SA Heritage Council for consideration as a potential State heritage place; Authorises the Chief Executive Officer to commence the statutory processes: <ol style="list-style-type: none"> To initiate an amendment to the Planning and Design Code including engagement with property owners under the Planning, Development and Infrastructure Act 2016; To nominate the Buckland Park Station complex of buildings to the SA Heritage Council for consideration as a potential State heritage place, noting the Department of Environment and Water are the lead agency for engagement with property owners, under the Heritage Places Act 1993; Notes administration intent to include an allocation of up to \$10,000 in the draft budget for 2023/24 for the purpose of a local heritage incentives and advisory service." 	2022/151	Ongoing	Development & Community	The State Planning Commission has requested additional specific heritage analysis to occur prior to the initiation of a Code Amendment and staff are considering funding sources for this additional work with a recent grant application being made to the South Australian History Fund. Correspondence with State Planning Commission Staff requesting reconsideration of their position
27-Jun-22	12.3	Infrastructure and Environment Committee Meeting	<p>"that Council endorses resolution 2022/012 of the Infrastructure and Environment Committee and in doing so:</p> <ol style="list-style-type: none"> Instructs the Chief Executive Officer to engage a suitably qualified consultant in accordance with Council's Procurement Policy to deliver a community waste education program; and Acknowledges that an allocation of \$15,000 will be incorporated into the appropriate quarterly budget revision in the 2022/2023 Financial Year." 	2022/175	Ongoing	Infrastructure & Environment	Consultant has been engaged – Work is underway to collect data to be used in the development of a community waste education program
22-Aug-22	11.3	Infrastructure and Environment Committee Meeting	<p>"that Council endorses resolution 2022/025 of the Infrastructure and Environment Committee and in doing so instructs the Chief Executive Officer to undertake the necessary process to enable the development of CR6249/280 (Attachment 3) for stormwater and passive recreation uses."</p>	2022/277	Ongoing	Infrastructure & Environment	Crown land assessing the request
19-Dec-22	15.5	Update on Parham Campground and Road Closure	<p>"that Council, having considered Item 15.5 – Update on Parham Campground and Road Closure, dated 19 December 2022, receives and notes the report and in doing so:</p> <ol style="list-style-type: none"> Acknowledges the Public Mapping System data anomaly and that the resultant issues are through no fault of Adelaide Plains Council; Resolves to enter into an interim Licence Agreement with the Minister for Climate, Environment and Water to continue upgrade works and operation of the Parham Campground on portion of Section 631 CR 6202/438, effective from 10 January 2023; Resolves to enter into a long-term Lease Agreement with the Minister for Climate, Environment and Water to operate the Parham Campground on portion of Section 631 CR 6202/438, with provision for the site to be managed by a third party; and Instructs the Chief Executive Officer to execute the documents specified above, on behalf of Council, in accordance with Section 44 of the Local Government Act 1999." 	2022/406	Ongoing	Corporate Services	Headlease document executed January 2024
19-Dec-22	15.5	Update on Parham Campground and Road Closure	<p>"that Council, having considered Item 15.5 – Update on Parham Campground and Road Closure, dated 19 December 2022:</p> <ol style="list-style-type: none"> Endorses the action of the Chief Executive Officer to proceed with the closure of portion of The Esplanade from North Parade Road to North Terrace, Parham, comprising part of the Parham Campground, in accordance with Section 5 of the Roads (Opening and Closing) Act 1991; and Resolves to exclude the portion of The Esplanade being closed, from North Parham Road to North Terrace, Parham, from classification of Community Land pursuant to Section 193(4a) of the Local Government Act 1999 prior to the Final Plan being approved by the Surveyor-General under the Roads (Opening and Closing) Act 1991 and Certificate of Title issued." 	2022/407	Ongoing	Corporate Services	Road Closure process orders signed and returned to Surveyors for finalisation. Delays with corrections to documentation, now resolved and awaiting Surveyor General sign off

30-Jan-23	14.3	Hart Reserve Skate Park Investigation	"that Council, having considered Item 14.3 – Hart Reserve Skate Park Investigation dated 30 January 2023, receives and notes the report and in doing so: 1. Approves the skate park design elements presented as Attachment 2 to this report into the adopted Hart Reserve Option 1 Master Plan. 2. Instructs the Chief Executive Officer to Proceed with detailed design plans and documentation for the construction of a new skate park in consultation with community members and key stakeholders; and 3. At the conclusion of the public consultation process that a report be presented to Council."	2023/013	Ongoing	Infrastructure & Environment	I&E Committee Agenda
27-Feb-23	14.5	Hart Reserve - Detailed Design Update (50% Stage)	"that Council, having considered Item 14.5 – Hart Reserve - Detailed Design Update (50% Stage), dated 27 February 2023, receives and notes the report and in doing so:- 1. Endorses the design direction of the 50% Hart Reserve detailed design plans presented as Attachment 1 to this report. 2. Instructs the Chief Executive Officer to progress detailed design documentation to 90% and undertake an itemised schedule of costs. 3. Notes that at the completion of the 90% detailed design phase, a further report be presented to Council outlining a public consultation strategy for Council's approval."	2023/052	Ongoing	Infrastructure & Environment	Detail design is progressing to 90% hold point
27-Mar-23	12.2	Minutes of the Infrastructure and Environment Meeting held 16 March 2023	"that Council endorses resolution 2023/005 of the Infrastructure and Environment Committee and in doing so instructs the Chief Executive Officer to: 1. Undertake public consultation in relation to a proposed green waste collection service for the coastal communities of Middle Beach, Thompson Beach, Webb Beach and Parham in accordance Council's Public Consultation Policy; and 2. Bring a report back to the Infrastructure and Environment Committee on the outcome of the public consultation process."	2023/073	Ongoing	Infrastructure & Environment	Consultant has been engaged – Work is underway to collect data to be used to understand the sustainability of a future Organics waste service within the coastal communities
27-Mar-23	14.7	Short Term Staff Accommodation	"that Council, having considered Item 14.7 – Short Term Staff Accommodation, dated 27 March 2023, receives and notes the report and in doing so:- 1. Determines not to proceed with the conversion of 65 Old Port Wakefield Road, Two Wells (former Two Wells RSL building) to provide short term staff accommodation; and 2. Instructs the Chief Executive Officer to continue to progress the Short-Term Staff Accommodation Project, through further costings of the purchase and location of a transportable building within the existing Two Wells Service Centre Car Park."	2023/083	Ongoing	Development & Community	This project has been put on hold pending the outcome of the Community & Civic Hub Stage 2 project and internal reconfiguration of areas of the Two Wells Service Centre to create additional work stations
24-Apr-23	14.4	Thompson Beach Vehicle Access – Public Consultation	"that Council, having considered Item 14.4 – Thompson Beach Vehicle Access – Public Consultation, dated 24 April 2023, receives and notes the report and in doing so:- 1. Endorses in principle undertaking public consultation about a seasonal vehicle closure of Thompson Beach to inform a Council resolution under the Local Government Land By-Law 2019. 2. Instructs the Chief Executive Officer to prepare the Thompson Beach Seasonal Vehicle Closure Discussion Paper and to bring it to Council for endorsement for use for public consultation."	2023/097	Ongoing	Development & Community	Liaising with DEW, DIT, Birdlife Australia and National Parks Ranger Service regarding beach vehicle access closure, as these authorities will be involved in the consultation process. Update to be provided to Council in mid 2024
24-Apr-23	18.1	Motion on Notice	"that Council instructs the Chief Executive Officer to undertake investigations into a traffic management plan for Old Port Wakefield Road (Brooks Road to Mallala Road), Two Wells, as included in the Draft 2023/2024 Financial Year Annual Business Plan and Budget."	2023/111	Ongoing	Infrastructure & Environment	Consultant has been engaged to undertake investigations. Commencing early 2024
26-Jun-23	14.6	Dogs On Leash – Lewiston Wetlands and Reserves Trails	"that Council, having considered Item 14.6 – Dogs On Leash – Lewiston Wetlands and Reserves Trails, dated 26 June 2023, receives and notes the report and in doing so:- 1. Endorses undertaking public consultation in relation to a proposal that dogs be on-leash in the Lewiston Wetlands and Reserves Trails to inform a Council resolution under the Dogs By-Law 2019. 2. Notes the Background Paper – Proposed Dogs On Leash in Lewiston Wetlands and Reserves Trails as outlined in Attachment 2 will be used to inform the public consultation process. 3. Authorises the Chief Executive Officer to undertake editorial changes to finalise the Background Paper for consultation."	2023/155	Ongoing	Development & Community	Public consultation to commence mid 2024

24-Jul-23	12.4	Committee Meetings	"that Council endorses resolution 2023/045 of the Audit Committee and in doing so instruct the Chief Executive Officer to organise a Risk Management workshop facilitated by Bentleys in August 2023."	2023/189	Ongoing	Executive Office	Workshops will be delayed until the Court of Disputed Returns process has concluded and the composition of the chamber has been determined.
24-Jul-23	14.3	Community and Civic Hub Investigation – Completion of Phase 1	"that Council, having considered Item 14.3 – Community and Civic Hub Investigation – Completion of Phase 1, dated 24 July 2023, instructs the Chief Executive Officer to engage Holmes Dyer to continue to advance (Phase 2) the Community and Civic Hub Investigation as outlined within the Holmes Dyer report dated 17 July 2023."	2023/204	Ongoing	Infrastructure & Environment	Holmes Dyer engaged – workshop held with Council on 5 September 23, updates to Council in due course
24-Jul-23	14.6	Deed of Extension and Variation of Lease – Adelaide Kerbing Pty Ltd	"that Council, having considered Item 14.6 – Deed of Extension and Variation of Lease – Adelaide Kerbing Pty Ltd, dated 24 July 2023, receives and notes the report and in doing so authorises the Chief Executive Officer to: i. Negotiate and finalise the terms and conditions of the Draft Deed of Extension and Variation of Lease, and to prepare the Draft Lease for execution; and ii. Pursuant to Sections 38 and 44 of the Local Government Act 1999, the Mayor and Chief Executive Officer execute the lease agreement between the Adelaide Plains Council and Adelaide Kerbing Pty Ltd."	2023/208	Ongoing	Corporate Services	Lease execution pending Greencap report and further discussion with EPA. Lessee applied for EPA licence to relocate their business operation.
28-Aug-23	12.2	Committee Meetings	"that Council endorses resolution 2023/016 of the Infrastructure and Environment Committee and in doing so instructs the Chief Executive Officer to bring back a report to Council in relation to setting up a working party/reporting structure that focuses on Salt Creek remediation and other associated infrastructure matters."	2023/235	Ongoing	Infrastructure & Environment	Report to be tabled early 2024
23-Oct-23	14.7	Recruitment of an Independent Member – Infrastructure & Environment Committee	"that Council, having considered Item 14.7 – Recruitment of an Independent Member - Infrastructure and Environment Committee, dated 23 October 2023, receives and notes the report and in doing so instructs the Chief Executive Officer to undertake an Expressions Of Interest process for one (1) vacant independent member position on Council's Infrastructure and Environment Committee and bring a report back to Council in order for Council to consider appointing a second independent member to the Committee."	2023/317	Ongoing	Infrastructure & Environment	Outcome of Expression of Interest to be tabled early 2024
23-Oct-23	14.8	Local Roads and Community Infrastructure Program Funding	"that Council, having considered Item 14.8–Local Roads and Community Infrastructure Program Funding, dated 23 October 2023, receives and notes the report and in doing so; - 1. Allocates the Local Roads and Community Infrastructure Program Round 4 Part B - \$199,268 to Hart Road construct and seal project (Port Wakefield Road to Devon Road); 2. Instructs the Chief Executive Officer to apply for Heavy Vehicle Safety and Productivity Program funding for the Hart Road construct and seal project (Port Wakefield Road to Devon Road); and 3. Instructs the Chief Executive Officer to bring back a report outlining the outcome of the funding application."	2023/318	Ongoing	Infrastructure & Environment	Funding Application ongoing
23-Oct-23	15.5	Windsor Institute Status	"that Council, having considered Item 15.5 – Windsor Institute Status, instructs the CEO to :- 1. Secure possession of all historical items including the machine gun, honour boards, photos and documentation. 2. Bring back a report to Council outlining the cost schedule of repairs sufficient to enable safe public access."	2023/325	Ongoing	Infrastructure & Environment	Report to be tabled mid 2024
27-Nov-23	15.6	Thompson Beach & Parham - Webb Beach Discussion Paper for Consultation	"that Council, having considered Item 15.6 – Thompson Beach & Parham - Webb Beach Discussion Paper for Consultation, dated 27 November 2023, receives and notes the report and in doing so: 1. Endorses in principle the Discussion Paper - Thompson Beach and Parham - Webb Beach, as presented as Attachment 1 to this report, to be released for the purposes of undertaking consultation as envisaged in the Consultation Policy; and 2. Delegates authority to the Chief Executive Officer to undertake editorial but not policy changes to enable the Discussion Paper to be suitable for consultation."	2023/355	Ongoing	Development & Community	Preparing for Consultation to commence early 2024

18-Dec-23	14.1	Annual Review of Confidential Items	<p>"that Council, having considered Item 14.1 – Annual Review of Confidential Items, dated 18 December 2023, resolves as follows with respect to the orders made under section 91(7) of the Local Government Act 1999 outlined in Table 3 of the report, entitled 'Recommended to Release':</p> <p>1. For all orders which are marked as "Subject to Consultation", Council authorises and directs the Chief Executive Officer:</p> <p>(a) to conduct consultation with whomever the Chief Executive Officer considers appropriate and however the Chief Executive Officer see fits; and</p> <p>(b) to determine, following such consultation, whether or not to revoke each order (and, for any such order with respect to which the Council has not already delegated the power to revoke, the Council hereby delegates that power to the Chief Executive Officer under section 91(9)(c) of the Local Government Act 1999);</p> <p>2. For all orders which are not marked as "Subject to Consultation", the Council revokes those orders."</p>	2023/380	Ongoing	Corporate Services	Consultation required with appropriate parties. All items to be released as bundle in 2024
18-Dec-23	15.4	Mallala Council Chamber Livestream Audio	"that Council, having considered Item 15.4 – Mallala Council Chamber Livestream Audio, dated 18 December 2023, receives and notes the report."	2023/391	Ongoing	Finance	Internal test - laptop microphones on zoom through corporate and finance meeting (to test feedback concern).
29-Jan-24	14.1	Legatus Group - Charter Review & Draft Strategic Plan Framework	<p>"that Council, having considered Item 14.1 – Legatus Group - Charter Review & Draft Strategic Plan Framework, dated 29 January 2024, receives and notes the report and in doing so:</p> <p>1. endorses the proposed changes to the Legatus Group Charter presented as Attachment 1;</p> <p>2. endorses the Legatus Group Draft Strategic Plan Framework presented as Attachment 2; and</p> <p>3. receives and notes the Legatus Group Charter Review Report presented as Attachment 3."</p>	2024/7	Complete	Corporate Services	Legatus notified of Council endorsement 5 February 2024
29-Jan-24	14.2	Local Government Association of South Australia - Submissions for Local Government Participation and Elections Review	<p>"that Council, having considered Item 14.2 – Local Government Association of South Australia - Submissions for Local Government Participation and Elections Review, dated 29 January 2024, submits the following feedback to the Local Government Association of South Australia for consideration in their submission for the Local Government Participation and Elections Review:</p> <p>• Council supports Compulsory Voting."</p>	2024/9	Complete	Corporate Services	Feedback submitted to LGA 30 January 2024
29-Jan-24	14.4	The Plains Community Group - Request of Donation for Public Liability Insurance	"that Council, having considered Item 14.4 – The Plains Community Group - Request of Donation for Public Liability Insurance, dated 29 January 2024, receives and notes the report and in doing so does not approve the request to donate \$250.00 to The Plains Community Group for Public Liability Insurance."	2024/11	Complete	Development & Community	Notified Plains Community Group of outcome by letter 2 February 2024
29-Jan-24	19	Motion without Notice	"that the Chief Executive Officer, on behalf of the Council, write to the Minister for Infrastructure and Transport to underscore the urgency of completing Stage 2 of the Roundabout on the intersection of Mallala and Old Port Wakefield Roads at Two Wells, in accordance with the Deed of Agreement."	2024/19	Complete	Executive Office	Letter sent to Minister for Infrastructure and Transport 6 February 2024

15.2 SOCIAL MEDIA UPDATE

Record Number: D24/7004

Author: Marketing and Communications Officer

Authoriser: Acting Director Corporate Services

Attachments: Nil

RECOMMENDATION

“that Council, having considered Item 15.2 – *Social Media Update*, dated 26 February 2024, receives and notes the report.”

Purpose

This report provides an update to Members on Council’s corporate social media accounts since launching on 24 October 2023.

Background

- The *2022 Community Survey* highlighted a significant difference between how Council communicated at the time and what the community expected. The *Marketing and Communications Strategy 2023-2024* presented to Council on 26 June 2023 sought to address this, containing a key action to implement a strategy facilitating the launch of social media.
- In considering a ‘Social Media Progress Update’ report at the 25 September 2023 ordinary meeting, Council resolved to adopt a two-way approach to social media communication. Council also decided to ‘go live’ with a social media presence on 24 October 2023, subject to considering and adopting a Digital Media Strategy, revised *Social Media Policy* (Social Media Policy) and *Media Policy*, and partaking in an information briefing session in relation to a draft *Digital Media Strategy*.
- Following an information briefing session held with members on 3 October 2023, the *Digital Media Strategy 2023-2024* (the Digital Media Strategy) was presented to Council, which outlines Council’s general approach towards the use of digital and social media, and the associated administrative guidelines and frameworks.
- An Adelaide Plains Council profile was published on Facebook and Instagram on 24 October 2023.
- The approach to, and management of, Council’s corporate social media profiles is informed by the Digital Media Strategy and Social Media Policy.

Discussion

Council uses social media to:

1. meet the digital communication needs and expectations of the community by providing an opportunity to engage in two-way communication online
2. effectively tell the story so the community understands the what, why, when, where, and how of Council decisions and projects
3. support Council’s vision of a community and region that is productive, diverse, welcoming, ambitious, leading, and a lifestyle location

4. provide open, responsive government
5. share relevant information with the community.²

The Digital Media Strategy provides strategy and administrative guidelines for Council-managed social media and related content. It identifies objectives for the use of social media in 2023-2024. Measurements for each objective are outlined to build a baseline of social media metrics from which to measure future progress and success.

For clarity, metrics referred to in this report are defined as:

Followers: people who have opted to see posts from the page on their feed.

Engagement (or interaction): likes, reactions, shares, comments, or saves on a post.

Reach: how many individual accounts saw the content.

Impressions: Number of times that the content was on a screen.

Objective 1: Use social media to inform our community

A healthy audience is building on Facebook, which has happened via organic (meaning unpaid) reach (for example by word of mouth or shared posts). Instagram is growing slowly which is understandable considering the platform's content preferences. As more video and tourism focused content is produced, this number is expected to increase.

Table 1: Social media metrics

Social media metrics ³			
Measurement	Facebook	Instagram	LinkedIn
Number of followers	501	43	615
Average engagement on posts	43	3	11
Average monthly page reach	12,229	127	6,219
Average monthly posts	27	21	17

Objective 2: Provide two-way communication

Comments are available on posts so the community can interact with Council, however these are monitored and moderated in accordance with administrative guidelines. Some negative or inappropriate comments have been received since launching, as is expected on social media. These have been handled via the platforms' spam and profanity filters and [Social Media Community Guidelines](#).

In total 5 requests for service were received directly via social media platforms. These were mainly for weed control (in response to a post about caltrop).

Table 2: Messaging metrics

Social media metrics – messaging			
Measurement	Facebook	Instagram	Total
Number of direct messages	23 people	1	24

² Social Media Policy

³ All data 24 October 2023 to 14 February 2024.

Average response time	9 hours 16 minutes
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The average response time presented in Table 2 is for messages responded to within 24 hours of being received, and the total time includes those out of business hours. It is not feasible for this data to be collated taking into consideration out of hours messages. However, all messages have been acknowledged or responded to within the specified timeframe, so this average can provide a useful baseline for future benchmarking.

Content

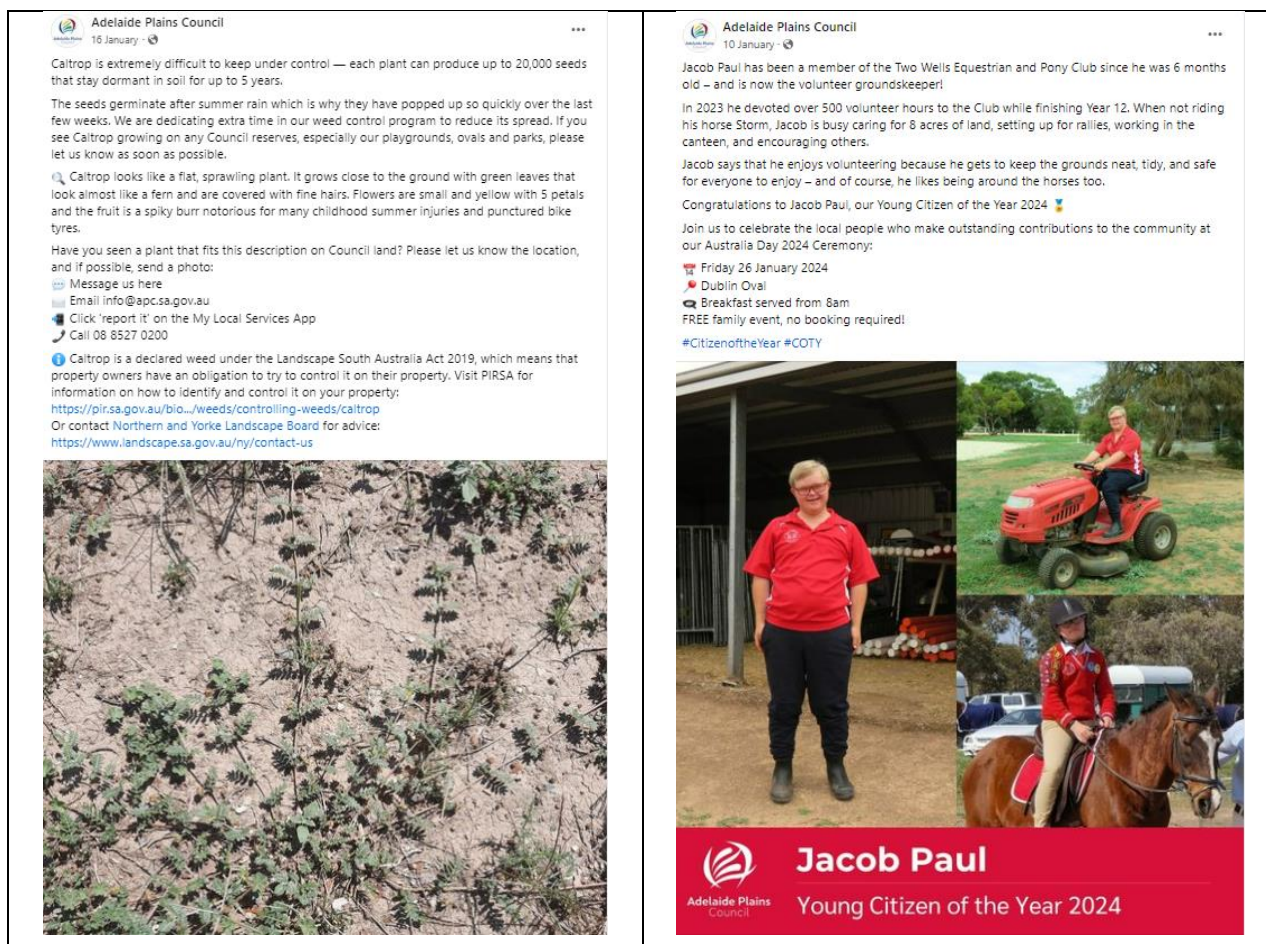
A total of 80 posts have been published to date on Facebook, 63 to Instagram, and 51 (within the same period) to LinkedIn.

Content is published for a multitude of reasons addressing different Council and community needs, including to:

- share Council news
- provide clarification or updates on issues
- promote events
- announce consultation opportunities
- provide reminders and important information about Council services
- share educational information
- support community events.

Since launching in October 2023, the top performing posts are:

<p><u>16 January 2024 – Caltrop</u></p> <p>Reach: 14,838 Impressions: 15,553 Interactions: 103 > Comments: 25 > Shares: 35 Link clicks: 76*</p>	<p><u>10 January 2024 – Young Citizen of the Year</u></p> <p>Reach: 7,941 Impressions: 8,760 Interactions: 93 > Comments: 13 > Shares: 8*</p>
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* Combined metrics from Facebook and Instagram.

Monitoring and moderation of social media

The community access social media 24 hours a day, 7 days a week. Social media profiles are monitored during business hours from 9am to 5pm, Monday to Friday, excluding public holidays or where Council offices or functions (e.g., the Library) are otherwise closed. This is communicated clearly by:

- noting these hours on profile descriptions (where available)
- automated responses to private messages received out of hours.

To manage expectations, content is also not published out of business hours (so it does not appear that staff are online to respond) and content where many comments or queries are expected is not published on a Friday (when comments will not be actively responded to for two days).

This method continues to be effective, with no significant issues thus far.

Information management

Under the *State Records Act 1997*, social media is an official record of Council. All social media records are required to be captured in Council's corporate systems, including direct (private) messages and comments. Automated software has been connected to Council managed profiles that captures information as it is published. This has saved a significant amount of staff time that was previously required to manually record published posts and comments – including for the Adelaide Plains Library Facebook profile.

Conclusion

An Adelaide Plains Council profile was published on Facebook and Instagram on 24 October 2023. The approach to, and management of, Council's corporate social media profiles is informed by the Digital Media Strategy and Social Media Policy.

ReferencesLegislation

Local Government Act 1999

Council Policies/Plans

Strategic Plan 2021-2024

Social Media Policy

Marketing and Communications Strategy 2023-2024

Digital Media Strategy 2023-2024

15.3 CAMPGROUNDS - OPERATIONS & EXPENDITURE**Record Number:** D23/55010**Author:** Property Officer**Authoriser:** Director Infrastructure and Environment**Attachments:** Nil**RECOMMENDATION**

“that Council, having considered Item 15.3 – *Campgrounds - Operations & Expenditure*, dated 26 February 2024, receives and notes the report.”

Purpose

The purpose of this report is to provide Council members information in relation to:

- Expenditure injected into Parham and Mallala campgrounds, Council and/or grant funding related; and
- Parham and Mallala campground leases entered into between Council and Mallala & Districts Lions Club.

Background

The Parham campground is situated on Department of Climate, Environment and Water (DEW) land and forms part of the Adelaide International Bird Sanctuary National Park. The Mallala campground is situated on Council owned land and includes a portion of Allotment 20 and DP95617 in CT 6163/218 and CT 6163/219 as gazetted on 19 January 2017. The Mallala campground was gazetted as ‘camping reserve’ in January 2017. Prior to this time, the land and land adjacent to the Campground in and around the Mallala Oval Complex, was used as an informal campground by recreational vehicles and campers. Upon inquiries from interested observers, Council’s Director Corporate Services has previously provided relevant background, context and resolutions into how the various leases and licences with the Mallala & Districts Lions Club have come to pass, in email correspondence dated 13 November 2023.

Discussion

Management provides to Council Members the following information in relation to the Parham and Mallala campgrounds:

Funding

Most recently, Council, at its Special Council meeting held on 13 August 2020, resolved to allocate \$110,459 from the Local Roads and Community Infrastructure Program – Round 1 to Parham campgrounds toilet facility upgrade:

4.1 Local Roads and Community Infrastructure Program Funding

Moved Councillor Di Troia Seconded Councillor Keen 2020 279

“that Council, having considered Item 4.1 – Local Roads and Community Infrastructure Program Funding, dated 13 August 2020, determines the allocation of \$345,459 funding under the Local Roads and Community Infrastructure Program as follows:

- 1. RV dump Two Wells – \$5,000***
- 2. Mallala Museum – cleaning, upstairs painting and floor coverings – \$38,000***
- 3. Clara Harniman Reserve – external fencing – \$22,000***
- 4. Middle Beach – construction of levee – \$30,000***
- 5. Parham Campgrounds Toilet Facility – \$110,459***
- 6. Two Wells Oval – Toilet Block – \$140,000***

subject to approval by the Federal Government.”

CARRIED

Council, at its Ordinary Council Meeting held on 27 January 2021 resolved to apply for a grant under Building Better Regions Fund to upgrade Parham camp ground. The upgrade included grounds and camp sites and extension to the outdoor camp kitchen:

14.10 State and Federal Funding Opportunities

Moved Councillor Strudwicke Seconded Councillor Lush 2021/ 018

“that Council, having considered Item 14.10 – State and Federal Funding Opportunities, dated 27 January 2021, receives and notes the report and in doing so:-

- 1. Instructs the Chief Executive Officer to seek funding through the Building Better Regions Fund funding stream for the following project/s:***
 - a) Parham Short Stay***
 - b) Recreational Trails***
 - c) Food and Business Festival***

2) Acknowledges that, subject to an offer of funding under the Building Better Regions Fund, Council’s estimated contribution of \$135,000 (being 50% of the total cost of the project/s \$270,000 will be incorporated into the third quarter 2020/2021 budget revision.”

CARRIED

Council has not made any allocation as part of adopting the 2023/2024 Annual Business Plan or 10-year Long-Term Financial Plan to:

- Upgrade the Parham or Mallala campground; or
- Provide financial assistance to the private sector to operate camping or caravan parks.

Below is a summary of all Council funds, including monies obtained by grants or other sources spent on upgrading either the Mallala or Parham campgrounds in the last five years:

Table 1 – Expenditure

Project Name	2019/2020	2020/2021	2021/2022	2022/2023	Total Cost	Funding Received
Parham Campground Improvements	57,472	2,500			59,972	
Mallala Campground Development	85,070				85,070	145,042
Parham Campground – Toilet Facility Upgrade			144,693		144,693	110,459
Parham Campground Upgrade				200,422	200,422	100,000
Total					490,158	355,501

Table 2 - Funding Streams

Funding Stream	Project	Funding Received
Building Better Regions	Parham Campground Upgrade	100,000
Drought Communities Program–Round 1	Mallala Campground Development	105,408
Mallala & District Lions Club	Mallala Campground Development	39,634
Local Roads and Community Infrastructure Program–Round 1	Parham Campground – Toilet Facility Upgrade	110,459
Total	490,158	355,501

Leases/Licences

Parham Campground operates under a sub-Licence between the Mallala & Districts Lions Club and Council, the sub-Licence is an interim agreement while the head lease is being finalised between DEW and Council and the completion of the Roads Closing Process Order. The headlease is expected to be finalised by end of February 2024.

On finalisation of the headlease, a sub lease will be prepared for the purpose that the Mallala & Districts Lions Club continue operating the Parham campground. The continuation of the campground under the sub lease will be subject to public consultation over a minimum 21-day period, and subject to any submissions being received.

Mallala Campground Lease between Mallala & Districts Lions Club and Council is for 5 years commencing on 1 July 2020 and expiring at midnight on 30 June 2025. There are three further terms of renewal, each for a term of five years.

Operational Expenditure

There is no direct payment of operating expenses. Council has provided kerbside waste collection bins free of charge as follows:

Table 3 - Estimated value of free waste bin collection service (\$)

Financial Year	2020/2021	2021/2022	2022/2023
Mallala	340	560	623
Parham	-	-	178

For the 2023/2024 financial year, Council has not provided free bins and charged \$700 & \$800 respectively against Mallala and Parham campground sites.

The CEO has cordially invited Mr Michael Kelledy of Kelledy Jones Lawyers to the meeting to speak in relation to the principles underpinning Competitive Neutrality and to outline Council's obligations in this regard.

Conclusion

This report is provided for Council Members' information.

ReferencesLegislation

Local Government Act 1999

Council Policies/Plans

Strategic Plan 2021-2024

Long Term Financial Plan 2023-2032

Infrastructure and Asset Management Plans

Annual Business Plan and Budget 2022-2023

Public Consultation Policy

Community Land Management Plan

15.4 UPDATE ON SALE OF LAND FOR NON-PAYMENT OF RATES**Record Number:** D24/6570**Author:** Chief Financial Officer**Authoriser:** Chief Executive Officer**Attachments:** Nil**OVERVIEW**

The purpose of this report is to provide an update to the Council on the sale of land for non-payment of rates as resolved by the Council on the 25 September 2023 under section 184 of the *Local Government Act 1999* to collect long overdue rates of \$138,810 from 16 properties.

As of the 16 February 2024: -

- a) Four (4) ratepayers have paid all the outstanding rates in full;
- b) Six (6) ratepayers have entered in to an active payment plan and therefore Council has not yet commenced section 184 proceedings; and
- c) Section 184 proceedings have been commenced through Council's debt collection agency and their lawyers with regard to the remaining 6 properties.

Total amount owing from those 12 Properties is \$114,377 as of 16 February 2024 inclusive of rates instalments became overdue since the Council decision on 25 September 2023.

RECOMMENDATION

"that Council, having considered Item 15.4 – *Update on Sale of Land for Non-payment of Rates*, dated 26 February 2024, receives and notes the report."

ReferencesLegislation

Local Government Act 1999 – Section 184 - Sale of land for non-payment of rates

Council Policies/Plans

Rates Arrears and Debtor Management Policy

15.5 CAPITAL WORKS AND OPERATING PROGRAM - MONTHLY UPDATE - FEBRUARY 2024**Record Number:** D24/8283**Author:** Director Infrastructure and Environment**Authoriser:** Chief Executive Officer**Attachments:**
1. Capital Projects Progress Report 2023-2022 [!\[\]\(36741c00488f0f940f49c67e58ccfc0a_img.jpg\) !\[\]\(977699830069c9a742237ae1aa0109a2_img.jpg\)](#)
2. Operating Projects Progress Report 2023-2024 [!\[\]\(1631b2cc142ef135c3219555d8a608b7_img.jpg\) !\[\]\(4d04eb399d3664e735d333d248a1b8f7_img.jpg\)](#)**RECOMMENDATION**

“that Council, having considered Item 15.5 – *Capital Works and Operating Program - Monthly Update - February 2024*, dated 26 February 2024, receives and notes the report.”

Purpose

The purpose of this report is to provide an update in relation to the status of the Infrastructure and Environment Department 2023-2024 Capital Works and Operating Program, for Council Members' information and monitoring.

Background

Council has adopted a significant Capital Works and Operating Program for delivery in 2023-24 totalling \$6.9 million, with an additional \$4.4million allocated to Local Government Partnership Program and Two Wells Levee projects. Management have established a project management framework for managing and monitoring projects to ensure that every effort is made to deliver the projects on time and within budget.

Attachment 1 provides a list and status of the 2023-2024 Capital projects, and **Attachment 2** provides a list and status of the 2023-2024 Operating projects.

Further to this, Management provides the following update of some of the activities and projects carried out by the Infrastructure and Environment Department over the last month.

DiscussionRe-Sheeting Program

Council's re-sheeting program is progressing as scheduled. Currently undertaking re-sheeting on Paddys Bridge Road.

Civil

The Civil team is currently carrying out maintenance activities such as sealed road maintenance, sweeping of loose stones from sealed intersections and illegal dumping clean-up. Additionally, footpath and street scape works have commenced on Irish Street, Mallala and the Mallala oval stormwater project.

Open Space and Environment

The Open Space and Environment team is currently carrying out routine maintenance activities within parks, gardens and oval precincts, slashing rural intersections and re-slashing were required. Additionally, they are undertaking declared weed control on road sides and Lewiston Reserve, and tree trimming.

Conclusion

This report is provided as a standing monthly update for Council's information.

ReferencesLegislation

Local Government Act 1999

Council Policies/Plans

Strategic Plan 2021-2024

Long Term Financial Plan 2024-2033

Infrastructure and Asset Management Plans

Annual Business Plan and Budget 2023-2024

Public Consultation Policy

CAPITAL PROJECT PROGRESS REPORT 2023-2024 - FEBRUARY 2024

Budget No	Project Name	Total Budget	YTD Actual Spend	Available to Spend	Project Commenced (Y/N)	Estimated Project Start Date	Estimated Project Completion Date	Project Completed (Y/N)	Percentage of Completion
72908	Sealed Road - Dublin Road - Hill Road to Earl Road - Pavement Rehabilitation	80,000	90,238	(10,238)	Yes	Jan-24	Jun-24	Yes	100%
72909	Sealed Road - Bailey Road East - Old Port Wakefield Road to End	91,000	69,859	21,141	Yes	Jan-24	Jun-24	Yes	100%
72910	Sealed Road - Baker Road – Gawler River Road to River	87,000	68,364	18,636	Yes	Jan-24	Jun-24	Yes	100%
72911	Sealed Road - Boundary Road - Hayman Road to Dawkins Road	65,000	84,393	(19,393)	Yes	Jan-24	Jun-24	Yes	100%
72912	Sealed Road - Garden Avenue - Artesian Road to Southern End	85,000	67,766	17,234	Yes	Jan-24	Jun-24	Yes	100%
72913	Sealed Road - Germantown Road – Gawler Road to Dawkins	142,000	121,050	20,950	Yes	Jan-24	Jun-24	Yes	100%
72914	Sealed Road - Jenkin Court - Butler Road to End	77,000	66,665	10,335	Yes	Jan-24	Jun-24	Yes	100%
72915	Sealed Road - Seventh Street – South Terrace to Fifth Street	69,000	65,981	3,019	Yes	Jan-24	Jun-24	Yes	100%
72916	Sealed Road - Third Street (Dublin) - Sixth Street to End of Seal	23,000	21,192	1,808	Yes	Jan-24	Jun-24	Yes	100%
72917	Sealed Road - Williams Road – Dawkins Road to Hayman Road	82,000	54,399	27,601	Yes	Jan-24	Jun-24	Yes	100%
72940	Sealed Road - Two Wells Mainstreet - Pedestrian Refuges/Crossing	195,000	482	194,518	No	Jan-24	Jun-24		
72903	Sealed Road - Longview Road and Gameau Road - Traffic calming devices	60,000	-	60,000	No	Jan-24	Jun-24		
72941	Sealed Road - Pram Ramp renewal to DDA compliant	10,000	5,854	4,146	Yes	Jan-24	Jun-24	Yes	100%
72906	Street Lighting - Two Wells Main Street	315,503	26,982	288,521	Yes	Jul-23	Jun-24		5%
72918	Streetscape - Irish Street - Butler Street to Redbanks Road	31,000	4,575	26,425	Yes	Nov-23	Apr-24		60%
72919	Streetscape - Rowe Crescent - Drew Street to Applebee Road	16,000	4,350	11,650	Yes	Nov-23	Apr-24	Yes	100%
72920	Streetscape - Chivell Street - Mary Street to End	38,000	-	38,000	No	Nov-23	Apr-24		
72921	Streetscape - Tangari Reserve - Footpath	24,000	-	24,000	No	Nov-23	Apr-24		
72922	Resheet - Bakers Road - Slant Road to Ridley Road	104,000	90,793	13,207	Yes	Sep-23	Oct-23	Yes	100%
72923	Resheet - Gallipoli Road - Curnow Road to Jarmyn Road	78,000	63,017	14,983	Yes	Oct-23	Nov-23	Yes	100%
72924	Resheet - Germantown Road - Verner Road to Seal	134,000	170,722	(36,722)	Yes	Jan-24	Feb-24	Yes	100%
72925	Resheet - Harris Road - Schlodder Road to Bubner Road	19,000	20,608	(1,608)	Yes	Sep-23	Oct-23	Yes	100%
72926	Resheet - Hart Road - Port Wakefield Road to Smith Road	140,000	-	140,000	No	Sep-23	Jun-24		
72927	Resheet - North Parham Road - Lowey Road to Gilberts Road	75,000	64,985	10,015	Yes	Oct-23	Nov-23	Yes	100%
72928	Resheet - Owen Road - March Road to Woods Road	121,000	32,885	88,115	Yes	Nov-23	Dec-23	Yes	100%
72929	Resheet - Paddys Bridge Road - Mallala - Two Wells Road to Germantown Road	287,000	18,105	268,895	Yes	Feb-24	Mar-24		50%
72930	Resheet - Schlodder Road - Clonan Road to Schutt Road	39,000	29,448	9,552	Yes	Oct-23	Oct-23	Yes	100%
72931	Resheet - Wasleys Road - Cheek Road to Woolsheds Road	263,000	18,951	244,049	No	Mar-24	Jun-24		
72862	Kerbing - Balaklava Road - Lisieux Street to Aerodrome Road	240,000	-	240,000	No	Jan-24	Jun-24		
72932	Site Improvements - Renew Street & Reserves/Parks Furniture Program	20,000	18,882	1,118	No	Mar-24	May-24		
72935	Site Improvements - New/Upgrade Street & Reserves/Parks Furniture Program	20,000	29,013	(9,013)	Yes	Mar-24	May-24	Yes	100%
72933	Site Improvements - Site Improvements Renewal	200,000	25,285	174,715	Yes	Oct-23	Mar-24		10%
72934	Site Improvements - Fuel supply upgrade	45,000	35,586	9,414	Yes	Sep-23	Oct-23	Yes	100%
72936	Site Improvements - Streetscape and WSUD	50,000	8,676	41,324	No	Jan-24	Jun-24		
72937	Site Improvements - Lewiston Dog Park Shelters	20,000	16,551	3,449	Yes	Mar-24	May-24	Yes	100%
72942	Site Improvements - Dublin Oval - Toilet Block	70,000	42,864	27,136	Yes	Apr-24	Jun-24		80%
72852	Site Improvements - Various locations - Signage - wayfinding and information	35,000	9,300	25,700	No	Jan-24	Jun-24		
72888	Site Improvements - Council Boundary Signs - Allocation	60,000	-	60,000	No	Jan-24	Jun-24		
72889	Site Improvements - Stage 1 - Hart Reserve Masterplan - Implementation	70,000	35,645	34,355	Yes	Sep-23	Feb-24		50%
72893	Site Improvements - Renewal of Lighting & Paths and Bike Racks Various	14,973	-	14,973	Yes	Jan-24	Jun-24		50%

72900	Wasleys Bridge - Repairs	199,771	229	199,542	No	Jul-23	Jun-24		
72938	CWMS - Mallala - Replacement of Property Pumps	15,000	11,776	3,224	Yes	Apr-24	Apr-24	Yes	100%
72939	Stormwater - Mallala Oval stormwater and road upgrade	60,000	20,680	39,320	No	Nov-23	Apr-24		
72899	Stormwater - Middle Beach - Tidal Drainage System	25,686	18,235	7,451	No	Jul-23	Dec-23		
80072	Two Wells Township Levee	1,566,373	16,160	1,550,213	No	Oct-23	Jun-24		
75100	Plant and Equipment Program	1,111,000	994,161	116,839	Yes	Sep-23	Mar-24	Yes	100%
		<u>6,573,306</u>	<u>2,544,706</u>	<u>4,028,600</u>					

OPERATING PROJECT PROGRESS REPORT 2023-2024 - FEBRUARY 2023

Budget No	Project Name	Total Budget	YTD Actual Spend	Available to Spend	Project Commenced (Y/N)	Estimated Project Start Date	Estimated Project Completion Date	Project Completed (Y/N)	Percentage of Completion
80020	Installation of single lane roundabout	500,000	879,000	(379,000)	Yes	Sep-23	Oct-23	Yes	100%
80084	Donaldson Road - Design (Reserve corridor)	10,000	-	10,000	No	Nov-23	Jun-24		
80098	Community Waste Education	15,000	-	15,000	No	Nov-23	Feb-24		
33000/820	Implement Regional/Council DAIP Initiatives	15,000	-	15,000	No	Nov-23	Jun-24		
80100	Coastal adaptation study review	60,000	-	60,000	No	Nov-23	Jun-24		
80103	Undergrounding of Power Lines in Two Wells	1,320,902	1,011	1,319,891	Yes	Sep-23	Jun-24		50%
80059	Establish Horse Floating Park Area	50,000	-	50,000	No	Dec-23	Feb-24		
80104	Street/Verge Tree Planting	30,000	5,160	24,840	No	Apr-24	Apr-24		
80107	Donaldson Road - WSUD and Open Space Elements	10,000	-	10,000	No	Nov-23	Jun-24		
80110	Two Wells CWMS - Concept Design	155,000	-	155,000	No	Nov-23	Jun-24		
80111	LRCIP Round 4 (Part B)	199,268	-	199,268	No	Nov-23	Jun-24		
		<u>2,365,170</u>	<u>885,171</u>	<u>1,479,999</u>					

16 QUESTIONS ON NOTICE

Nil

17 QUESTIONS WITHOUT NOTICE

18 MOTIONS ON NOTICE**18.1 NOTICE OF MOTION - CONDOLENCES TO GAMEAU FAMILY****Record Number:** D24/8013**Submitted By:** Councillor Kay Boon**Attachments:** Nil**PREAMBLE**

Both Margaret and Graeme had a long association with the former District Council of Mallala.

Graeme was an employee of Council for more than 40 years, and was widely known throughout the district for his expertise as a grader driver, among other skills.

Margaret was an elected member for Two Wells Ward, and was Chairman from 2000 until 2006.

They were both active community members in sport, recreation and church, giving back much for the benefit of their fellow residents without seeking anything in return. They were missed when ill health took them from the district to live nearer caring family members.

Graeme Edwin Gameau passed away on 2 January 2024, aged 81.

Margaret Anne Gameau passed away on 9 February 2024, aged 77.

PROPOSED MOTION

“that Council extend condolences to the family of the late Margaret and Graeme Gameau.”

19 MOTIONS WITHOUT NOTICE

20 URGENT BUSINESS

21 CONFIDENTIAL ITEMS

21.1 FUNDING REQUEST - NAIS STUDY

RECOMMENDATION

“that:

- 1. Pursuant to section 90(2) of the *Local Government Act 1999*, the Council orders that all members of the public, except:**
 - Chief Executive Officer;
 - Chief Financial Officer;
 - Acting Director Corporate Services;
 - Director Development and Community;
 - Director Infrastructure and Environment;
 - Manager Governance;
 - Manager Development Assessment;
 - Senior Information Technology Officer;
 - Acting Executive Assistant to the CEO/Mayor;
 - Governance Administration Officer/Minute Taker;

be excluded from attendance at the meeting of Council for Agenda Item - *21.1 Funding request - NAIS study*;
- 2. Council is satisfied that pursuant to sections 90(3)(c), (d)(i)(ii) of the *Local Government Act 1999*, Item 21.1 - *Funding request - NAIS study* concerns information of a confidential nature, the disclosure of which would reveal a trade secret AND commercial information (not being a trade secret) which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party AND on balance, be contrary to the public interest; and**
- 3. Council is satisfied the principle that Council meetings should be conducted in a place open to the public has been outweighed by the need to keep the information, matter and discussion confidential.”**

RECOMMENDATION

“that Council, having considered the matter of Item 21.1 – *Funding Request – NAIS Study* in confidence under sections 90(2) and (3)(c), (d)(i)(ii) of the *Local Government Act 1999*, resolves that:

- 1. The report, Attachment 1 and minutes pertaining to Item 21.1 - *Funding Request – NAIS Study*, remain confidential and not available for public inspection until further order of the Council;**
- 3. Pursuant to section 91(9)(a) of the *Local Government Act 1999*, the confidentiality of the matter will be reviewed every 12 months; and**
- 4. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, Council delegates the power to revoke this confidentiality order to the Chief Executive Officer.”**

22 CLOSURE